



AUSTRALIAN WAR MEMORIAL ANNUAL REPORT 2010-2011





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Annual report for the year ended 30 June 2011,
together with the financial statements and the
report of the Auditor-General



Mrs Valerie Howse OAM with Her Excellency Ms Quentin Bryce, Governor-General of the Commonwealth of Australia, at the opening of the Hall of Valour.

Images produced courtesy of the Australian War Memorial, Canberra

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Australian War Memorial
GPO Box 345
Canberra, ACT 2601
Australia
www.awm.gov.au



10 August 2011

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

Dear Minister

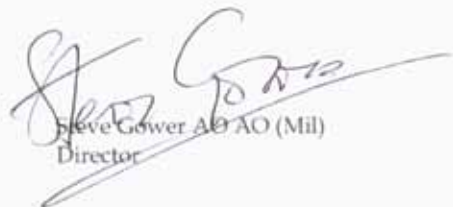
We have pleasure in submitting the 2010-11 Annual Report of the Australian War Memorial in accordance with section 9 of the *Commonwealth Authorities and Companies (CAC) Act 1997*.

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

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



General Peter Cosgrove AC MC (Ret'd)
Chair of Council



Steve Gower AO AO (Mil)
Director

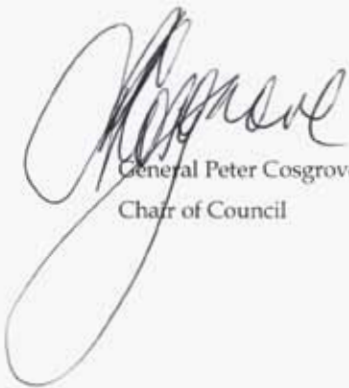
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ACCEPTANCE OF THE REPORT

The Council of the Australian War Memorial is responsible under section 9 of the *Commonwealth Authorities and Companies Act 1997* for the preparation and content of the report of operation of the Australian War Memorial. The 2010-2011 Annual Report has been prepared in accordance with the *Commonwealth Authorities and Companies (Report of Operations) Order 2005*.

In accordance with a resolution of the Council of the Australian War Memorial, passed on 10 August 2011, the members of Council accept the 2010-2011 Annual Report of the Australian War Memorial as being a fair and accurate report of the organisation's performance during the year under review.



General Peter Cosgrove AC MC (Ret'd)
Chair of Council



Rear Admiral Ken Doolan AO RAN (Ret'd)
Chair of Finance, Audit, and Compliance
Committee

INTRODUCTION TO THE REPORT

The Annual Report of the Australian War Memorial for the year ended 30 June 2011 follows the format for an Annual Report for a Commonwealth Authority in accordance with the *Commonwealth Authorities and Companies (CAC) (Report of Operations) Orders 2005* under the *CAC Act 1997*. Details of plans mentioned in the report can be obtained from the Contact Officer noted below.

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

PART ONE

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

PART TWO

Corporate Operations includes the Director's highlights and overview of the Memorial's performance during 2010–11.

PART THREE

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

PART FOUR

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

PART FIVE

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

PART SIX

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

APPENDICES

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

Contact Officer

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



The Honourable Julia Gillard MP, Prime Minister of Australia, with the Honourable Warren Snowdon MP, Minister for Veterans' Affairs, and Corporal Mark Donaldson VC in the new Hall of Valour.

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Highlights of the Australian War Memorial 2010–2011



Over 190,000 people saw the special touring exhibition This company of brave men: the Gallipoli VCs



The refurbished Second World War galleries opened with some objects on display for the first time.



Presentation of the Purple Cross to Sarbi, the Explosive Detection Dog, by the RSPCA.



The annual international history conference was again fully subscribed.



Perspectives: Jon Cattapan and eX de Medici, part of the long-running Travelling Exhibitions program.

