



AUSTRALIAN WAR MEMORIAL

ANNUAL REPORT
2020-21



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Australian War Memorial Annual Report 2020-2021

Australian War Memorial Annual Report 2020–21

Annual report for the year ended 30 June 2021, together with the financial statements and the report of the Auditor-General

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ISSN 1441 4198

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Cover image: Floral wreath laid at the Pool of Reflection during the Last Post Ceremony, held on 20 October 2020, commemorating the service of Sapper Terence Ronald Moore who died on 21 May 1945. The ceremony also acknowledged the ten-year anniversary of the return of Mentoring Task Force One – Afghanistan, and the servicemen from MTF-1 and Special Operations who died during this period of operations. The wreath card contains the message: “To our mates that didn’t come home. Thank you for your service.”. Photographer David Whittaker (AWM2020.4.94.31)

Australian War Memorial

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Acceptance of the report

Acceptance of the report

The Hon. Andrew Gee MP
Minister for Veterans' Affairs and Minister for Defence Personnel

Dear Minister

Statement by Accountable Authorities

On behalf of the Council of the Australian War Memorial, we have pleasure in submitting to you, for presentation to each House of Parliament, the Australian War Memorial's annual report for the period 1 July 2020 to 30 June 2021. Council formally accepted this report on 3 September 2021.

This report is submitted to you as required by section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and is consistent with the requirements of that Act and its associated Rules, Resource Management Guides, and associated resources issued by the Department of Finance.

Also presented in this report is the **annual performance statements** of the Australian War Memorial as required under paragraph 39(1)(a) of the PGPA Act, and its **annual financial statements** as required under paragraph 42(1)(a).

In our opinion, these statements are based on properly maintained records, accurately reflect the performance of the Memorial, and comply with subsection 39(2) and 42(2) of the PGPA Act.

Mr Kerry Stokes AC, Chair

Matt Anderson PSM, Director

Date 20 September 2021

Governance

Enabling legislation

The Australian War Memorial is established as a corporation by the *Australian War Memorial Act 1980* (the Act). The Memorial's functions and powers, its ministerial oversight, and the role and functions of its Council, Chair, and Director are outlined in the Act.

Governance structure

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 *Public Governance, Performance and Accountability Act 2013*, 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 government through the Minister for Veterans' Affairs. It has a strong link to the Department of Finance for budgetary processes, appropriations, grants, and financial management processes, and it follows the advice and guidance provided 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.

Functions

The *Australian War Memorial Act 1980* Part II, section 5, states:

1. The functions of the Memorial are:
 - a. to maintain and develop the national memorial referred to in subsection 6(1) of the *Australian War Memorial Act 1962* as a national memorial of Australian 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 that is otherwise in the possession of the Memorial;
 - d. to conduct, arrange for and assist in research into matters pertaining to the 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.
 2. The Memorial shall use every endeavour to make the most advantageous use of the material collection in the national interests.

These functions provide the framework around which the Memorial undertakes its core functions of commemoration, education, and research. As the custodian of Australia's military history, the Memorial works to maintain a place for solemn reflection; develop, maintain and exhibit a collection of historically significant material; provide an authoritative reference facility; and conduct, disseminate, and assist with research into Australia's military history.

Purpose

Drawing from the functions of the Memorial as described in the *Australian War Memorial Act 1980*, the purpose of the Australian War Memorial is to commemorate the sacrifice of those Australians who have died in war or on operational service and those who have served our nation in times of conflict.

Location

The Memorial's main site is located at the northern end of Anzac Parade in Campbell in the Australian Capital Territory, with storage and collection facilities approximately nine kilometres away in the northern Canberra suburb of Mitchell, and temporary office accommodation and multimedia facilities in Dickson.

Responsible Minister

The Minister for Veterans' Affairs and Minister for Defence Personnel has portfolio responsibility for the Memorial. During the reporting year the Honourable Darren Chester MP was the minister responsible for the Memorial.

Minister Chester had the following portfolio responsibilities:

- Minister for Veterans' Affairs and
- Minister for Defence Personnel

Accountable authority

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 matters as determined by the Council.

Name	Position title/ Position held Executive/Non-Executive	Period as the accountable authority or member within the reporting period		Number of meetings of accountable authority attended
		Date of commencement	Date of cessation	
Mr Kerry Stokes AC	Council (Chairman); Remuneration Committee	August 2007		4
The Honourable Anthony (Tony) Abbott AC	Council	October 2019		3
Wing Commander (Ret'd) Ms Sharon Bown	Council; Finance, Audit, and Compliance Committee (FACC)	June 2016		4
Lieutenant General Rick Burr AO DSC MVO	Council Ex Officio	January 2018		4
Ms Gwen Cherne	Council	February 2019	November 2020	3
Air Marshal Mel Hupfeld AO DSC	Council Ex Officio	July 2019		4
Corporal Daniel Keighran VC	Council	June 2016		4
Mr Glenn Keys AO	Council	February 2021		2
Mr James McMahon DSC DSM	Council; FACC (Deputy Chair)	October 2015		4
Major General Greg Melick AO RFD FANZCN SC (Ret'd)	Council; FACC (Chair), Remuneration Committee	March 2015		4
Colonel (Ret'd) Susan Neuhaus AM CSC	Council	April 2018		4
Vice Admiral Michael Noonan AO RAN	Council Ex Officio	July 2018		4
Mrs Josephine Stone AM	Council; FACC	February 2015		4
Ms Rhondda Vanzella OAM	Council	February 2021		2

Members of Council

Chair

Mr Kerry Stokes AC was elected as Chairman of the Australian War Memorial on 10 November 2015 with his term commencing on 12 November 2015. He was reappointed to Council in June 2017 for a further three-year term commencing in August 2017. Mr Stokes was reappointed for a further one-year term commencing in June 2021. Mr Stokes was previously appointed to Council in August 2007, April 2011, and August 2014. On 11 November 2015, he was inducted as a Fellow of the Australian War Memorial.

Mr Stokes is Chairman of Seven West Media. He is also Chairman of Seven Group Holdings. Through his private company, Australian Capital Equity, Mr Stokes has broad business interests. Mr Stokes was the recipient of 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 an Honorary Life Membership of the Returned and Services League of Australia and received an RSL Commendation Award for outstanding service rendered to the ex-service community. He is a recipient of the Rotary Paul Harris Fellow Award, a former Chairman of the National Gallery of Australia, and former Chairman of the Canberra Theatre Trust.

Council Members

The Honourable Anthony (Tony) Abbott was appointed by the Governor-General of Australia to the Council of the Australian War Memorial on 1 October 2019 for a three-year term. Tony Abbott became prime minister on 7 September 2013, and served for two years. In his time as prime minister, the carbon tax and mining tax were repealed, free trade agreements were finalised with China, Japan and Korea; the people smuggling trade from Indonesia to Australia was halted, and Australia became the second largest military contributor to the US-led campaign against Islamic State in Iraq. In 2014, and again in 2015, he spent a week running the government from a remote Indigenous community. Tony Abbott served as the member for Warringah in the Australian Parliament between 1994 and 2019. As the local MP, he was instrumental in the creation of the Sydney Harbour Federation Trust to preserve the natural and built heritage of his electorate. Prior to entering parliament, he was a journalist with *The Australian*, a senior adviser to opposition leader John Hewson, and Director of Australians for Constitutional Monarchy. He has degrees in economics and law from Sydney University and in politics and philosophy from Oxford which he attended as a Rhodes Scholar. Since 1998, he has convened the Pollie Pedal annual charity bike ride which has raised nearly \$7 million for organisations such as Soldier On and Carers Australia. He still does surf patrols with the Queenscliff Surf Life Saving Club and serves as a deputy captain with the Davidson Rural Fire Brigade. He is married to Margaret and they are the parents of three daughters: Louise, Frances and Bridget. Mr Abbott is a recipient of Australia's highest honour: the Companion in the General Division in the Order of Australia (AC) in 2020 for "eminent service to the people and Parliament of Australia".

Wing Commander(Ret'd) Sharon Bown was appointed to Council in June 2016 for a three-year term and re-appointed for a further three-year term in 2019. Wing Commander Bown served as a nursing officer in the Royal Australian Air Force for 16 years, discharging from service in 2015. Wing Commander Bown deployed to Timor–Leste in 2000 and 2004; Afghanistan in 2008 as Officer-in-Charge of the Australian Medical Task Force in Tarin Kowt, Afghanistan; and on various aeromedical evacuation tasks, including

Papua New Guinea in 2001, Solomon Islands in 2003, and Bali following the terrorist bombings in 2005. Having cared for Australian Defence Force personnel and their families in Australia and overseas, Wing Commander Bown is a passionate advocate within the field of military and veterans' health and demonstrates a unique insight into the welfare and healthcare needs of those adversely affected by their service. Wing Commander Bown is a Registered Nurse with a Bachelor of Nursing and a Bachelor of Psychological Science.. She is the author of *One Woman's War and Peace: A Nurse's Journey in the Royal Australian Air Force*; an ambassador for Phoenix Australia, Centre for Posttraumatic Mental Health, and a Fellow of the Australian College of Nursing and served as National Vice President of the Air Force Association 2020-2021.

Lieutenant General Rick Burr AO DSC MVO joined Council in July 2018 when he assumed command of the Australian Army. He joined the Australian Army in 1982, graduating from the Royal Military College, Duntroon in 1985 to the Infantry Corps. He has seen service in the 8th/9th Battalion, the Royal Australian Regiment, and the Special Air Service Regiment, which he commanded in 2003–04. His senior leadership roles have been diverse. He was the Deputy Chief of Army after serving as Deputy Commanding General US Army-Pacific – the first foreign officer to hold such a position. In 2011–12 he was Commander of the 1st Division and Deployable Joint Force Headquarters. His operational commands include the theatre-level multinational command of all Special Forces assigned to the International Security Assistance Force in Afghanistan in 2008, and command of the Australian Special Forces Task Group in Afghanistan 2002 and Iraq 2003. He gained broad experience across army, defence and government in a range of staff, training and representational appointments. Committed to the development of our future leaders, he has been an instructor at the Royal Military College, Duntroon, and Chief Instructor of the Australian Defence Force Warfare Centre, responsible for the education and training of ADF officers in planning joint operations. He was the senior operations and plans officer in Special Operations Headquarters in 2001–02, and Military Assistant to the Chief of the Army in 2005. As a colonel he served as Director of Force Structure and then Director General Preparedness and Plans in Army Headquarters. In 2007 he was seconded as a senior adviser to the Department of Prime Minister and Cabinet. He was Director General Military Strategic Commitments in 2009–10. He was the Equerry to Her Majesty Queen Elizabeth II for the Royal Visit to Australia in 2000. Lieutenant General Burr is a Distinguished Graduate of the United States Marine Corps Command and Staff College and graduate of the USMC School of Advanced Warfighting. He holds a Bachelor of Arts degree from the University of New South Wales, a Master of Military Studies from the Marine Corps University, and has completed the Harvard Business School Advanced Management Program. His personal awards include Officer of the Order of Australia, Distinguished Service Cross, Member of the Royal Victorian Order and foreign awards for distinguished service. He is Patron of Defence Australian Rules Football.

Ms Gwen Cherne was appointed to Council for a three-year term in February 2019 and resigned from Council in August 2020. Gwen is an Australian war widow. Following the death of her husband to suicide in 2017, she has provided essential advocacy for Australian war widows and defence families, was appointed to the National Council for Women and Families United by Defence Service, serves as a member director for the Australian War Widow's, NSW, and is an ambassador for the Commando Welfare Trust and Gotcha4Life. In 2018, Gwen was appointed an Invictus Games ambassador for Clubs NSW. Born in the United States, her career has spanned a diverse geographical area, including the US, Australia, Afghanistan, Africa, Central and South America, and the Caribbean, with a focus on stability, relief, and development for youth, women, and families living in crisis and extreme poverty. In her early career she co-founded a school for low-income children with the New York Nativity Centers, an organisation she helped restructure. She has worked in Afghanistan as an international development worker, and at IDS International as a senior trainer and manager for curriculum and training for the military and civilians. More

recently, she spent seven years working at the Australian Civil-Military Centre as a program manager. Gwen has a Bachelor's Degree in Psychology with a Minor in Women's Studies and a Master's Degree in Public Administration with a concentration in International Policy from the New York University Robert F. Wagner School of Public Service.

Air Marshal Mel Hupfeld AO DSC joined the Royal Australian Air Force as an academy cadet in January 1980, winning the Flying Prize for his year and graduating with a Bachelor of Science degree in 1983. His early career was spent in a variety of flying positions on Mirage and F/A-18 aircraft, primarily with No 3 Squadron (3SQN) and No 2 Operational Conversion Unit (2OCU), before qualifying as a fighter combat instructor in 1989. Following a period of service as B Flight Commander, 3SQN, Air Marshal Hupfeld was appointed as the Executive Officer of 2OCU in 1995. In 1997 Air Marshal Hupfeld was selected to attend the Royal Air Force Advanced Staff Course, graduating with a Master of Arts in Defence Studies from King's College, London before posting to the Deputy Director in Aerospace Development Branch. In 2001 he took command of No. 75 Squadron, leading it on Operations BASTILLE and FALCONER (Middle East) where he was awarded a Distinguished Service Cross. On promotion he was appointed Director Aerospace Combat Development (Australian Defence Headquarters) before appointment as Officer Commanding No. 81 Wing in 2006. Promoted to air commodore in 2007, he became the Director of the Combined Air Operations Centre in the Middle East Area of Operations, before returning to Australia as the Director-General Air. In December 2009, he took command of Air Combat Group, overseeing the RAAF's fast-jet combat aircraft. Air Marshal Hupfeld became Air Commander Australia on 3 February 2012, providing specialist air advice on raise, train and sustain issues to the joint environment. In 2014 he was appointed Head Capability Systems. In 2015 he received an appointment as Officer of the Order of Australia for distinguished service to the Australian Defence Force. In August 2015 he was appointed to the role of Acting Chief Capability Development Group. On the disbandment of Capability Development Group, Air Marshal Hupfeld took up the position of Head Force Design in Vice Chief of Defence Force Group in 2016. On promotion, he was appointed Chief Joint Operations in May 2018 and subsequently Chief of Air Force in July 2019. Air Marshal Hupfeld is married to Louise; his interests include running, fishing, and sailing.