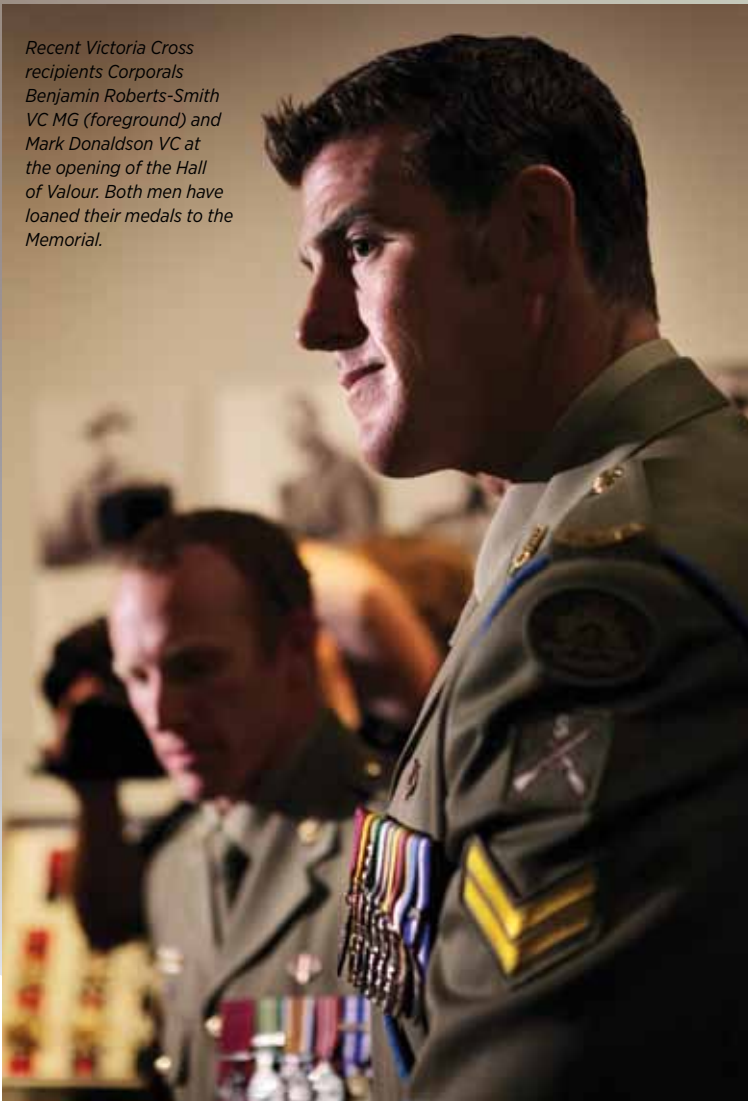


The publication of curatorial monographs continued with the seventh in the series.



Over 4,000 people attended the dedication of the National Service memorial.

Recent Victoria Cross recipients Corporals Benjamin Roberts-Smith VC MG (foreground) and Mark Donaldson VC at the opening of the Hall of Valour. Both men have loaned their medals to the Memorial.



The Memorial hosted over 30 VIP visits and wreathlayings, including the Prime Minister of Malaysia, the Right Honourable Dato' Sri Mohd Najib bin Tun Haji Abdul Razak, and his wife, Mrs Datin Paduka Seri Rosmah Mansor.



Record number of student visitors – over 125,000.

**“Quite simply one of the world’s
greatest museums”** April 2011



**“Fantastic exhibitions.
Friendly staff”** December 2010

**“A fitting tribute to those
who fought and who are still
fighting for us. Thank you.”**

March 2011

**“It was a moving and inspirational
day made ever so much better by the
knowledgeable, helpful and polite staff
and volunteers. Thank you all.”** April 2011

CORPORATE GOVERNANCE

As financial year 2010-11 draws to a close, it is pleasing to report the Memorial has yet again maintained its high standard of achievement over a very challenging period.

As before, the Memorial had an ambitious but realistic program, and in meeting this the Council is grateful for the ongoing support provided by the Government and the Department of Veterans' Affairs. In particular, this support enabled important educational and Memorial activities, such as Travelling Exhibitions, plaque dedications, and school wreathlaying programs, to be conducted. Additionally, it is important to recognise and warmly acknowledge the support currently provided by the many benefactors from the corporate sector, particularly Boeing Australia, BAE Systems, the Lambert Largesse Foundation, Qantas, and TransACT. It is through such support that a significant number of our public programs are made possible.

The most generous support of Mr Kerry Stokes AC must again be specially mentioned. This support resulted in the gift of two additional Victoria Cross medals to the National Collection, and the sponsorship of the very successful travelling exhibition *This company of brave men: the Gallipoli VCs*. This exhibition was viewed by many visitors at six venues across the country and became one of our top five travelling exhibitions. This was an excellent result; while other exhibitions tour for several years to achieve this level of coverage, the *Gallipoli VCs* visitation was achieved in only ten months, as the medals had to return to the Memorial to be installed in time for the opening of the newly redeveloped Hall of Valour.

The Hall of Valour was officially opened by Her Excellency Ms Quentin Bryce AC, Governor-General of the Commonwealth of Australia, in February 2011. The many distinguished guests at the launch included the



Director Steve Gower, the Honourable Warren Snowdon MP, Minister for Veterans' Affairs, and Council Chair General Peter Cosgrove in the Commemorative Area for the opening of the Hall of Valour.

Prime Minister, the Honourable Julia Gillard MP, surviving VC recipients Mr Keith Payne VC OAM, Corporal Mark Donaldson VC, and Corporal Benjamin Roberts-Smith VC MG, and family members of the many Victoria Cross recipients. Council would also like to acknowledge the role of Ms Katherine McMahon as the Project Manager for this most ambitious project. The role of a project manager on a project of this scale and with such tight deadlines, is never an easy one, but Katherine is to be commended for ensuring that the project was delivered under budget and on time. The redeveloped Hall of Valour is an outstanding addition to the Memorial's galleries, and is a credit to leading architect Mr Richard Johnson MBE of Johnson Pilton Walker; it received the W. Hayward Morris Award for Interior Architecture at the recent Australian Institute of Architects (ACT) Awards.

The major national ceremonies of ANZAC Day and Remembrance Day were again well attended by the public. As a result of Australia's commitment to the conflict in Afghanistan, on Remembrance Day sadly a further ten names were added to the Roll of Honour, further reinforcing the Memorial's ongoing relevance to the nation. As expected, ANZAC Day numbers were down on previous years as it coincided with Easter Monday; however, 20,000 attended the Dawn Service and just over 9,000 attended the National Ceremony, which was still very heartening.

This year the National Service memorial, located in the newly developed Eastern Precinct, was unveiled by Her Excellency the Governor-General in September 2010. This memorial honours the many young Australian men who served in one of two National Service schemes. The ceremony was attended by almost 4,000 guests, including former national servicemen, the Honourable Jeff Kennett AC, and the former Governor-General, the Right Reverend Dr Peter Hollingworth AC OBE.

I would like to congratulate Mr Kerry Stokes AC and Ms Wendy Sharpe on their reappointment to Council, and also to welcome new members, Air Vice-Marshal Julie Hammer AM CSC (Ret'd), Ms Jane McAloon, and Mr Kevin Woods CSC OAM. I would also like to acknowledge and recognise the long service of retiring Council members, Mr Ken Peacock AM, Rear Admiral Simon Harrington AM RAN (Ret'd), and Major General Bill Crews AO (Ret'd), all of whom have made a long and committed contribution to Council.

Council also gratefully acknowledges the three outgoing Service Chiefs (*ex officio*): Vice Admiral Russ Crane AO CSM RAN, Lieutenant General Ken Gillespie AC DSC CSM, and Air Marshal Mark Binskin AO, for their contribution and support to Council. This loyal assistance is generously given and very much appreciated.

On behalf of Council I would also like to congratulate the Director, who was reappointed for a further 18 months, having indicated that he did not wish to accept a longer term. Council looks forward to working with him during this period particularly in establishing the concepts and structure for our major new and outstanding First World War galleries project. We would also like to acknowledge his role and the efforts and dedication of all Memorial staff, including its many volunteers, all of whom ensure this wonderful institution remains relevant to each and every Australian.

In looking to the future, it must be mentioned that in March 2011 the Australian Government announced an additional \$8.3 million per year to the Memorial's base funding. It also included a one-off \$1.7 million for the development of concept designs for the First World War galleries. This is a very pleasing result, and will now greatly assist in allowing us to position ourselves to meet government and public expectations approaching the 2015 Centenary of ANZAC.