Corporal Daniel Keighran VC was appointed to Council in June 2016 for a three-year term and re-appointed for a further three years in May 2019. Corporal Keighran enlisted in the Australian Army at 17 and served his country as part of the 6th Battalion, the Royal Australian Regiment, discharging from full-time service in 2011. Corporal Keighran deployed to Rifle Company Butterworth, Malaysia, in 2001 and 2004; Timor–Leste (East Timor) in 2003–04; Iraq in 2006; and Afghanistan in 2007 and 2010. Corporal Keighran is the only Victoria Cross recipient from the Royal Australian Regiment in its proud 67-year history, with his citation reading, “For the most conspicuous acts of gallantry and extreme devotion to duty in action in circumstances of great peril at Derapet, Uruzgan province, Afghanistan, as part of the Mentoring Task Force One on Operation SLIPPER.” Since completing his full-time service Corporal Keighran has held various private sector roles including his current association with Australian Defence Apparel as a brand ambassador, working on military and tactical apparel and load carriage with the Research, Development and Innovations Team. Dan continues to serve his country as an Active Reservist with the Australian Army and donates his time as an ambassador to Mates4Mates.

Mr Glenn Keys AO is the founder, Executive Chairman and Director of Aspen Medical, one of the world's leading providers of outsourced healthcare solutions. In 2010, Mr Keys founded the Aspen Foundation, which funded the Australia-wide study into Ex-Service Support Organisations (ESO) Mapping Project to assist in understanding the range and distribution of ESOs and how they can better support veterans. He was a founding director of the organisation that led the campaign to inaugurate the Invictus Games in Australia. He became Director of the Australian Invictus Games in 2018 and is now a board member of

Veterans Sport Australia. Mr Keys sits on a number of boards including the National Disability Insurance Agency. Prior to building and leading businesses in the private sector, Mr Keys had a distinguished career in the Australian Defence Force spanning 15 years. He completed officer training at Royal Military College, Duntroon and studied Mechanical Engineering. He studied Aeronautical Engineering with the United Kingdom Ministry of Defence and was the first army flight test engineer at the RAAF Aircraft Research and Development Unit. He was Chief Engineer, Army Aircraft Logistics Management Squadron, from 1992 to 1993.

Mr James McMahon DSC DSM was appointed to Council in October 2015. James is currently the Chief Operating Officer at Australian Capital Equity. Prior to this he was the Commissioner for the Department of Corrective Services in Western Australia. He commenced this appointment in November 2013 and concluded the reform agenda in April 2017. He also worked as the Chief Operating Officer of Azure Capital and later as the Managing Director of Chauvel Group. This included advising companies, government and not for profit organisations in strategy, operations, risk, governance and people performance. James' private industry and public sector experience followed a 22-year career in the Australian Defence Force which included the position of Commanding Officer of the Special Air Service Regiment. He led several deployments in Iraq, Afghanistan and Timor Leste and has served in south-east Asia, Europe, Solomon Islands and Bougainville. As an SAS Squadron Commander, his squadron was awarded the Meritorious Unit Citation for exemplary performance. As the SAS Commanding Officer, his unit was awarded the Meritorious Unit Citation and the Unit Citation for Gallantry. He was awarded the Distinguished Service Cross and the Distinguished Service Medal for command and leadership in action in Timor Leste, Afghanistan and Iraq. He served on the board of the West Coast Eagles Football Club 2007–2015, where he also served as deputy chairman, on the SAS Resources Trust Board since 2008 and the Australian War Memorial Board since October 2015. He is an ambassador for the Fathering Project. He has a Masters in Management and a Masters in Business Administration.

Major General Greg Melick AO RFD FANZCN SC (Ret'd) was appointed to Council in March 2015. He is a Hobart-based senior counsel who was a member of the ADF Reserves from 1966. He commanded at all levels from section to brigade before becoming Australia's most senior reserve officer in 2007. He became the Australian Defence Force's Head of the Centenary of Anzac Planning Team in 2011. He has served in the 2nd Battalion, Royal New South Wales Regiment and One Commando Company and has commanded units including the 12th/40th Battalion, Royal Tasmania Regiment and 8 Brigade. He is the Colonel Commandant of 1st Commando Regiment. He has been a Principal Crown Counsel in the Tasmanian Crown Law Office, a statutory member of the National Crime Authority and the NSW Casino Control Authority. He was appointed part-time Deputy President of the Administrative Appeals Tribunal in September 2014 and the part-time Chief Commissioner of the Tasmanian Integrity Commission in 2015. He has conducted several investigations, including the investigation into the Beaconsfield mine collapse, and is Cricket Australia's anti-corruption special investigator. He is a former Chairman of the Board of St John Ambulance (Tasmania) and in 2019 was elected National President of the RSL. He is patron of Friends of the 2nd Infantry Battalions, Army Museum Tasmania and ADF Cricket.

Colonel (Ret'd) Susan Neuhaus AM CSC was appointed to Council for a three-year term from 27 April 2018. Susan is a Fellow of the Royal Australasian College of Surgeons, holds an adjunct appointment as Clinical Associate Professor of Surgery at the University of Adelaide and is a practicing surgeon and surgical oncologist. Susan has completed a career spanning 20 years in the Regular Army and Army Reserve. She is a graduate of Australian Command and Staff College (Res). Her operational service includes deployments to Cambodia, Bougainville and Afghanistan. She was the Commanding Officer, 3rd Health Support Battalion, promoted to colonel in 2008 and awarded the Conspicuous Service Cross in

2009 for military service. Susan has held significant board appointments, predominantly in the not-for-profit sector and is a Fellow and current Chair and President of the South Australian-Northern Territory Division of the Australian Institute of Company Directors. Her former roles include Chair of the Repat Foundation – the Road Home, member of the South Australian Veterans Health Advisory Council and Co-Chair of the South Australian PTSD Centre of Excellence Ministerial Advisory Panel (now established as the Jamie Larcombe Centre). Susan is the current Chair of the Veterans' Advisory Council, South Australia and Patron of the Virtual War Memorial, Australia. Susan led a developing national research collaborative investigating the gender-specific effects of military service and deployment. She is widely published in areas of operational health care and co-author of *Not for Glory: A Century of Service by Medical Women to the Australian Army and its Allies*. Susan was made a Member of the Order of Australia in 2020 for services to medicine and veterans and their families.

Vice Admiral Michael Noonan AO RAN joined Council in July 2018 upon assumption of command of the Royal Australian Navy. Joining the Royal Australian Navy in 1984, he trained as a seaman officer and completed the Principal Warfare Officer course, specialising in Air Direction and Above Water Warfare. Throughout his career, he has experienced a wide range of navy and ADF operations through various sea and shore posting and operational roles. Highlights have included deployments to the Middle East, Southern Ocean and being the Commissioning Commanding Officer of the ANZAC-Class frigate HMAS *Parramatta*. He has fulfilled leadership positions at all levels of the Australian Defence Force, with senior positions including the Director of Military Strategic Commitments, Director General of Operations at Headquarters Joint Operations Command, Command of Maritime Border Command, and Deputy Chief of Navy. In June 2018, he was appointed as an Officer of the Order of Australia in recognition of his distinguished service in significant senior ADF command roles. Vice Admiral Noonan assumed command of the Royal Australian Navy on 7 July 2018 and is the 32nd professional head of the Australian Navy, and the 9th officer to hold the title of Chief of Navy Australia. In this role, he is entrusted by government as its principal naval advisor, charged with the responsibility to raise, train and sustain Australia's naval forces to execute the Royal Australian Navy's mission as part of the joint force in an increasingly dynamic global region.

Mrs Josephine Stone AM was appointed to Council on 26 February 2015 and reappointed in 2018 for a three-year term. Mrs Stone is a graduate of the Melbourne Law School and has worked in a number of public and private legal institutions in Victoria and the Northern Territory of Australia. Her previous professional involvements include being a statutory member of the Regional Telecommunications Independent Review Committee, Professional Standards Manager at the Northern Territory Law Society, Assignments Director at the Northern Territory Legal Aid Commission, solicitor with the Australian Government Solicitor, and with private firms in Melbourne, Alice Springs and Darwin. Mrs Stone is a director of a private family company. Her community engagements include Zonta Alice Springs, Darwin Private Hospital Advisory Board, Northern Territory Women's Advisory Board, Chairman of the Red Cross (Katherine) Flood Appeal, together with a number of roles in school Parents and Friends committees and boards in Darwin and Brisbane. Her additional personal interests have included instigating the 100-year history of St Marys Primary School in Darwin and the political advancement of women, which has involved appearances at international conferences as moderator and speaker. Mrs Stone was made a Member of the Order of Australia in 2006 for services to the law and the community.

Ms Rhondda Vanzella OAM was appointed the National President of Australian War Widows Incorporated in October 2020. She has been a member of Australian War Widows NSW since 2014 and has served as its state president and chair since 2016. She has dedicated her career to mentoring and working with communities at a local, rural regional and national level. Her projects have included walking the Kokoda

track to assist with building and opening of track memorials; helping lead the re-enactment of the Kangaroo March from Wagga Wagga to Sydney in 2015; and leading a fundraiser to build low cost retirement units on RSL land in Batlow. Rhondda is co-founder and President of the Ozy Youth Choir Honouring Defence Service (Ozy) which brings civilians, veterans and current serving Defence families together in regional and rural areas through the arts. Bringing music and history together, Ozy inspires and develops young leaders with a focus on commemoration, education and welfare. Rhondda is a member of a number of boards, including the National Council for Woman and Families United by Defence Service, the Ex-Service Organisations Round Table, the Remembrance Driveway Committee, and is an affiliate member of the Bundanoon RSL sub-branch. She served as a committee member on the Centenary of ANZAC Advisory Council. As a war widow and woman united by defence service, Rhondda is passionate about finding and creating ways to bring organisations together to collaborate to better honour and support women, veterans and their families. She believes that the Australian War Memorial plays a vital role as Australia's national place to honour, learn and heal for all generations.

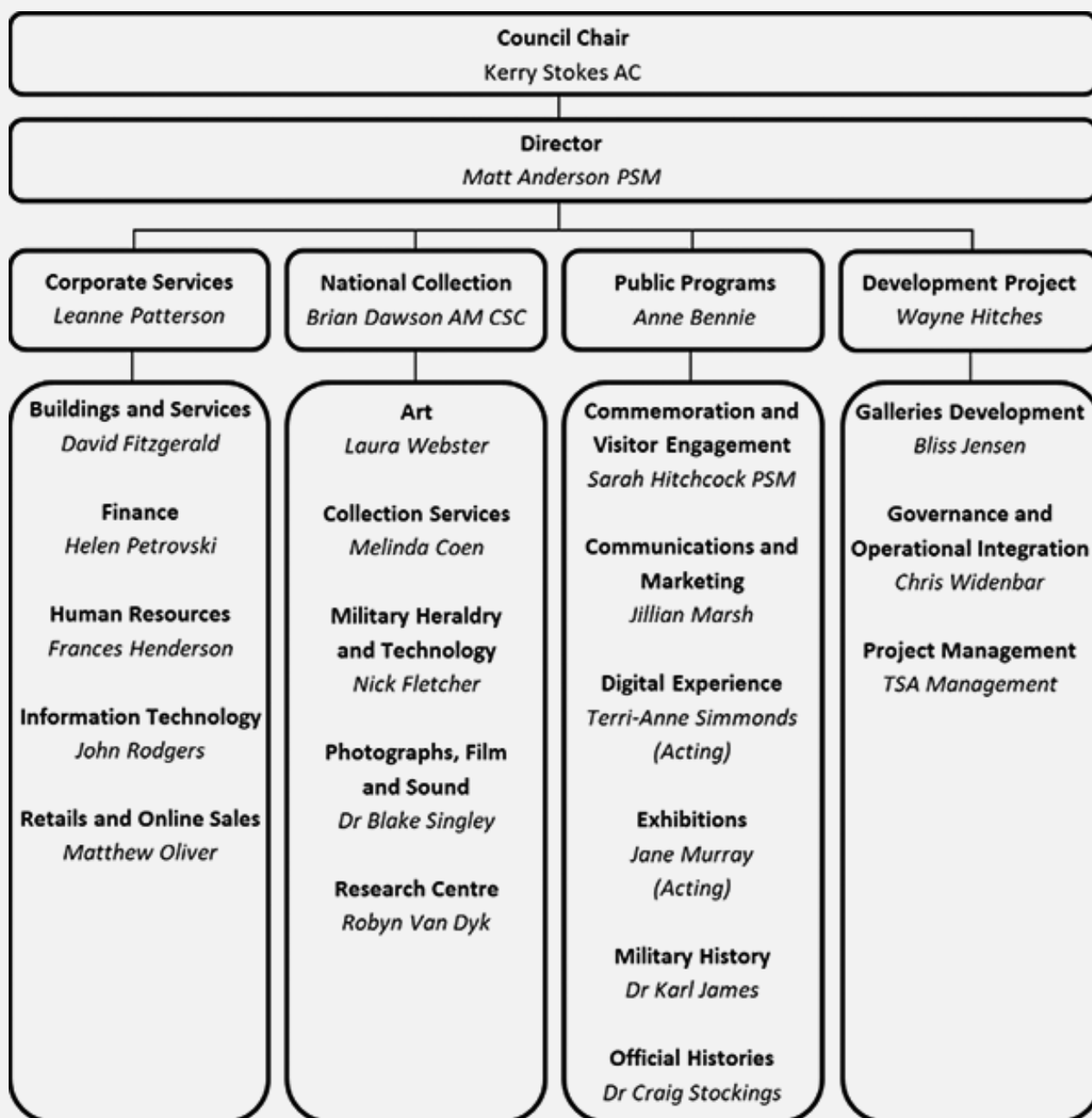
Organisation structure

Day-to-day corporate operations are conducted in accordance with the policies and strategic direction set by the Council of the Memorial and its management team.