General Peter Cosgrove AC MC (Ret'd)
Chairman



Corporate Governance Structure

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

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

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

*The Council of the Australian War Memorial in the Hall of Valour
Front: the Honourable Graham Edwards*

Back (left to right): Ms Wendy Sharpe; Air Vice-Marshal Julie Hammer AM CSC (Ret'd); Mr Les A. Carlyon; Rear Admiral Ken Doolan AO RAN (Ret'd); Council Chair General Peter Cosgrove AO MC (Ret'd); Chief of Army, Lieutenant General Ken Gillespie AO DSC CSM; Ms Jane McAloon; Mr Kerry Stokes AC; Director Steve Gower AO AO(Mil)

Absent: Vice Admiral Russell H. Crane AO CSM RAN, Chief of Navy; Air Marshal Mark Binskin AO, Chief of Air Force; Mr Kevin Woods CSC OAM

Council of the Memorial

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

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

- establishes the strategic direction and vision of the Memorial
- approves the goals and key objectives of the Memorial
- approves the annual budget and monitors expenditure and financial reporting, including for major projects

- ensures agreed corporate objectives are met
- adopts a strategic plan, which includes a business plan with objectives and key reporting measures
- ensures the Memorial has adequate financial resources to meet known and planned future commitments
- ensures that systems, processes, and internal controls are in place for effective management and monitoring of the principal risks to which the Memorial is exposed
- ensures that satisfactory procedures are in place for auditing the Memorial's financial affairs and that the scope of internal and external audit is adequate
- ensures decisions made are consistent with the ethos of the Memorial
- ensures that the Memorial communicates effectively with the public and key stakeholders
- monitors and evaluates the performance of the Director.

Council performance

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

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

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

Profiles of Council members can be found in Appendix 2.

CORPORATE OPERATIONS

Financial year 2010-11 was one of great achievement in a number of areas. The year commenced with a highlight: the re-opening of the Second World War galleries in August, following their half-life update. The work also addressed visitor comments and suggestions made since the galleries were first opened in 1999. In particular the Kokoda Trail and HMAS *Sydney* displays were updated, the former to strengthen the narrative by using original photographs and footage, the latter by taking advantage of material from the finding of HMAS *Sydney* and from the Cole inquiry. Some major relics were displayed for the first time, such as the Dingo scout car, a rare Australian-produced armoured vehicle.

The second major gallery project was the redevelopment of the Hall of Valour. This area had become increasingly in need of redesign and refurbishment for some years. As reported by the Chairman, the formal opening by Her Excellency Ms Quentin Bryce AC, the Governor-General of the Commonwealth of Australia, was held in February 2011

with over 300 people in attendance. I believe the design, by leading Australian architect, Richard Johnson MBE, of the Sydney practice Johnson Pilton Walker, is simply splendid. It features the same sandstone and granite as used in the main building, the granite being in the Hall of Memory, which is immediately above. The project was completed on time and under budget: I congratulate the project team, led by Head of Exhibitions, Katherine McMahon, for its success. I do not say this tritely. The project did experience some difficulty, especially the task of reinforcing the floor from underneath to take the additional weight of the new design. The contributions of management consultant Coffey Projects and the construction manager, Manteena, must also be acknowledged.

It was a great pleasure to see Richard Johnson recognised for his designs of both the Hall of Valour and the Eastern Precinct at the recent Australian Institute of Architects (ACT) Awards night. The Hall of Valour was awarded the W. Hayward Morris Award for Interior Architecture, and the



A wreath is laid during the dedication of the National Service memorial.

Eastern Precinct was awarded a swag; the Sir John Overall Award for Urban Design; the Romaldo Giurgola Award for Public Architecture, the Inlite Light in Architecture Prize (for *the Terrace at the Memorial café*); and the Canberra Medallion for “architectural mastery and excellence” for what was said by the Jury Chair to be an “outstanding development”. These are not the first awards of this kind presented for developments at the Memorial, and we are justifiably proud of the dignified and beautiful precinct that has been developed over the past years.

This year saw the implementation of the Enterprise Content Management (ECM) system, which has been a long-running, major and demanding project. The system consists of four components: Digital Asset Management System (DAMS), Electronic Document Management (EDMS), Web Content Management (WCM), and a search function which were all developed and implemented concurrently. The DAM component uses the MediaBin application, and it has ingested a significantly large number of assets since implementation commenced. Sharepoint is the EDMS product which has improved the sharing of electronic documents, as well as allowing the use of workflows for document creation and clearance, thus improving efficiency. The WCM has a Drupal7 platform which provides efficiencies in the presentation of information on the website and allows easier authoring of web material by staff. The new search function allows for searching across all four components simultaneously. As with all new systems, there has been some settling-in required, and a significant amount of change management has been undertaken to ensure effective uptake by staff. The project has been a challenging one for the Memorial's project team, led by our head of IT, Daryl Winterbottom. I congratulate all members on their achievement. Like all major projects, ECM presented some confronting problems that had to be solved in order to field the system.