The management structure of the Memorial comprises three branches based on functional responsibilities, with outputs achieved by cross-branch activities. A separate project team has been established for the life of the Memorial's Development Project from 2019–2027.

Project teams for tasks are established as required, drawing on staff from across the Memorial managed, coordinated by the Memorial's senior executive committee, the Corporate Management Group (CMG), which is comprised of the Director and the three assistant directors. Meeting weekly, CMG is responsible for overall leadership, management and implementation of the Memorial's strategies and policies, and the regular review of performance.

Organisation chart



- **Council Chair:** Kerry Stokes AC
 - **Director:** Matt Anderson PSM
 - **Corporate Services:** Leanne Patterson
 - **Buildings and Services:** David Fitzgerald
 - **Finance:** Helen Petrovski
 - **Human Resources:** Frances Henderson
 - **Information Technology:** John Rodgers
 - **Retail and Online Sales:** Matthew Oliver
 - **National Collection:** Brian Dawson AM CSC

- **Art:** *Laura Webster*
- **Collection Services:** *Melinda Coen*
- **Military Heraldry and Technology:** *Nick Fletcher*
- **Photographs, Film and Sound:** *Dr Blake Singley*
- **Research Centre:** *Robyn Van Dyk*
- **Public Programs:** *Anne Bennie*
 - **Commemoration and Visitor Engagement:** *Sarah Hitchcock PSM*
 - **Communications and Marketing:** *Jillian Marsh*
 - **Digital Experience:** *Terri-Anne Simmonds (Acting)*
 - **Exhibitions:** *Jane Murray (Acting)*
 - **Military History:** *Dr Karl James*
 - **Official Histories:** *Dr Craig Stockings*
- **Development Project:** *Wayne Hitches*
 - **Galleries Development:** *Bliss Jensen*
 - **Governance and Operational Integration:** *Chris Widenbar*
 - **Project Management:** *TSA Management*

Organisational demographics

The following is an overview of the metrics of the staff at the Memorial, as of 30 June 2021

Current period (2020/2021)

ONGOING EMPLOYEES

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
ACT	110	3	113	130	10	140	0	0	0	253
Total	110	3	113	130	10	140	0	0	0	253

NON-ONGOING EMPLOYEES

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
ACT	26	9	35	25	16	41	0	0	0	76
Total	26	9	35	25	16	41	0	0	0	76

Includes 23 casuals (part-time). Excludes statutory officer(s)

Previous period (2019/2020)

ONGOING EMPLOYEES

	Male			Female			Indeterminate			Total
	Full-time	Part-time	<i>Total male</i>	Full-time	Part-time	<i>Total female</i>	Full-time	Part-time	<i>Total indeterminate</i>	
ACT	120	4	124	127	12	139	0	0	0	263
Total	120	4	124	127	12	139	0	0	0	263

ALL NON-ONGOING EMPLOYEES

	Male			Female			Indeterminate			Total
	Full-time	Part-time	<i>Total male</i>	Full-time	Part-time	<i>Total female</i>	Full-time	Part-time	<i>Total indeterminate</i>	
ACT	19	12	31	15	20	35	0	0	0	66
Total	19	12	31	15	20	35	0	0	0	66

Includes 32 Casuals (part-time). Excludes Statutory Officer(s)

Executive Remuneration

Senior executive	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits	Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave		
Mr Matt Anderson	Director	380,269	9,548		50,265	4,517		444,599
Mrs Anne Bennie	Assistant Director (Branch Head)	197,432			43,478	4,124		245,034
Maj Gen (Ret'd) Brian Dawson AM CSC	Assistant Director (Branch Head)	213,359			33,170	5,735		252,264
Ms Leanne Patterson	Assistant Director (Branch Head)	202,751			40,137	6,562		249,450
Mr Wayne Hitches	Executive Director (Development)	150,470	68,000	193,427	62,366	9,848		484,111
Council								
Mr Kerry Stokes AC	Council Chair	82,680			7,855			90,535
The Hon Tony Abbott	Council Member	41,340			3,927			45,267
Ms Sharon Bown	Council Member	41,340			3,927			45,267
Ms Gwen Cherne (Ceased 5/8/2020)	Council Member	8,136			982			9,118
Mr Daniel Keighran	Council Member	41,340			3,927			45,267
Mr Glenn Keys (Commenced on 4/2/2021)	Council Member	16,675			1,584			18,259

Senior executive	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits	Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave		
Mr James McMahon	Council Member	41,340			3,927			45,267
Major General (Ret'd) Greg Melick	Council Member	41,340			3,927			45,267
Ms Susan Neuhaus	Council Member	41,340			3,927			45,267
Mrs Josephine Stone	Council Member	41,340			3,927			45,267
Ms Rhonda Vanzella (Commenced on 4/2/2021)	Council Member	16,675			976			17,651

Note:

Annual leave movement is part of the short-term benefit within base salary in this table. The Director's remuneration is set by the Remuneration Tribunal and authorised by Council.

Some members of Council, including the Chair, have elected to donate their fees to the Memorial.Audit Committee

Information about remuneration for senior executives

Senior executives are included in the key management personnel table above.

Information about remuneration for key staff

No other Memorial staff met the reporting threshold during the reporting period.

Audit Committee

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration
Wing Commander (Ret'd) Sharon Bown	Bachelor of Nursing (1995), Registered Nurse (1995–ongoing), ISO Internal Auditor Course (2001), Bachelor of Psychological Science (2017), Graduate of the Australian Institute of Company Directors' Company Directors' Course (2017), Member of the Australian Institute of Company Directors, Ambassador, Phoenix Australia – Centre for Posttraumatic Mental Health, Air Force Association, ACT Division Director (2019–present), Fellow of the Australian College of Nursing (2020–present)	4 of 4	See note
Mr James McMahon DSC DSM	Master's in Business Administration (2007), Masters in Management (Defence)(2001), Graduate of the Australian Defence College – Staff College (2001), Graduate Diploma in Management (1996), Graduate of the Officer Cadet School New Zealand as an Australian student (1987), Commissioner for the Department of Corrective Services, Western Australia (2013–2017), Azure Capital: Chief Operating Officer (2007–2013), Corporate Advisory Firm (2007–2012), Managing Director, Management Consulting Division (Chauvel Group)(2012–2013), Australian Defence Force: Operational deployments to Iraq, Afghanistan and Timor Leste (1985–2007), Commanding Officer of the Special Air Service Regiment (2005–2006)	4 of 4	See note
Major General Greg Melick AO RFD FANZCN SC (Ret'd)	Senior Counsel with experience with corporate law, past and present Commonwealth and State statutory officer	4 of 4	See note
Mrs Josephine Stone AM	LLB, company director	4 of 4	See note
Matthew Broadfoot (independent)	Fellow of the Institute of Chartered Accountants in Australia and NZ (FCA), Fellow of the Australian Institute of Company Directors (FAICD), retired partner of Deloitte Touche Tohmatsu (32 years)	4 of 4	\$4,380

Audit committee members who are members of the Council do not receive additional remuneration to the remuneration received in their capacity as a Council Member, which is reported in the Executive Remuneration table.

[The AWM's Finance, Audit and Compliance Committee of Council Terms of Reference](#)

Annual performance statement

Annual performance statement

Following are the performance statements against each of the Memorial's key outcome deliverables.

Outcome 1

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.

Output 1.1 Commemorative events

A range of commemorative ceremonies will be delivered, including three major ceremonies (Anzac Day Dawn Service, Anzac Day National Ceremony, and Remembrance Day Ceremony), other ceremonies linked to key anniversaries, a school wreath-laying program, and the daily Last Post ceremony.

1.1.1. Deliver major commemorative ceremonies and events as scheduled

Target

All major commemorations delivered as scheduled and in a modified format if required.

Analysis

Anzac Day

Following the closed 2020 commemorative service, which was broadcast to the nation due to COVID-19, the Memorial welcomed public attendance at the Anzac Day Dawn Service and National Ceremony on the Parade Ground. To maximise the opportunity for an inclusive commemoration and maintain the highest levels of public safety, social distancing mitigations and capacity limitations were applied. The Dawn Service was ticketed for the first time, with 4,200 gathering to hear the Commemorative Address delivered by the Prime Minister of Australia, the Honourable Scott Morrison MP. Over 2,300 people attended the National Ceremony; with 2021 marking the Centenary of the Royal Australian Air Force, Air Marshal Mel Hupfeld AO DSC Chief of Air Force delivered the Commemorative Address. The Veterans' March, coordinated by the ACT Branch of the Returned and Services League of Australia, was revised to a

reduced Banner Parade of 200 people, allowing those in attendance to pay tribute to participating veterans and serving members.

In the period between 18 and 26 April there were 1.27 million page views on the www.awm.gov.au website. On Anzac Day, there were more than 359,757 website page views. During the National Commemorative Service, there was a peak of 1,300 visitors per minute.

A strong online presence and engaging website content were key to the Memorial's Anzac Day 2021 commemorations. The website became a one-stop shop for information regarding Anzac Day events, including nightly projections, ticketing and COVID-19 visitor information.

The Memorial continued to share content under the #AnzacAtHome campaign, created in 2020 to encourage those unable to attend an Anzac Day service to commemorate at home. This included re-establishing the virtual poppy wall (lestweforget.gov.au) in partnership with the Department of Veterans' Affairs. As of 26 April 2021, the virtual poppy wall received 6,768 poppies posted by members of the public.

Remembrance Day

Due to COVID-19 restrictions, the Memorial delivered an alternate Remembrance Day National Ceremony on 11 November 2020 in the Captain Reg Saunders Courtyard, attended by 200 invited guests, which was broadcast nationally.

Source: *Australian War Memorial attendance records*

1.1.2 Deliver minor commemorative ceremonies and events as scheduled

Target

All minor commemorations delivered as scheduled and in modified formats where required.

Analysis

Many scheduled annual minor commemorations were cancelled by various groups or associations due to COVID-19 restrictions.

A total of 1,233 visitors attended one of 20 minor commemorations or ceremonies conducted at the Memorial between July 2020 and 30 June 2021.

Source: *Australian War Memorial attendance records*

1.1.3 Deliver daily Last Post ceremonies including online streaming.

Target

Last Post ceremony delivered daily, and 95% uptime for online streaming.

Analysis

The Memorial's Last Post Ceremony was delivered every day, except for Christmas Day when the Memorial is closed to the public. The Last Post Ceremony delivery was adjusted with COVID-19 management plans and became a ticketed event. Attendances were affected by a downturn in visitation and limitations due to COVID-19 restrictions.

During this year 29,404 people attended a Last Post Ceremony.

Of those visitors who attended a ceremony or event and completed a visitor exit survey, 99 per cent were satisfied; 87 per cent were very satisfied.

The Last Post Ceremony is made available online via live streaming on Facebook and YouTube. During 2020–21, a total of 1,260,002 viewers watched a Last Post Ceremony online, with 98 per cent uptime achieved for online streaming.

Source: Australian War Memorial attendance and online user records, and General Visitor Survey 2020–2021

Output 1.2 The National Memorial and grounds

The Memorial building and grounds are conserved and developed as a dignified, moving, and impressive national memorial to Australians who served and died at war.

1.2.1 Continued development and maintenance of Memorial building and grounds consistent with high standards, ensuring that all works comply with standards and that major works are communicated to visitors prior to commencement and with the impact on the visitor experience minimised as far as possible

Target

Buildings and grounds are maintained in a state consistent with a pre-eminent national institution and visitor satisfaction levels with the state of the Memorial grounds and Sculpture Gardens does not drop below a combined 85 per cent *very satisfied* or *satisfied* rating as measured in the visitor survey.

Analysis

Ninety-eight per cent of visitors surveyed agreed that the Memorial buildings and grounds were presented in a state consistent with their expectations of a national institution; 74 per cent strongly agreed.

Ninety-six per cent of visitors who included the Memorial's grounds and Sculpture Garden in their visit stated that they were very satisfied or satisfied; 65 per cent were very satisfied.

Visitation to the grounds and sculpture garden continued during the COVID-19 closure, as did Roll of Honour projections. An estimated 1,795 visitors attended the Memorial grounds, viewing the projections in the evenings.

Source: General Visitor Survey 2020–21 and Australian War Memorial attendance records

1.2.2 Following formal approval, staged implementation of the AWM Development Project at the Campbell site incorporating:

1. Delivery of staging and enabling works to minimise visitor experience disruption
2. Decant of extant Anzac Hall and conservation of affected National Collection items
3. Commencement of New Anzac Hall, Southern Entrance and CEW Bean Building extension construction works.

Target

AWM Development Project activities implemented in line with approved project program and reported to government by Annual Project Update including:

1. Enabling and staging works program delivered to support main construction program
2. Anzac Hall decant completed in line with approved project program
3. Works commence in line with approved program.

Analysis

a) Notwithstanding several delays due to extended approvals processes the Development Project remains on budget and on time for the 2020–2021 financial year, including building and exhibition design progress, delivery of enabling works and the commencement of early works.

The 2020 Development Project Annual Project Update to Government was delivered on time in the first quarter of 2021.

The Development Project includes a comprehensive set of enabling and staging works to prepare the Memorial for major construction works in the 2021–2022 financial year, including establishing appropriate sites for construction workers, alterations to the Campbell Precinct to enable visitors, researchers and staff to access services, and temporary closure of the CEW Bean Building to accommodate major construction works across 2021–2024.

During the reporting period the following enabling works were conducted according to the approved schedule and budget:

- CEW Bean Building closure, with staff and operations relocation through establishment of additional office and working spaces at the Memorial's Treloar Technology Centre and lease and fit out of temporary office space in Dickson
- Establishment of three contractor compounds including offices, worker accommodation and amenities to support future Main Works Package delivery
- Alterations to East Road and Aircraft Hall to enable delivery of a Temporary Public Entrance and Temporary Reading Room by the second quarter of 2021
- Operational planning to ensure ongoing visitor satisfaction during construction works including changes to fire/emergency egress plans, developing a delivery model for public research services and collection access, and revision of the visitor journey during construction works from online visit planning to arrival and car parking, to exhibitions and ceremonies attendances and finally to site exit and follow up online engagement.

b) Anzac Hall was closed to the public from Monday, 29 March 2021 to facilitate some three months of work to safely remove 926 collection objects from display and ensure that they are properly conserved.

This work was completed ahead of schedule. The expertise, support and assistance of RAAF aircraft maintainers proved invaluable for the disassembly, transport and re-assembly of aircraft previously displayed in Anzac Hall, including Lancaster bomber “G for George”. The objects have now been securely stored in appropriate environmental conditions for assessment and conservation.

c) The Development Project received *Environmental Protection Biodiversity and Protection Act 1999* (EPBC Act) approval from the Honourable Sussan Ley, Minister for the Environment on 10 December 2020 (EPBC Referral 2019/8574) followed by Parliamentary Works approval on 25 February 2021 (Hansard, House of Representative, Votes and Proceedings No.104, 25 February 2021, p. 1695).

These approvals enabled the Memorial to seek approval from the National Capital Authority to commence an early works program including:

- Site perimeter hoardings
- Services relocations
- Demolition of Anzac Hall
- Excavation and civil work.

Approvals were received on 4 June 2021 and works commenced on schedule on 28 June 2021. The Minister for the Environment was notified accordingly as required under the Memorial’s EPBC Act approval conditions.

Source: *Quarterly report against the Australian War Memorial Business Plan; Quarterly Reporting against Australian War Memorial Corporate Plan; Development Project Annual Project Update Report (2020); EPBC Act Approval Decision Notice Referral 2019/8574, dated 10 December 2020; Hansard, House of Representative, Votes and Proceedings No.104, 25 February 2021, p. 1695*

Output 1.3 The National Collection

An outstanding national collection of historical material with provenance that is related to Australia's military history and heritage.

1.3.1 Continued development and maintenance of a National Collection of items relating to Australia's military history

Target

Items appropriate for the National Collection are identified, acquired and conserved in accordance with AWM policy as demonstrated by major acquisitions or commissions and total number of acquisitions recorded.

Analysis

Major acquisitions/commissions in the reporting period included:

- The Victoria Cross was awarded in August 2020 to Ordinary Seaman Edward Sheean RANR for extraordinary heroism during the sinking of HMAS *Armidade* by Japanese aircraft on 1 December 1942. The medal was donated to the Memorial by the Sheean family in December.
- F/A-18A Hornet A21-22 was transferred to the Memorial by the Commonwealth in November 2020. This aircraft is a veteran of Operation FALCONER in 2003, and of Operation OKRA in 2016-17. In 2003, A21-22 became the first RAAF aircraft to drop a bomb in combat since the Vietnam War.
- A Newman Sinclair Autokine A Model 35mm camera used by Department of Information photographer Damien Parer in the filming of his award-winning documentaries was donated to the Memorial by Screen Australia in April 2021.
- The David Savage AM collection, relating to Savage's service in Timor Leste and Afghanistan was acquired by the Memorial. This extensive and varied collection includes material relating to the suicide bombing incident in Afghanistan in 2012 in which Savage was critically injured.
- Twenty-two digital images taken by the Australian photojournalist Andrew Quilty. The photographs capture Afghanistan post the wider International Security Assistance Force (ISAF) drawdown and transfer of security to the Afghan National Security Forces (ANSF) since 2014.
- Scrapbooks, letters and certificates relating to Holocaust survivors and activists Herman and Rebecca (Betty) Lissing were acquired.
- Lieutenant Colonel Todd Heares donated a large collection of material relating to his service in various locations including Namibia, Afghanistan, Iraq and Yugoslavia.
- The log book and documents of highly decorated Australian First World War fighter ace Second Lieutenant Alfred Seymour Shepherd, who is remembered on the Memorial's Commemorative Roll, were acquired.
- Eight art works submitted to the Napier Waller Art Prize 2020, including the winning submission Matt Jones' *Yarn*, were acquired.
- An important work by Ngaku/Dhungatti artist Robert Campbell Jr, *The Past and Present of 200 Years*, was acquired. It is one of two bicentennial histories that feature a series of panels that

chronologise Australian history through Aboriginal eyes, from the arrival of the British to the present day.

- Cultural gifts of significant works by artists Baden Pailthorpe and Ian Howard were made to the Memorial.

Total new acquisitions for the National Collection: 18,141 items

Source: Australian War Memorial corporate reporting against business plan, and Collection Management System reporting

1.3.2 Support delivery of the Development Project including collecting and conserving material for the National Collection relating to contemporary conflicts and operations

Target

AWM Development Project supported and appropriate collections material collected and conserved to meet the Gallery Master Plan requirements as reported to government in the Annual Project Update.

Analysis

Collection Development Plan implemented to identify collection gaps and prioritise targeted collecting areas.

Items selected for Gallery Development are prioritised for preservation and conservation treatments.

Seventy per cent of newly acquired collections relate to recent conflicts in support of Gallery Development.

Source: Australian War Memorial corporate reporting against business plan, CMS

1.3.3 Implementation of a comprehensive collection management strategy including regular review of collection priorities and setting of long term conservation and digitisation standards and targets

Target

Collection Management Strategy implemented including completion of National Collection Hazard Management Project and implementation of new Collection Management System software.

Analysis

Collection Management Strategy implemented in accordance with the 2018–19 ANAO audit recommendations including:

- National Collection Hazard Management plan finalised and implemented to provide a framework for managing hazardous collection items including principles, procedures and training
- National Collection Preservation Plan remains in place to prioritise collection preservation programs and plan resourcing in line with upcoming strategic priority projects
- Treloar Logistics Project continued to implement storage plan for the National Collection to allow for growth and future logistics movements associated with the Memorial Development Program

- National Collection Documentation Plan remains in place to set documentation standards, review and an ongoing management framework. This plan also prioritises strategic documentation projects to continually improve the standard of collection documentation
- New integrated Collection Management System and Digital Asset Management System being developed for compliant and effective management of collection information and storage of digital collection items.

Source: Australian War Memorial corporate reporting against business plan

1.3.4 The Memorial maintains a cost recovery based outwards loans and digital access program to support telling stories of Australian service and sacrifice through the use of elements of the National Collection

Target

National Collection material is used by museums, media and others to enrich and enhance exhibitions, articles and online material to tell stories of Australia at war as demonstrated by reporting of outward loans numbers, official loans program numbers, and e-sales orders.

Analysis

The Memorial continued to share the Australian experience of war and to tell the stories of Australian service and sacrifice:

- The Memorial's outward loans program has delivered or maintained 425 loans to 53 institutions within Australia and overseas during the reporting period
- The Memorial's official establishment loans program has installed or maintained 127 loans to 27 government and military offices within Australia and overseas during the reporting period.

Source: Australian War Memorial corporate reporting against business plan

Output 1.4 Exhibitions

Development and maintenance of outstanding permanent, temporary and touring exhibitions.

1.4.1 Permanent exhibitions to be maintained and refreshed, as required, educating Australians on the Australian experience of war

Target

Qualitative and quantitative survey data shows evidence of strong visitor understanding of Australia's experience of war.

Analysis

Attendance at the Memorial's permanent exhibitions changed this year, from a single general entry point to separate ticketed timed visits by location, to manage visitor numbers within the enclosed spaces in accordance with COVID-19 restrictions.

Visitors surveyed gave a satisfaction rating of 95 per cent for their overall visit to the Memorial; 72 per cent of these were very satisfied.

Of those who attended permanent exhibitions located on the entry level 97 per cent were satisfied with these areas.

Of those who attended the lower level permanent exhibitions 93 per cent were satisfied with these galleries.

Of those who attended Anzac Hall exhibitions 96 per cent were satisfied with this permanent gallery.

Visitors were asked "How has the Memorial contributed to or shaped your views on Australian history?":

- 46 per cent noted an aspect that reflected greater understanding of the Australian experience of war.
- 17 per cent shared that the Memorial had reinforced sense of values, pride, respect and gratitude
- 14 per cent specifically mentioned the impact of the sacrifice, hardships and dedication of those who served.

Source: General Visitor Survey 2020–2021

1.4.2 Delivery of temporary exhibitions to further tell stories of Australian experience of war and expand upon the Permanent Exhibitions

Target

Deliver programmed temporary exhibitions:

1. *Ink in the Lines*
2. *Napier Waller Art Prize 2020*
3. *Action! War and Film*

Analysis

The Memorial featured two of the programmed special exhibitions in its Special Exhibition Gallery this financial year. The third, *Action! War and Film*, will commence as a touring exhibition in May 2022.

Ink in the Lines and the *Napier Waller Art Prize 2020* were simultaneously on display in the Special Exhibition Gallery.

Ink in the Lines is a photographic-based exhibition which presented the creative outcomes of the Memorial's 2019 tattoo project, documenting the stories of servicemen and servicewomen through oral history interviews and portrait photography. This exhibition will commence a national tour in 2021–2022.

The 2020 *Napier Waller Art Prize* exhibition presented the finalists of the annual prize. The competition, open to former and current Australian Defence Force personnel, encourages artistic excellence, promotes the transformative power of creativity, and raises awareness of the experiences and talent of service personnel.

A survey of visitors exiting the Special Exhibition Gallery containing both exhibits showed:

- 78 per cent agreed that they gained a better understanding of the subject matter
- 85 per cent agreed that they gave a realistic insight into the impacts of service on Australian servicemen and servicewomen
- 88 per cent of visitors found the exhibitions met or exceeded their expectations; 34 per cent said their expectations were exceeded
- 84 per cent agreed that the information was interesting.

Ink in the lines opened to the public on 24 September 2020 and closed on 25 July 2021. Sixty-two per cent of visitors were surprised to see an exhibition about tattoos at the Australian War Memorial.

- The *Napier Waller Art Prize 2020* opened to the public on 24 September 2020 and closed on 16 May 2021

1.4.3 Delivery of touring exhibitions to an Australia-wide audience to further tell stories of Australian experiences of war that expand upon the permanent exhibitions

Target

No fewer than four venues, distributed across states and territories in Australia – excluding the ACT – to host at least one AWM touring exhibition.

Analysis

The Touring Exhibitions Program has been affected by COVID-19 border restrictions. It was suspended in early 2020 before recommencing in September 2020. Exhibitions included:

For Country for Nation toured locations in Western Australia and Tasmania:

- Geraldton Regional Art Gallery, Western Australia, 19 December 2020–30 January 2021
- Wanneroo Gallery, Western Australia, 17 February 2021–28 March 2021
- Queen Victoria Museum and Art Gallery, Launceston, Tasmania, 17 April 2021–11 July 2021.

Visitor feedback received while on tour:

“Beautiful, soulful, we will remember them.” (26 February 2021)

“This exhibition is so long overdue and I’m so pleased it came to Perth.” (13 March 2021)

“A wonderful, insightful exhibition about a little known aspect of Australian history.” (17 March 2021)

“Such a wonderful tribute to our First Australian, and folk from the Torres Strait Islands. So privileged to see this exhibition.” (26 March 2021)

Source: Wanneroo Gallery, Closure Report – Visitor comments

Reality in Flames toured one location in New South Wales, with a total visitation of 3,649.

- Tamworth Regional Gallery, Tamworth NSW, 26 September – 22 November 2020

Visitor feedback received while on tour:

“Well researched, informative, relevant and very moving.” (25 November 2020)

Source: Tamworth Regional Gallery, Friends of the Gallery, Director’s email

Hearts and Minds: The Propaganda of War toured Queensland and New South Wales with a total visitation of 18,949.