A number of major ceremonies were held in the grounds during the year. An outstanding one was the dedication ceremony for the new National Service memorial in the Eastern Precinct, held in September 2010. Over 4,000 were present to witness the Governor-General undertake the unveiling. The ceremony was broadcast on Channel 7. Attending, and representing the Prime Minister, was our previous Minister, the Honourable Alan Griffin, who had previously opened the Eastern Precinct. Our major commemorative ceremonies, ANZAC Day and Remembrance Day, continued to be well attended, with 29,000 and 2,900 visitors respectively.

As well as major projects and major ceremonies, the staff have been busy with developing the Temporary and Travelling Exhibitions program. Three temporary exhibitions were developed: *Double field: Shaun Gladwell, Afghanistan*; *Perspectives: Jon Cattapan and eX de Medici*; and *Rats*

of Tobruk, 1941. *Double field* was a video installation and photographs previewing Shaun Gladwell's commissioned work from his experience as an official war artist to Afghanistan. It was an innovative and unusual display for the Memorial, and we were pleased with the result.

The Travelling Exhibitions program, funded by the Department of Veterans' Affairs Commemorations Program, saw six exhibitions go to 19 venues across most states. In addition, a special touring exhibition *This company of brave men: the Gallipoli VCs*, sponsored by Mr Kerry Stokes AC and The Seven Group, completed its tour in time for the medals to be returned for installation in the redeveloped Hall of Valour. This exhibition was exceptionally successful, travelling for ten months to six states and reaching a total of almost 193,000 visitors.

Three additional Victoria Cross medal groups came into the National Collection. Mr Stokes presented two groups to the Memorial. The first is the group awarded to Corporal George Howell VC for action at the Second Battle of Bullecourt, France, in 1917, and the second is the group awarded to Private Harry Dalziel for action at Hamel Wood, France, in 1918.

Corporal Ben Roberts-Smith of the Special Air Service Regiment has also placed his Victoria Cross, awarded for action in Afghanistan, with the Memorial on long-term loan. This generous act is greatly appreciated, and the medal went on display in the new Hall of Valour.

The development of the National Collection continued, in line with our Collection Development Plan. In what is considered to be one of the most successful curatorial visits to date, three curators from the Military Heraldry and Technology section, the Photographs, Film, and Sound section, and the Research Centre travelled to Afghanistan. They returned with a range of acquisitions and information, including over 100 oral history interviews and a collection of current-issue uniforms, equipment, and badges. The support of the Australian Army in facilitating this visit was much appreciated. An earlier visit by a Research Centre curator involved spending time with the Royal Australian Navy.

Other acquisitions included three watercolours by official artist eX de Medici; 100 colour digital photographs by photojournalist Gary Ramage, covering improvised explosive device clearance operations by 6RAR in Afghanistan; the papers of the late Brigadier Phil Greville CBE; and a Sabre Mk 32 fighter used by the RAAF for wartime operations while based in Malaysia and Thailand from 1958 until 1969.

A common concern with many museums – and sometimes it is a complaint – is not having enough space to display the majority of the collection. The Memorial is no exception. To address this by allowing the public to view the objects



The Corporate Management Group during one of its weekly meetings.

Standing (left to right): Director Steve Gower and Rhonda Adler, Assistant Director, Branch Head Corporate Services.

Seated (left to right): Nola Anderson, Assistant Director, Branch Head National Collection, and Linda Ferguson, Assistant Director, Branch Head Public Programs.

in storage at our facility in Mitchell, we open the doors at least once every year for a program called Big Things in Store. We have done this for many years and it remains very popular with the public. This year visitors saw a treasure trove of collection items, such as our newly acquired Caribou aircraft, the V2 rocket and its *Meillerwagen* launching carriage (one of only three remaining in the world and the only one in original condition), many First World War artillery pieces, and tanks from all eras.

The Memorial's current publishing program was developed to allow curators to share their specialist knowledge with the public. It has continued with the publication of the seventh in a series of curatorial monographs. *Stories of love and war: from the collection of the Australian War Memorial*, a beautiful book written by Rebecca Britt, was officially launched in November 2010 by Helen McCabe, editor-in-chief of the *Australian Women's Weekly* magazine.

The Collection book (working title) being written by Assistant Director, Nola Anderson, is progressing well towards its anticipated publication in November 2012. This book should be a significant volume, with over 1,000 images of collection items illustrating the development and diversity of what is now an extraordinary collection.