- Ipswich Art Gallery, Queensland, 26 September 2020–15 November 2020
- Orange Regional Museum, New South Wales, 26 November 2020–14 March 2021.

Visitor feedback received while on tour:

“Excellent exhibition. Worth a second visit.” (16 October 2020)

“Came specifically for Hearts and Minds exhibition, a WW2 buff.” (19 October 2020)

“Hearts and Minds was wonderful, great touring exhibition.” (27 October 2020)

Source: Ipswich Art Gallery, Closure Report – Visitor comments

Output 1.5 Interpretive services

Provision of interactive interpretation, including the delivery of innovative on-site, outreach and online education and public program as well as special events.

1.5.1 Deliver a range of public programs and events for visitors to the Memorial

Target

Qualitative and quantitative survey data shows evidence of strong visitor understanding of Australia's experience of war.

Analysis

COVID-19 had significant impacts on public programs and events, with a large number of visits and programs cancelled. Visitation to the Memorial totalled 311,533, a 44 per cent decrease from 2019–20 numbers.

Museum theatre performances of *Epitaph* and *Last Letters* were held in the January school holidays. Both performances focus on the First World War, *Epitaph* captures the emotional challenges for those left behind, and *Last Letters* is inspired by the personal accounts of military nurses. The performance schedule and layout were modified to adhere to COVID-19 safe practice, with 368 visitors attending across eight performances.

Source: *Australian War Memorial attendance records*

1.5.2 Deliver a series of quality, engaging curriculum-related school education programs for on-site education groups

Target

Students and teachers strongly encouraged to visit and take up facilitated education programs; on site education program provided when possible.

Analysis

The Memorial welcomed 29,656 school audience visitors: 27,363 were students, 2,427 were accompanying adults. This 72 per cent decrease from the previous year's numbers was due to COVID-19 restrictions and changing state and territory Education Department directives. Curriculum-linked gallery programs were adapted to ensure school visitors had a meaningful COVID-19-safe experience. Schools that cancelled their visits were encouraged to access a variety of online learning resources.

Source: *Australian War Memorial attendance records*

1.5.3 Deliver a range of quality, engaging, curriculum-related online and digital school education resources for teachers and students

Target

Online and digital education resources aligned with Australian curriculum requirements and used by educators as measured by virtual excursion attendance, education resource website page views and downloads.

Analysis

The Memorial continues to produce online and digital education resources aligned with Australian curriculum requirements.

The year resulted in significant growth in the delivery of virtual excursions: 148 programs were delivered to approximately 7,500 students, almost four times more deliveries than the previous reporting year. Fifty-four programs involved multiple connections, encompassing different classrooms from the same school, or individual connections occurring due to learn from home requirements. Most bookings came from New South Wales and Victoria. Primary and secondary education, special education, and hospital schools were represented.

To aid in website engagement, the classroom resource page was redesigned, with resources groups thematically and linked to website content with strong educational value. The *Anzac Diversity* resources were reviewed, case studies were revised and new activities were added. *Commemoration* and *Animals in War* were added as new website hubs. Second World War hub content was published, focusing on war in Europe and North Africa.

Page content	2020/21 page views	2020/21 unique page views	2019/20 page views	2019/20 unique page views
Visits/schools	21,780	11,858	11,420	4,180
Learn	754,597	406,477	1,130,378	439,867
Total	776,377	418,335	1,141,798	440,047

Source: Australian War Memorial corporate records

1.5.4 Delivery of enhanced programs for onsite visitors

Target

Delivery of audio tours, paid tours program and veteran-specific programs such as Soldiers in Residence.

Analysis

COVID-19 impacted on free voluntary guided tours and the Soldiers in Residence program. There was a strong uptake in Highlight Audio Tours – 5,404 for the reporting period. Paid tours continued but were affected by reduced visitation numbers.

Source: Australian War Memorial attendance record

Output 1.6 Promotions and community services

Promotion of the Memorial as an outstanding national institution and assistance to the community to understand the Memorial's roles, activities, programs, relevance and future. Through the provision of high-quality promotion and community services, the program provides a necessary foundation for other programs to function effectively.

1.6.1 Facilitate online engagement, involvement and outreach through delivery of the Digital Strategy

Target

Strong website visitation including collection searches, social media engagement and delivery of quality digital content.

Analysis

Social media and online engagement play a vital role informing the public about Australia's military history and Memorial activities. This became more critical during periods of restricted visitation due to COVID-19 restrictions.

The Memorial's website continues to be an avenue for members of the public to access the National Collection.

The Memorial's social channels continue to have an exceptional level of audience engagement.

Total visitor engagements:	
Website	3,186,039 visitors
Facebook	12.7 million people reached 154,532 followers
Instagram	35,126 followers
Twitter	30,425 followers
LinkedIn	8,576 followers

Source: Website user analytics and social media analytics

1.6.2 Increase the AWM profile through proactive media outreach

Target

Strong media presence at and coverage of the Memorial, as measured by Memorial-authored material in media, media enquiries and media mentions.

Analysis

During the reporting period, the Memorial received and responded to 627 media enquiries and issued 34 media releases. In this period the Memorial received more than 17,300 mentions in the media.

Detailed and personal stories based on interviews with veterans, Memorial events, anniversaries, Last Post ceremonies and the National Collection also continued to be authored and published. These stories had a high level of engagement across a range of channels, were shared through the Memorial's social media, and featured in mainstream news media.

Source: Australian War Memorial statistical data and iSentia media monitoring

1.6.3 Develop enhanced program delivery as part of Digital Engagement Strategy

Target

Specialised interactive digital projects, including Places of Pride and collection items in 3D

Analysis

Through the delivery of innovative digital projects the Memorial has been able to expand its engagement and outreach beyond traditional onsite visits.

The popular monthly podcast series [Collected: Stories from the Australian War Memorial](#) has now reached 30 episodes. Total downloads to date: 48,385

The [Museum at Home](#) website hub was created in response to COVID-19 and the increasing demand to deliver public engagement online to support the Memorial's mission.

The monthly *Museum at Home* series has published ten webinars to date. Each explores key moments in history, behind-the-scenes of a world-class museum, and shares some of the artefacts from the Memorial's extensive collection. Webinars were presented by a range of Memorial specialist staff, such as military historians and art curators, allowing new ways for the public to engage with the Memorial.

In December 2020 the Memorial launched the fifth and final instalment of *On Closer Inspection*, a series of immersive digital experiences that share the stories behind iconic large military objects through virtual 360-degree video and 3D digital modelling.

[On Closer Inspection](#) is available in three technology versions to ensure that the experience is accessible to as wide an audience as possible: React 360 VR technology, YouTube 360, and as a VR headset experience. The experience has attracted over 55,000 visits to the website hub and continues to grow with the help of organic social media posts.

In October 2020, the Memorial launched an online exhibition, *3D Treasures*, featuring three-dimensional digital scans of 25 objects from the National Collection. 3D technology provides an opportunity for audiences to view these collection items from every angle, at a level of detail that is often not able to be achieved in a museum setting.

Places of Pride, the National Register of War Memorials is an ongoing community engagement activity in which members of the public are encouraged to upload images, information and stories of local memorials across the country. A targeted social media campaign in the lead up to and on Anzac Day resulted in an increase in contributions, resulting in a total of 10,444 memorials at 27 April 2021.

Source: Website user analytics and social media analytics

Output 1.7 Research, information and dissemination

The stimulation of an interest in and understanding of Australia's military history by the production of and dissemination in print, broadcast and online media of articles, papers and presentations, conferences, publications and encouraging the conduct of historical research and dissemination of knowledge and understanding of Australia's military history.

1.7.1 Support for research about Australian military history including:

- Encouragement, fostering and contribution to research to further promote the understanding of Australian military history.
- Facilitating access to collection items and military history information including:
 - Reading room facilities
 - An authoritative research enquiry service
 - Online research facilities
- Publication and distribution of *Wartime* magazine to a wide audience
- The provision of expert advice to internal and external stakeholders.

Target

Continued strong demand for Memorial historical advice, uptake of Memorial research facilities, and as evidenced by statistical analysis relating to Research Centre and online records access and successful publication of original research, including launch of:

- *For Gallantry: Australians Awarded the George Cross and Cross of Valour*
- *The Long Shadow: Australia's Vietnam Veterans since the War*

Analysis

- The Research Centre, supported by subject matter experts in other Memorial sections including the Photo, Film and Sound; Military History; and Military Heraldry and Technology sections, continued to facilitate access to collection items and military history:
 - 10,168 research enquiries were answered by the Research Centre, with 119,446 pages copied; a 25.4 per cent increase on last year's figures
 - An additional 592,965 pages of the archival series AWM52, Second Australian Imperial Force and Citizen Military Forces unit war diaries 1939-45 war, were copied for the Memorial's major Digitisation Project
 - 399 separate private records collections, including original letters, diaries and Manuscripts were published online.
 - Over 6,000 biographies of Australians listed on the panels of the Menin Gate Memorial at Ypres as researched and written by Robert Scott published on the Memorial's website.
- Two new databases related to Australian army personnel service in the Malayan Emergency and Indonesian Confrontation were published, delivering 7,600 new biographical datasets of people previously unrepresented in these conflicts. The project was achieved through the work of a small group of volunteers who contributed many hours to the project over several years, all of whom are veterans: the late Bob Fletcher, Roland Torrens, Ledy Rowe, Ted Fleming and the late Alex Reynolds.
- The diaries, photographs and records of C.E.W. Bean were inscribed into the UNESCO Australian Memory of the World Register, which honours documentary heritage of significance for Australia and the world. The inscription encompasses multiple collections held by the Research Centre, including Bean's diaries and notebooks recounting Australia's part in the First World War, and albums of photographs capturing the Australian Imperial Force in Egypt and Gallipoli. The inscription recognises the significance of this material as the foundation of Australian military history, and as documentation of the newly federated nation of Australia's first sense of national identity. It also recognises the material's social significance as the basis of Australian commemorative practice, and as the primary source of information on C.E.W. Bean and his influence on Australian life.
- Four editions of *Wartime* magazine were produced over the period, with approximately 27,000 distributed across all editions.
- The latest publication in the Department of Veteran Affairs *Century of Service* series written and produced by the Memorial was released in September 2020 titled *Patriotism: Stories from the Australian home front during the Second World War*. In November 2020 the Memorial's commissioned study into the medical legacies of the Vietnam War was published as *The Long Shadow: Australia's Vietnam Veterans since the War* by Peter Yule. The following month saw the publication of *For Gallantry: Australians Awarded the George Cross and Cross of Valour* by Craig Blanch. Other publications in production include *Not Yet Diagnosed: Australian Psychiatric Casualties during the Kokoda Campaign, 1942*.
- In November 2020 the inaugural Les Carlyon Literary Prize was awarded to Stephen Gapps for his work *The Sydney Wars: Conflict in the Early Colony 1788–1817*.
- Memorial staff continued to contribute book chapters to edited volumes, publish articles, present original research, and conduct media and podcast interviews, including:

- The article “Bushman or Boer – Australian Identity in a ‘White Man’s War’, 1899–1902” by Thomas J Rogers (AWM) and Tandee Wang in the peer reviewed *British Journal for Military History*, vol. 7, no. 1, 2020.
- During the year members of the Military History Section had 15 articles and 11 book reviews published; delivered 53 presentations, talks and webinars; and participated in 60 media and 13 podcast interviews.

Source: Australian War Memorial corporate reporting against business plan

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 re-use services and promote them to others. Through the provision of high-quality visitor services, this program component provides a necessary foundation for other program components to function effectively.

1.8.1 Front-of-house staff trained and supported to deliver high level customer service and voluntary guides trained to an introductory level of military history and to deliver high level customer service

Target

At least 90 per cent of surveyed visitors state that their visit has met or exceeded their expectations.

Analysis

Of the visitors who responded as having received staff assistance during their visit, 89 per cent were satisfied with their interaction with Memorial staff; 81 per cent were very satisfied.

The Memorial re-opened to the public on the 1 July 2020 with entry ticketing requirements and COVID-19 social distancing provisions. During July 2021 the General Visitor Survey included COVID-19 questions to assess the Memorial’s response to visiting during this pandemic.

- 97 per cent of visitors during this period advised that they felt safe and that the Memorial’s measures were appropriate
- 98 per cent of visitors during this period said their visit exceeded or met their expectations; 60 per cent said it exceeded their expectations
- 95 per cent of visitors during this period were satisfied with their visit overall; 70 per cent were very satisfied
- 95 per cent of Memorial visitors were satisfied with their visit overall; 71 per cent were very satisfied.

Guided tours and audio guides were limited or not used during this COVID-19 impacted period.

Source: General Visitor Survey 2020–2021

1.8.2 High quality and suitable public facilities such as restrooms, seating, and way-finding signs

Target

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

Analysis

This year 26 per cent of visitors attended the Memorial for the first time. Ninety-five per cent of returning visitors rated the standard of service at the Australian War Memorial as improved or stayed the same since their last visit; 49 per cent said it had improved; 5 per cent said it had deteriorated.

- 85 per cent of visitors who used one of the Memorials two cafes were satisfied; 47 per cent were very satisfied
- 84 per cent of visitors who attend the Memorial shop were satisfied with their experience; 43 per cent were very satisfied
- The number of visitors identifying as having a disability were low this year; three-quarters of those who responded were very satisfied or satisfied with the disability services available.