Volume 2 of the Official History of Peacekeeping, Humanitarian and Post-Cold War Operations, *Australia and the "new world order": from peacekeeping to peace enforcement 1988-1991*, was completed by the official historian, Professor David Horner AM. The volume was launched by the Minister for Foreign Affairs, the Honourable Kevin Rudd MP, in April 2011. It is selling well through the Memorial Shop.

The annual history conference was again fully booked. The conference topic recognised the 95th anniversary of the Gallipoli campaign and was titled *Gallipoli: A Ridge Too Far*. The conference attracted a number of renowned national and international speakers. As with previous conferences, the papers are being compiled for publication later this year.

The current one-year enterprise agreement expired on 30 June 2011 and, as is the case with other agencies, negotiations for the next agreement have been challenging. However, we are optimistic about delivering a satisfactory agreement, in line with the new enterprise bargaining framework.

I mentioned earlier the resolution of our request for additional appropriation funding, and want to acknowledge warmly the efforts and support of the Minister for Veterans' Affairs, the Honourable Mr Warren Snowdon MP; the Council Chairman, General Peter Cosgrove AC MC and all Council members; and the Secretary of the Department of Veterans' Affairs, Mr Ian Campbell PSM. Rhonda Adler, Assistant Director, Corporate Services, and Leanne Patterson, our Chief Finance Officer, must also be acknowledged for their excellent hard work behind the scenes. The increase to our funding base was announced by the Prime Minister in the Commemorative Area of the Australian War Memorial in March. This announcement was most welcome, and it addressed our major concerns: firstly, the retention of existing staffing positions; secondly, the delivery of a range of programs and activities previously at risk; and thirdly, the commencement of preparations for the commemoration of the centenary of Gallipoli and other First World War anniversaries.

I would emphasise that at no time was there a crisis, nor any prospect whatsoever of the Memorial operating at a loss because of over-commitments or a lack of firm budgetary control by management or Council. A number of well-understood and accepted external constraints forced the Memorial into a difficult position. Thankfully, this is no longer the case.

Preparations for the centenary of the First World War will focus everyone's attention for the next few years. The first task is to develop a concept brief for the proposed new galleries which will form the basis of a New Policy Proposal. The increased appropriation made special provision for this project definition work. However, there are a number of other activities that will be undertaken, including the development of increased online access to the Collection, and an Indigenous database, along with the greater availability of general information on Australia's military history. Another priority will be addressing the envisaged increase in requests for support from local communities wishing to engage in their own commemorations. We will endeavour to meet as many of those requests as possible and to provide a standard of response that the community reasonably expects from the Memorial.

Turning now to senior staff, there have been some changes during 2010–11, including the retirement of long-serving Assistant Director, Public Programs, Helen Withnell. She was a fundamental part of the many significant projects and activities over the years, culminating in the redevelopment of the Hall of Valour. She has every reason to be very pleased and satisfied with her contribution, and she left with our high regard and best wishes for a long and happy retirement. I congratulate Linda Ferguson on her promotion in Helen's place and wish her every success.

Other changes include the retirement of Margaret Lewis, who had acted as the Head of the Research Centre in the time before the promotion of Dr Peter Pedersen to that position. She has made a significant contribution to the provision of research services to the public, and I wish her all the best for her retirement.

Katherine McMahon, who has made a made splendid contribution as Head of Exhibitions in recent years, has taken 12 months' leave to accompany her partner to Port Moresby; and Nick Fletcher, Head of Military Heraldry and Technology has been taken off-line to head up the First World War concept development team. Laura Kennedy and Rebecca Britt are acting in their respective positions.

As is evident, it has once again been a year full of achievements which could not have happened were it not for the dedicated and talented staff and volunteers. It is their ongoing work, skills and knowledge that underpin our ongoing success, particularly in front-of-house activities.

The Council and its Chairman have once again provided highly valued oversight and strategic direction. I thank the Chairman and all members of Council for their commitment and support. In particular, I want to thank outgoing Chairman of the Finance, Audit, and Compliance Committee, Mr Ken Peacock AM, for his outstanding contribution. His energy and interest were boundless.

I look forward to continuing to work with Council, staff and volunteers to achieve the challenging goals that we have set ourselves for the coming years.