Source: *General Visitor Survey 2020–2021*

1.8.3 Opportunities for visitor feedback such as Service Charter, Visitors' Book, evaluation services, and the AWM website

Target

Feedback and rankings through external surveys (e.g. TripAdvisor) remains positive

Analysis:

The Memorial sought self-completion of the General Visitor Survey online this year, through email distribution to visitors after their visit. In the past the General Visitor Survey has mostly been conducted upon exit. The café performance survey was not conducted this year due to COVID-19 restrictions.

Survey conducted this financial year:

- General Visitor Survey Version 1 n=685
- General Visitor Survey Version 2 n = 912
- *Ink in the lines* and *Napier Waller Art Prize 2020* special exhibition survey n=303.
- An externally-conducted market research project was undertaken in support of the Development Project that included a national survey, focus groups and consultative forums.

Source: *Evaluation and Visitor Research, Australian War Memorial*

1.8.4 Cafes, retail and online sales facilities that enhance the visitor experience and generate revenue to help support broader Memorial priorities

Target

Revenue generation across retail and cost recovery lines meets or exceeds targets

Analysis

Commercial revenue budgets were reduced for the 2020–21 financial year in response to an anticipated reduction in visitation due to COVID-19. Retail and eBusiness units achieved net operating profit results above budget forecasts. Catering contract revenue returned a slightly higher than forecast result but represented a minor net operating loss.

Source: *Australian War Memorial financial reports*

Annual financial statements

Annual financial statements

For the period ending 30 June 2021

Independent Auditors report

Australian National Audit Office

To the Minister for Veterans Affairs'

Opinion

In my opinion, the financial statements of the Australian War Memorial (the Entity) for the year ended 30 June 2021:

1. comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
2. present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2021 and for the year then ended:

- Statement by the Council, Director and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Notes to and forming part of the financial statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics* for

Professional Accountants (including Independence Standards) (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Council is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Council is also responsible for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit 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 Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are

inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Mark Vial

Acting Executive Director

Delegate of the Auditor-General

Canberra

30 August 2021

GPO Box 707 CANBERRA ACT 2601

38 Sydney Avenue FORREST ACT 2603

Phone (02) 6203 7300 Fax (02) 6203 7777

Statement by the Council, Director and Chief Finance Officer

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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

Mr Kerry Stokes AC

Chairman of Council

Major General Greg Melick AO SC (Ret'd)

Chair of Finance, Audit and Compliance Committee

Mr Matt Anderson PSM

Director

Ms Helen Petrovski

Chief Finance Officer

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Statement of Comprehensive Income

		2021	2020		Original Budget
	Notes	\$'000	\$'000	Ref	\$'000
NET COST OF SERVICES					
Expenses					
Employee benefits	1.1A	24,322	25,752	ix	26,616
Suppliers	1.1B	16,917	18,649	i	16,565
Depreciation and amortisation	2.2A	12,750	13,755		12,130
Write-down and impairment of other assets		32	152		-
Finance costs		2	-		-
Losses from asset sales		1,003	18		-
Total expenses		55,026	58,326		55,311
Own-Source Income					
Own-Source Revenue					
Revenue from contracts with customers	1.2A	1,661	2,919	iii	2,002
Interest	1.2B	1,001	1,813	vii	1,218
Donations and sponsorships	1.2C	5,152	8,862	ii	2,649
Rental Income	1.2D	153	154		142
Other revenue	1.2E	524	851		154
Total own-source revenue		8,491	14,599		6,165
Gains					
Gains from sale of assets		8	18	ii	5,050
Total gains		8	18		5,050
Total own-source income		8,499	14,617		11,215
Net cost of services		(46,527)	(43,709)		(44,096)
Revenue from Government	1.2G	44,241	46,371		44,241
(Deficit)/Surplus on continuing operations		(2,286)	2,662		145
OTHER COMPREHENSIVE INCOME					
Items not subject to subsequent reclassification to net cost of services					
Changes in asset revaluation reserve		11,075	88	iv	-
Total other comprehensive income		11,075	88		-

Total comprehensive income/(loss)

8,789

2,750

145

Statement of Financial Position

		2021	2020		Original Budget
	Notes	\$'000	\$'000	Ref	\$'000
ASSETS					
Financial Assets					
Cash and cash equivalents	2.1A	5,194	2,717		5,035
Trade and other receivables	2.1B	862	629		604
Investments ¹		107,000	85,500	vii	73,500
Accrued interest		591	578		603
Total financial assets		113,647	89,424		79,742
Non-Financial Assets²					
Land and buildings	2.2A	232,497	196,848	iv	250,540
Heritage and cultural	2.2A	1,175,424	1,164,611		1,177,847
Plant and equipment	2.2A	11,159	11,032		10,963
Exhibitions	2.2A	21,525	25,088		22,436
Software	2.2A	4,613	3,888		4,834
Inventories	2.2B	201	429		429
Prepayments		144	47		47
Total non-financial assets		1,445,563	1,401,943		1,467,096
Total assets		1,559,210	1,491,367		1,546,838
LIABILITIES					
Payables					
Suppliers	2.3A	3,987	2,833	i	2,833
Contract liabilities	2.3B	1,237	10	v	10
Other payables	2.3B	592	458		458
Total payables		5,816	3,301		3,301
Interest bearing liabilities					
Leases	2.4A	1,076	20	viii	9
Total interest bearing liabilities		1,076	20		9
Provisions					
Employee provisions	3.1	9,864	9,687		9,718

	2021	2020		Original Budget
Notes	\$'000	\$'000	Ref	\$'000
Total provisions	9,864	9,687		9,718
Total liabilities	16,756	13,008		13,028
Net assets	1,542,454	1,478,359		1,533,810
EQUITY				
Contributed Equity	223,539	168,233		223,539
Reserves	769,361	758,286	iv	758,286
Retained Surplus	549,554	551,840		551,985
Total equity	1,542,454	1,478,359		1,533,810

1. The Memorial's investments represent term deposits held with Australian banks with current terms of between 12 months and two years. Maturity dates range from July 2021 to June 2023. Effective interest rates range from 0.52 per cent to 0.95 per cent (2020: 1.00 per cent to 1.65 per cent).
2. Right-of-use assets are included in the Land and Buildings and Plant and Equipment line items.

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2020-21.

Statement of Changes in Equity

	2021	2020		Original Budget
Notes	\$'000	\$'000	Ref	\$'000
CONTRIBUTED EQUITY				
Opening balance				
Balance carried forward from previous period	168,233	131,187		168,233
Adjusted opening balance	168,233	131,187		168,233
Contributions by owners				
Equity injection - Appropriations	55,306	37,046		55,306
Total transactions with owners	55,306	37,046		55,306
Closing balance as at 30 June	223,539	168,233		223,539
RETAINED EARNINGS				
Opening balance				
Balance carried forward from previous period	551,840	549,178		551,840
Adjusted opening balance	551,840	549,178		551,840

	2021	2020	Original Budget
Comprehensive income			
Surplus/(Deficit) for the period	(2,286)	2,662	145
Total comprehensive income	(2,286)	2,662	145
Closing balance as at 30 June	549,554	551,840	551,985
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	758,286	758,198	758,286
Adjusted opening balance	758,286	758,198	758,286
Comprehensive income			
Other comprehensive income	11,075	88	iv -
Total comprehensive income	11,075	88	-
Closing balance as at 30 June	769,361	758,286	758,286
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	1,478,359	1,438,563	1,478,359
Adjusted opening balance	1,478,359	1,438,563	1,478,359
Comprehensive income			
Surplus/(Deficit) for the period	(2,286)	2,662	145
Other comprehensive income	11,075	88	-
Total comprehensive income	8,789	2,750	145
Transactions with owners			
Contributions by owners			
Equity injection - Appropriations	55,306	37,046	55,306
Total transactions with owners	55,306	37,046	55,306
Closing balance as at 30 June	1,542,454	1,478,359	1,533,810

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2020–21.

Cash Flow Statement

	2021	2020		Original Budget
Notes	\$'000	\$'000	Ref	\$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations	44,241	46,371		44,241
Sale of goods and rendering services	1,801	3,332	iii	2,144
Interest	988	2,295		1,218
GST received	4,429	4,237		8,065
Donations and sponsorships	2,027	3,150	ii	-
Other	1,904	798		2,803
Total cash received	55,390	60,183		58,471
Cash used				
Employees	24,011	25,221	ix	26,585
Suppliers	19,363	23,941	i	16,026
Interest payments on lease liabilities	2	-		-
GST paid	-	-		8,065
Total cash used	43,376	49,162		50,676
Net cash from operating activities	12,014	11,021		7,795
INVESTING ACTIVITIES				
Cash received				
Proceeds from sales of property, plant and equipment	8	18		-
Investments	100,500	116,500	vii	135,000
Total cash received	100,508	116,518		135,000
Cash used				
Purchase of property, plant and equipment	43,304	37,821	vi	72,783
Investments	122,000	126,500	vii	123,000
Total cash used	165,304	164,321		195,783
Net cash from / (used by) investing activities	(64,796)	(47,803)		(60,783)
FINANCING ACTIVITIES				
Cash received				
Contributed equity	55,306	37,046		55,306

	2021	2020	Original Budget
Total cash received	55,306	37,046	55,306
Cash used			
Principal payments of lease liabilities	47	7	-
Total cash used	47	7	-
Net cash from financing activities	55,259	37,039	55,306
Net (decrease)/increase in cash held	2,477	257	2,318
Cash and cash equivalents at the beginning of the reporting period	2,717	2,460	2,717
Cash and cash equivalents at the end of the reporting period	5,194	2,717	5,035

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2020–21.

Budget Variances commentary

The following table provides an explanation of major variances between the 2020–21 Portfolio Budget Statements and the 2020–21 final outcome as presented in accordance with Australian Accounting Standards for the Memorial. The budget is not audited.

The Memorial has already received a portion of the approved \$498m in funding for the Development program, with the remainder of the funding to be received over the next three year period. This program will have a significant impact on the financial performance and financial position of the Memorial over the next three to five years. This will be reflected in an increased cash balance as well as a resultant increase in our asset base, in particular building and exhibition assets. Several buildings and exhibition assets have been either impaired or written off during the current financial year, due to demolition or they have been identified for upgrade as a result of the new building designs. Depreciation in relation to these assets will rise significantly towards the end of the construction period; however there is no corresponding increase in our government appropriation to offset this.

Ref	Variance	Affected line items (and statement)	Explanation of major variances
i	2.1%	Expenses – Suppliers (Statement of Comprehensive Income)	Impact of COVID-19 safe operating requirements has marginally reduced some costs such as cost of goods sold. Liabilities increase reflects increased Development project activity at year end following approvals.
	40.7%	Liabilities – Payables – Suppliers (Statement of Financial Position)	
	27.7%	Operating Activities – Cash Used – Suppliers (Cash Flow Statement)	
ii	94.5	Own-Source Revenue – Donations and Sponsorships (Statement of Comprehensive Income)	Donations of large technology collection items from the Department of Defence, including the FA-18A Hornet aircraft. These items are budgeted for as an

Ref	Variance	Affected line items (and statement)	Explanation of major variances
	(23.5)%	Operating Activities – Cash Received – Donations and Sponsorships (Cash Flow Statement)	'other gain' (\$5.05 million) rather than Sponsorships and Donations. Other gains split between gifted assets (\$0.55 million) and resources received free of charge (\$4.50 million). Donations and sponsorships adversely impacted by COVID-19 operating requirements and construction activities on site.
iii	(17.0)%	Own-Source Revenue – Revenue from contracts with customers (Statement of Comprehensive Income)	Decline in commercial revenue (retail, catering and education program) due to COVID-19 safe operating requirements, waivers granted and the closure of memorial galleries for re-development activities.
	(16.0)%	Operating Activities – Cash Received – Sale of Goods and Rendering of Services (Cash Flow Statement)	
iv	100.0%	Change in Asset Revaluation Surplus (Statement of Comprehensive Income)	Increase in fair value of land and buildings following formal independent revaluation in 2021 offset by the recoverable amount assessment of Anzac Hall from \$13.04 million to \$nil (due to impact of Development project).
	(7.2)%	Land and Buildings (Statement of Financial Position)	
	1.5%	Equity - Reserves (Statement of Financial Position)	
	100.0%	Other Comprehensive Income – Asset Revaluation Reserve (Statement of Changes in Equity)	
v	290.8%	Liabilities – Payables – Contract liabilities (Statement of Financial Position)	Includes unearned revenue for Sufferings of War Memorial received from the Department of Defence.
vi	(67.1)%	Investing Activities – Cash Used – Purchase of Property, Plant and Equipment (Cash Flow Statement)	Actual capital costs are less than budget due to the impact of delayed approvals for the Development project.
vii	(17.9)%	Own-Source Revenue – Interest (Statement of Comprehensive Income)	Reduction in interest rates on offer across financial institutions due to the lowering of the cash rate. Movements in investments reflect the deferral of spending in relation to the Development project due to the delays in approvals.
	45.6%	Assets – Financial Assets – Investments (Statement of Financial Position)	
	(25.6)% and (0.8)%	Investing Activities – Cash Received/Used – Investments (Cash Flow Statement)	
viii	11855.60 %	Liabilities – Interest Bearing Liabilities – Leases (Statement of Financial Position)	New accommodation lease entered into for relocation of staff for duration of the Development project.
ix	(8.6)%	Expenses – Employees (Statement of Comprehensive Income)	Decline in long term employee entitlement on-costs despite increase in entitlement balances linked to the long term Government bond (discount) rate volatility. Decrease in the need for casual staff due to impact of COVID-19 operating requirements.
	(9.7)%	Operating Activities – Cash Used – Employees (Cash Flow Statement)	

The Memorial determines major variances to exhibit the following attributes:

- more than 10% of the line item budget (provided the amount is material);
- more than 2% of the relevant sub-total (expenses, income, assets and liabilities); and
- qualitative factors such as disclosure in the public interest and for completeness in analysing performance.

Notes to and forming part of the financial statements

Overview

Objectives of the Australian War Memorial

The Memorial is an Australian Government controlled entity. It is a not-for-profit entity.

The Memorial is structured to meeting the following outcome:

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

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

The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*. The financial statements have been prepared in accordance with:

1. *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
2. Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements 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 in accordance with the historical cost convention, except for certain assets at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and, where specified, values are rounded to the nearest thousand.

New Accounting Standards

All new, revised or amended standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material impact on the Memorial's financial statements.

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.

Events After the Reporting Period

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

1. Financial Performance

This section analyses the financial performance of the Australian War Memorial for the year ended 30 June 2021.

1.1 Expenses

Note 1.1A: Employee Benefits

	2021	2020
	\$'000	\$'000
Wages and salaries	20,345	21,178
Superannuation		
Defined contribution plans	2,509	2,403
Defined benefit plans	805	1,076
Leave and other entitlements	616	988
Separation and redundancies	47	107
Total employee benefits	24,322	25,752

ACCOUNTING POLICY

Accounting policies for employee related expenses is contained in the People and Relationships section.

Note 1.1B: Suppliers

	2021	2020
	\$'000	\$'000
Goods and services supplied or rendered		
Property and Support Services	5,821	5,702
Professional Services	5,036	5,799
Agency/Contract Staff Costs	2,680	2,977
Information Technology	1,212	1,097
Costs of Good Sold	463	740
Advertising and Promotions	326	608
Travel	107	264
Exhibitions	466	99
Financial Statement Audit Services	67	67

	2021	2020
Other	289	940
Total goods and services supplied or rendered	16,467	18,293
Goods supplied	1,799	2,167
Services rendered	14,668	16,126
Total goods and services supplied or rendered	16,467	18,293
Other suppliers		
Workers compensation expenses	255	162
Short-term/low value asset leases	195	194
Total other suppliers	450	356
Total suppliers	16,917	18,649

The Memorial has short term (12 months or less) lease commitments of \$360 and commitments for leases of low-value assets of \$2,804 (2020: Short term lease commitments of \$2,811 and low-value asset commitments of \$43,397). Short term lease commitments represent leases of motor vehicles and low-value asset lease commitments represent leases of IT equipment.

The above lease disclosures should be read in conjunction with the accompanying notes 2.2 and 2.4.

ACCOUNTING POLICY

Short-term leases and leases of low-value assets

The Memorial has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The Memorial recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

1.2. Own-Source Revenue and Gains

Note 1.2A: Revenue from Contracts with Customers

	2021	2020
	\$'000	\$'000
Sales of goods	1,588	1,829
Rendering of services	73	1,090
Total revenue from contract with customers	1,661	2,919
Disaggregation of revenue from contracts with customers		
Major product / service line:		
Physical and online shops sales	1,362	1,651
Commission from café sales	-	153

	2021	2020
	\$'000	\$'000
Revenue from functions	6	123
Education and National Collection Loan Programs	168	447
Other commercial activities (audio and facilitated tours, certificates etc)	125	545
Total revenue from contract with customers	1,661	2,919
Type of customer:		
Australian government entity	2	10
Non-government entity	1,659	2,909
Total revenue from contract with customers	1,661	2,919
Timing of transfer services		
Point in time	1,661	2,919
Total revenue from contract with customers	1,661	2,919

ACCOUNTING POLICY

Revenue from the sale of goods is recognised when control has been transferred to the buyer.

The following is a description of principal activities from which the Memorial generates its revenue: appropriation funding through the Department of Veterans' Affairs; donations of goods/services/assets/funds from external parties or other government entities; sponsorships from external parties in exchange for promotional benefit; sales from a physical and online shop; commission from café sales; and, revenue from functions held on Memorial premises.

The transaction price is the total amount of consideration to which the Memorial expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

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.

Contract Liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Memorial has received compensation (or an amount of consideration is due) from the customer. If a customer pays consideration before the transfer of goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Memorial performs under the contract. Contract liabilities are disclosed in 'Note 2.3B - Other Payables'.

Note 1.2B: Interest

	2021	2020
	\$'000	\$'000

	2021	2020
Deposits	1,001	1,813
Total accrued interest	1,001	1,813

ACCOUNTING POLICY

Interest revenue is recognised using the effective interest method.

Note 1.2C: Donations and Sponsorships

	2021	2020
	\$'000	\$'000
Donations	1,038	1,300
Sponsorships	989	1,852
Donated Heritage and Cultural items	3,125	5,710
Total Donations and sponsorships	5,152	8,862

ACCOUNTING POLICY

Sponsorship

Sponsorship funding is recorded as revenue when the Memorial obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Memorial, and the amount can be measured reliably.

Donated Heritage and Cultural items

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

Note 1.2D: Rental Income

	2021	2020
	\$'000	\$'000
Operating lease:		
Investment properties	153	154
Total rental income	153	154

Note 1.2E: Other Revenue

	2021	2020
	\$'000	\$'000
Resources received free of charge	341	574

	2021	2020
Royalties	34	81
Friends of the Memorial	88	89
Comcare reimbursements	34	71
Paid Parental leave income	27	36
Total other revenue	524	851

ACCOUNTING POLICY

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.

Note 1.2F: Volunteer Services

The Memorial engages volunteers in a wide variety of roles, both at the front-of-house and behind the scenes. Volunteers assist with both the management of the national collection and the delivery of the Memorial's public programs, including but not limited to:

- delivery of free and paid guided tours to the general public and dignitaries within the Memorial's commemorative area and public galleries;
- assisting the public with military history research within the Memorial's Research Centre; and
- showing school groups and other visitors through the Memorial's Discovery Zone.

All volunteers of the Memorial receive appropriate training relevant to the roles that they perform, unless they have been recruited because of a special skill that they possess. Recruitment processes for volunteers are conducted throughout the year as and when volunteers are required for specific areas.

The Memorial is also provided with advertising services from time to time for no charge for promotion of both the Memorial and its activities in general and for specific exhibitions that are on display in the Memorial's various galleries.

ACCOUNTING POLICY

On the initial recognition of volunteer services as an asset or an expense, the Memorial recognises any related amounts in accordance with the relevant standard. The Memorial recognises the excess of the fair value of the volunteer services over the recognised related amounts as income immediately in the income statement. Refer to resources received free of charge in 'Note 1.2E: Other Revenue' for further detail.

Note 1.2G: Revenue from Government

	2021	2020
	\$'000	\$'000
Department of Veteran's Affairs		
Corporate Commonwealth entity payment item	44,241	46,371
Total revenue from Government	44,241	46,371

ACCOUNTING POLICY

Revenue from Government

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the non-corporate Commonwealth entity as a corporate Commonwealth entity payment item for payment to the Memorial) is recognised as Revenue from Government by the Memorial unless the funding is in the nature of an equity injection or a loan.

2. Financial position

This section analyses the Australian War Memorial's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

2.1. Financial Assets

	2021	2020
	\$'000	\$'000
Note 2.1A: Cash and Cash Equivalents		
Cash on hand	5	5
Deposits	5,189	2,712
Total cash and cash equivalents	5,194	2,717
Note 2.1B: Trade and Other Receivables		
Goods and services receivables		
Goods and services	830	596
Total goods and services receivables	830	596
Other receivables		
Other	37	33
Total other receivables	37	33
Total trade and other receivables (gross)	867	629
Less impairment loss allowance	(5)	-
Total trade and other receivables (net)	862	629

Credit terms for goods and services were within 30 days (2020: 30 days).

Accounting Policy

FINANCIAL ASSETS

Cash is recognised at its nominal amount. Cash and cash equivalents includes: cash on hand; and, demand deposits in bank accounts with an original maturity of three months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Accounting Judgements and Estimates

The Memorial recognises an allowance for expected credit losses ("ECL's") for trade receivables in the Statement of Comprehensive Income. For trade receivables, the Memorial applies a simplified approach in calculating ECLs.

2.2. Non-Financial Assets

Note 2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

	Land	Buildings	Heritage and cultural ^{1 and 3}	Plant and equipment ¹	Exhibitions	Software ²	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2020							
Gross book value	13,096	192,806	1,164,611	11,038	30,992	6,858	1,419,401
Accumulated depreciation, amortisation and impairment	-	(9,054)	-	(6)	(5,904)	(2,970)	(17,934)
Total as at 1 July 2020	13,096	183,752	1,164,611	11,032	25,088	3,888	1,401,467
Recognition of service concession assets on initial application of AASB 1059	-	-	-	-	-	-	-
Adjusted total as at 1 July 2020	13,096	183,752	1,164,611	11,032	25,088	3,888	1,401,467
Additions							
Purchase	4	28,895	7,688	2,238	1,087	2,167	42,079
Internally developed	-	-	-	-	-	123	123
Donation/Gift	-	-	3,125	-	-	-	3,125
Right-of-use assets	-	999	-	103	-	-	1,102
Revaluations and impairments recognised in other comprehensive income	402	10,673	-	-	-	-	11,075
Depreciation and amortisation	-	(5,296)	-	(2,008)	(4,020)	(1,374)	(12,698)
Depreciation on right-of-use assets	-	(28)	-	(24)	-	-	(52)

	Land	Buildings	Heritage and cultural ^{1 and 3}	Plant and equipment ¹	Exhibitions	Software ²	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Disposals	-	-	-	(182)	(630)	(191)	(1,003)
Total as at 30 June 2021	13,502	218,995	1,175,424	11,159	21,525	4,613	1,445,218
Total as at 30 June 2021 represented by							
Gross book value	13,502	219,023	1,175,424	13,170	28,774	8,234	1,472,477
Accumulated depreciation, amortisation and impairment	-	(28)	-	(2,011)	(7,249)	(3,621)	(27,259)
Total as at 30 June 2021	13,502	218,995	1,175,424	11,159	21,525	4,613	1,445,218
Carrying amount of right-of-use assets	-	971	-	99	-	-	1,070

1. Plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.
2. The carrying amount of computer software includes both purchased and internally developed software.
3. The heritage and cultural assets class is not depreciated as it has an indefinite useful life and appropriate preservation/curatorial policies and procedures are in place.

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

No non-financial assets are expected to be sold or disposed in the next 12 months.

CONTRACTUAL COMMITMENTS FOR THE ACQUISITION OF PROPERTY, PLANT, EQUIPMENT AND INTANGIBLE ASSETS

The Memorial has entered into net future commitments for the acquisition of buildings, heritage and cultural, plant and equipment, exhibitions and software of \$28,144,449 (2020: \$38,111,654).

Individual commitments relate to:

- the design and approved preliminary works for the development of the Memorial (\$26,116,187);
- the fit-out of the new reading room (\$69,188);
- the fit-out of the temporary office space in the WOTSO building (\$285,358); and
- the development of a new collection management system (\$404,213).

REVALUATIONS OF NON-FINANCIAL ASSETS

All revaluations were conducted in accordance with the revaluation policy stated at Note 2.2A. On 30 June 2021, independent valuers conducted a revaluation of Land and Building assets.

ACCOUNTING POLICY

Property, Plant and Equipment Assets (excluding Heritage and Cultural)

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. Non-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.

Asset Recognition Threshold

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

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

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding leased Right of Use assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are 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 depends upon the volatility of movements in market values for the relevant assets.

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

Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

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

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.

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:

	2021	2020
Buildings	4 to 154 years	3 to 150 years
Plant and equipment	3 to 35 years	2 to 20 years
Exhibitions	3 to 15 years	1 to 15 years

The depreciation rates for Right of Use (ROU) assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets were assessed for impairment at 30 June 2021. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset.

Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Significant accounting judgements and estimates

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.

Heritage and Cultural (Collection) Assets

Heritage and Cultural (Collection) 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. Non-financial assets are initially measured at their fair value plus transaction costs where appropriate.

Heritage and Cultural (Collection) 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.

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 media);
- Film;
- Large technology objects;
- Audio;
- Military heraldry and technology items;
- Photographs;
- Official and private records; and
- 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 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; and
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 settling priorities for collection management and conservation resources.

The Memorial's Collection Development Plan for Heritage and Cultural Assets can be found on the [Australian War Memorial website](#).

The Memorial's preservation and curatorial policies for Heritage and Cultural Assets can be found on the [Australian War Memorial website](#).

Recognition Threshold

Purchases of Heritage and Cultural (Collection) Assets are recognised initially at cost in the statement of financial position, except for purchases costing less than \$10,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

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

Revaluations

Heritage and Cultural (Collection) Assets are 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, Heritage and Cultural (Collection) Assets are carried at fair value less 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 at the reporting date.

The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Depreciation

From 1 July 2018, Heritage and Cultural (Collection) Assets are no longer depreciated as they have indefinite useful lives given the Memorial has appropriate curatorial and preservation policies and procedures in place. All Heritage and Cultural (Collection) Assets are subject to regular impairment testing when there is an indication that the assets may be impaired.

Significant accounting judgements and change in estimates

The fair value of Heritage and Cultural (Collection) Assets 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.

Owing to the size of the National Collection, the items have been stratified into High Value Items and Collections (HVIC) and Low Value Pool (LVP) items. HVIC are valued on a cyclical basis through an external valuation performed by an independent valuer. LVP items are subject to an annual management valuation and impairment assessment.

Leased Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

An impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

Intangibles

The Memorial's intangibles comprise purchased and internally developed software, which are 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 1 to 8 years (2020: 1 to 8 years). All software assets were assessed for indications of impairment at 30 June 2021.

Note 2.2B: Inventories

	2021	2020
	\$'000	\$'000
Inventories held for sale:		
Finished goods	201	429
Total inventories held for sale	201	429

ACCOUNTING POLICY

The Memorial holds inventory for sale only, and this 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:

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

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

2.3. Payables

Note 2.3A: Suppliers

	2021	2020
	\$'000	\$'000
Note 2.3A: Suppliers		
Trade creditors and accruals	3,987	2,833
Total suppliers	3,987	2,833

Settlement terms are 30 days.

Note 2.3B: Other Payables

	2021	2020
	\$'000	\$'000
Salaries and wages	592	458
Contract liabilities ¹	1,237	10
Total other payables	1,829	468

1. Contract liabilities relate to on line shop sales where the revenue has been received however the related goods/services have not been provided or project funding that has been received but the project has not yet been delivered.

2.4. Interest Bearing Liabilities

Note 2.4A: Leases

	2021	2020
	\$'000	\$'000
Lease Liabilities		
Buildings	972	-
Plant and equipment	104	20
Total leases	1,076	20

Total cash outflow for leases for the year ended 30 June 2021 was \$46,569 (2020: \$7,330).

MATURITY ANALYSIS – CONTRACTUAL UNDISCOUNTED CASH FLOWS

	2021	2020
	\$'000	\$'000
Within 1 year	362	23
Between 1 to 5 years	823	42
More than 5 years	-	-
Total leases	1,185	65

The Memorial in its capacity as lessee has entered into arrangements for the lease of motor vehicles (terms vary between 36 and 48 months) and office space which includes carparking (36 month term) for which rent is payable monthly over the duration of each lease. Motor vehicle leases are recognised as part of plant and equipment and the lease of office space is recognised as part of buildings.

The monthly rental charge for motor vehicle leases includes an allowance for maintenance which is reconciled at the end of the lease term against actual maintenance costs incurred. Where actual maintenance costs incurred by the lessor exceed the monthly allowance charged, the lessee must reimburse the lessor for the difference. Where actual maintenance costs incurred by the lessor are lower than the monthly allowance charged, the lessor must reimburse the lessee for the difference. The monthly rental charge for office space is subject to an annual Consumer Price Index increase which has been capped at 4%. There are no options to extend the office space lease and there is no requirement to make good at the end of the lease.

The Memorial in its capacity as lessee is not party to a leasing arrangement with below market terms.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B and 1.1D.

ACCOUNTING POLICY

For all new contracts entered into, the Memorial considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the Memorial's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the re-assessment or modification.

3. People and relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

3.1. Employee Provisions

	2021	2020
	\$'000	\$'000
Leave	9,864	9,687
Total employee provisions	9,864	9,687

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

LEAVE

The liability for employee benefits includes provision for annual leave and long service leave.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the Memorial is estimated to be less than the annual entitlement for sick leave.

SEPARATION AND REDUNDANCY

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

SUPERANNUATION

The Memorial's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

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

The liability for superannuation recognised as at 30 June represents outstanding contributions.

3.2. Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Memorial, directly or indirectly, including any director (whether executive or otherwise). The Memorial has determined the key management personnel to be the Director, Chairman, Council Members, Assistant Directors and other highly paid executives. Key management personnel remuneration is reported in the table below:

Note 3.2A: Key Management Personnel Remuneration

	2021	2020
	\$'000	\$'000
Short-term employee benefits	1,829	1,788
Post-employment benefits	268	230
Other long-term employee benefits	31	44
Total key management personnel remuneration expense¹	2,128	2,062

The total number of key management personnel that are included in the above table are 16 (2020: 16).

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Memorial.

3.3. Related Party Disclosures

Related party relationships:

The Memorial is an Australian Government controlled entity. Related parties to the Memorial are the Director, Chairman, Council Members, Assistant Directors and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- purchases of goods and services; and
- asset purchases, sales transfers or leases.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Memorial, it has been determined that there are no related party transactions to be separately disclosed (2020: no transactions).

4. Managing uncertainties

This section analyses how the Australian War Memorial manages financial risks within its operating environment.

4.1. Contingent Assets and Liabilities

The Memorial has no contingent assets (2020: \$575,000) or contingent liabilities (2020: nil) in the current reporting period.

Accounting policy

Contingent assets and liabilities are not recognised in the statement of financial position but contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

4.2. Financial Instruments

Note 4.2A: Categories of Financial Instruments

	2021	2020
	\$'000	\$'000
Financial assets at amortised cost		
Cash at bank	5,194	2,717
Trade and other receivables	862	629
Deposits in short-term investments	107,000	85,500
Accrued interest revenue	591	578
Total financial assets at amortised cost	113,647	89,424
Total financial assets	113,647	89,424
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	5,816	3,301
Total financial liabilities measured at amortised cost	5,816	3,301
Total financial liabilities	5,816	3,301

Note 4.2B: Net Gains or Losses on Financial Assets

	2021	2020
	\$'000	\$'000
Financial assets at amortised cost		
Interest revenue	1,001	1,813
Impairment	5	(1)
Net gains/(losses) on financial assets at amortised cost	1,006	1,812
Net gains on financial assets	1,006	1,812

The net interest income from financial assets not at fair value through profit or loss is \$1,001,279 (2020: \$1,812,670).

Accounting Policy**FINANCIAL ASSETS**

In accordance with AASB 9 *Financial Instruments*, the Memorial classifies its financial assets in the following categories:

1. financial assets at fair value through profit or loss;
2. financial assets at fair value through other comprehensive income; and
3. financial assets measured at amortised cost.

The classification depends on the Memorial's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the Memorial becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

FINANCIAL LIABILITIES

The Memorial classifies its financial liabilities as either 'at fair value through profit and loss' or 'other financial liabilities'. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

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).

4.3. Fair Value Measurement

Accounting Policy

The Memorial procured independent valuation services from Pickles Valuations for land and buildings assets in 2021

(2020: Pickles Valuations for Plant and equipment assets). All other non-financial assets were subject to a management valuation. For independent valuations, the Memorial relies on the valuation models provided by our valuers. These valuation models are reviewed and tested by the Memorial as part of its inspection of the valuers' work each independent valuation.

The significant inputs used in the fair value measurement of the Memorial's land and building assets were dependent on whether they were classified as a specialised or non-specialised building or parcel of land. Inputs for the valuation of non-specialised land and buildings were sourced from recent recorded sales, professional publications such as Rawlinson's Australian Construction Handbook and Cordell's Cost Manuals and actual expenses observed from recent capitalisations. Significant increases (decreases) in any of those inputs in isolation would not result in a significantly higher (lower) fair value measurement. Specialised land and buildings are subject to restrictions of use and are valued using a cost approach.

For those non-financial assets subject to management valuation, an annual impairment assessment is undertaken and where an indication of impairment exists, an estimate of the carrying value of the asset(s) is made. Suitably qualified and experienced curatorial staff provide professional commentary and valuation opinions on Heritage and Cultural (Collection) assets each year where an independent valuation is not completed.

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

No assets were transferred between Levels 1 and 2 during the reporting period. The highest and best use of all non-financial assets is the same as their current use.

Note 4.3A: Fair Value Measurement

FAIR VALUE MEASUREMENTS AT THE END OF THE REPORTING PERIOD

	2021	2020
	\$'000	\$'000
Non-financial assets		
Land	13,502	13,096
Buildings on freehold land	218,995	183,752
Exhibitions	21,525	25,088
Heritage and Cultural (Collection)	1,175,424	1,164,611
Plant and equipment	11,159	11,032
Total non-financial assets	1,440,605	1,397,579

Liabilities measured at fair value comprise \$1.076 million, for lease liabilities over buildings and plant and equipment (2020: \$20,000). Fair value is represented by the present value of the remaining lease payments, discounted using the incremental borrowing rate.

5. Other information

5.1. Aggregate Assets and Liabilities

Note 5.1A: Current/non-current distinction for assets and liabilities

	2021	2020
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	5,194	2,717
Trade and other receivables	862	629
Investments	72,000	85,500
Accrued Interest	591	578
Inventories	201	429
Prepayments	138	20
Total no more than 12 months	78,986	89,873

	2021	2020
	\$'000	\$'000
More than 12 months		
Land	13,099	13,096
Buildings	219,398	183,752
Heritage and cultural	1,175,424	1,164,611
Plant and equipment	11,159	11,032
Computer software	4,613	3,888
Exhibitions	21,525	25,088
Investments	35,000	-
Prepayments	6	27
Total more than 12 months	1,480,224	1,401,494
Total assets	1,559,210	1,491,367
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	3,987	2,833
Other payables	1,229	468
Leases	361	8
Employee provisions	3,564	5,084
Total no more than 12 months	9,141	8,393
More than 12 months		
Leases	715	12
Employee provisions	6,300	4,603
Other payables	600	-
Total more than 12 months	7,615	4,615
Total liabilities	16,756	13,008

5.2. Assets Held in Trust

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

Note 5.2A: 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:

DONATIONS AND BEQUESTS

	2021	2020
	\$'000	\$'000
As at 1 July	21	21
Receipts	-	-
Payments	-	-
Total as at 30 June	21	21
Total monetary assets held in trust	21	21

NON-MONETARY ASSETS

The current policy is for the trust fund to contribute the interest earned (2021: \$94; 2020: \$203) on the account towards the costs of fares associated with the transportation of disadvantaged children to the Memorial, as part of Anzac Day commemorations (2021: \$367; 2020: \$nil). The Legacy Coordinating Council and the Memorial together meet the balance of the fares' cost.

Note 5.2B: Australian War Memorial Krait 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 (2021: \$182; 2020: \$395) is transferred to the National Maritime Museum of Australia (2021: \$782; 2020: \$nil) for maintenance work on the MV Krait. The financial position of the Fund, which is reported on a cash basis, is as follows:

DONATIONS AND BEQUESTS

	2021	2020
	\$'000	\$'000
As at 1 July	41	40
Receipts	-	1
Payments	(1)	-
Total as at 30 June	40	41
Total monetary assets held in trust	40	41

Legislative compliance

Advertising and Marketing

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, media advertising organisations, and market research organisations. The Memorial made no payments to polling organisations or direct mail organisations in the reporting period. As required, particulars of payments of less than \$14,300 have not been included.

Service provider	Total amount paid (inc. GST)	General advertising	Market research
iSentia	\$42,515		\$42,515
Fivefold Creative Pty Ltd	\$16,577	\$16,577	
Mediabrandts t/a Universal McCann	\$63,192	\$63,192	
National Museum of Australia (Cultural institutions collaboration marketing campaign)	\$23,078	\$23,078	
Total	\$145,362	\$102,847	\$42,515

Energy consumption and environmental management

Protection of the environment and sustainable development remain key objectives for the Memorial and are applied to the development of plans for the enhancement and maintenance of the Memorial's buildings, grounds, and operations.

The Energy and Environment Committee (EEC) oversees and monitors the Memorial's energy use and impact upon the environment. The EEC meets quarterly and reports to the Senior Management Group and the Corporate Management Group providing focus and continuous improvement in managing water consumption, energy efficiency, waste disposal (including chemicals), and the appropriate control of hazardous materials (including asbestos and radiation).

The Memorial does not administer legislation or have any appropriation directly related to the principles of environmental sustainability and development.

During the reporting period, the Memorial's activities have accorded with the principles of ecologically sustainable development by striving to reduce the Memorial's carbon footprint, and reduce reliance on non-renewable resources. The introduction of data analytics software and expansion of connected services has allowed the Memorial to manage the energy consumption in more detail. The data analytics software has the capacity to monitor electricity, water and gas usage and can expand to include new infrastructure as part of the Development Project as the stages progress. This detailed management and better integration with the Building Management System saw noticeable reductions in the energy consumption of Treloar E

by fine tuning the roof solar, lighting controls and air conditioning systems. This technology has been extended to Treloar B and Treloar C electrical monitoring and has found savings via improved control for the new eastern carpark lighting. Water irrigation meters have been connected in Campbell in preparation for monitoring parade restoration works. The ongoing upgrade of old lighting to LED technology continues. Main Building gallery and cleaning lights and Treloar C workshop lights were replaced with the reduction of energy and zero ultra-violet emission for collection protection. The process of reusing and recycling where possible continues ,with the most recent example being the reuse of furniture and equipment decanted from Anzac Hall and the Bean Buildings.

Compliance index

Appendix A: List of requirements – corporate commonwealth entities

PGPA Rule Reference	Part of Report	Description	Requirement
17BE	Contents of annual report	Contents of annual report	
17BE(a)	Governance		Mandatory
17BE(b)(i)	Governance	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Governance	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Governance	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Governance	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	N/A	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	N/A	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Annual Performance Statements	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Financial Statements	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	Governance	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Governance	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(ka)	Governance	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	Governance	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Legislative Compliance	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n),17BE(o)	N/A	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	N/A	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	N/A	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	N/A	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	N/A	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(taa)	Governance	<p>The following information about the audit committee for the entity:</p> <ul style="list-style-type: none"> (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; e) the remuneration of each member of the audit committee 	Mandatory
17BE(ta)	Governance	Information about executive remuneration	Mandatory