Steve Gower AO AO(Mil)
Director



Katherine McMahon, Head, Exhibitions, and Helen Withnell, former Assistant Director, Branch Head Public Programs, at the opening of the Hall of Valour.

CORPORATE SUMMARY

Purpose

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

Mission

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

Vision for the Future

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

Values

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

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



Council Chair General Peter Cosgrove and the Honourable Nicola Roxon MP, representing the Prime Minister of Australia, take the salute during the ANZAC Day march.

Planning and Reporting Framework

The Memorial is a statutory authority within the Veterans' Affairs portfolio, and responsible for functions in accordance with the requirements of the *Australian War Memorial Act 1980*, the *Commonwealth Authorities and Companies Act 1997*, and other applicable acts. The Memorial's strategic direction and policies are set by its Council, which typically meets four times per year.

Management and implementation of strategies and policies are the responsibility of the Director, who is a Statutory Appointee under the *Australian War Memorial Act 1980*.

The strategic direction for the Memorial over 2010–11 has been provided by the Memorial's Corporate Plan 2008–11. The plan includes, among other things, the outcome to be achieved by the Memorial, its vision, corporate priorities, and values. The Corporate Plan, approved and regularly reviewed by Council, provides the framework for drafting the annual Business Plan and its related budget. This identifies the outputs that relate to the priorities: all Memorial activities are linked directly to these outputs with associated performance targets. Performance information related to these outputs is contained later in this report.

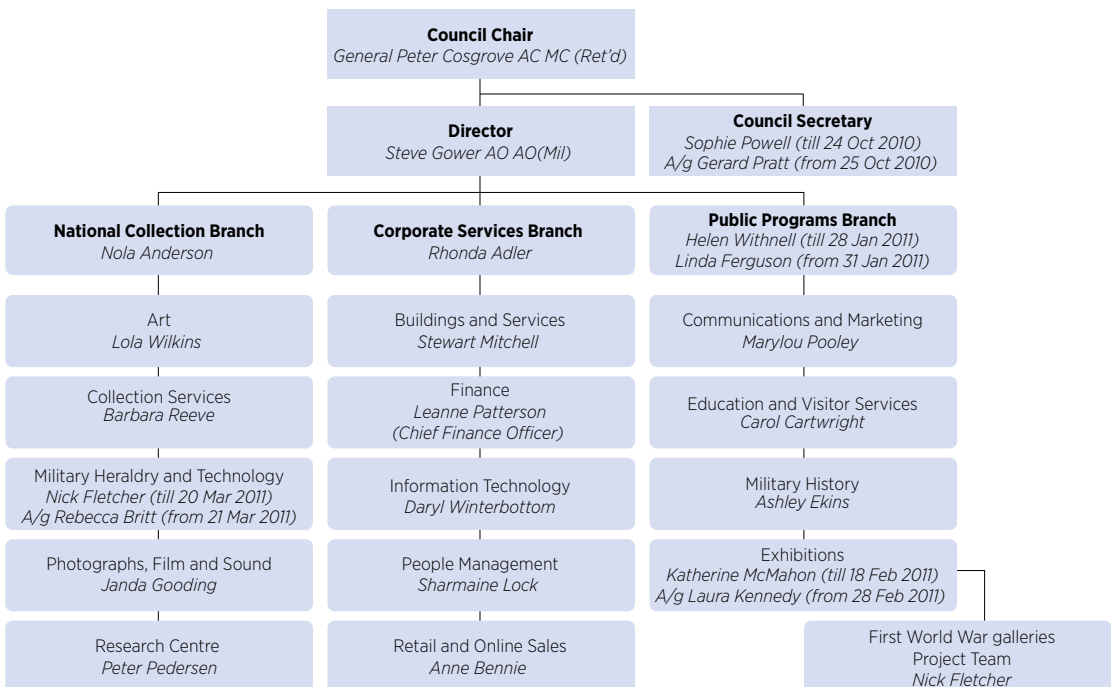
The Memorial has a number of other plans that focus on particular activities, including collection development, collection documentation, collection conservation, gallery and site development, audit, business risk, business continuity, budget, fraud control, information technology, and workplace diversity.

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

Organisation Chart and Senior Staff

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

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



is responsible for the management and implementation of strategies and policies, and for the regular review of performance. For all financial matters, the Chief Finance Officer attends CMG and also has direct access to the Director as necessary.

Profiles of senior staff are at Appendix 3.

Branch Descriptions

National Collection

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

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

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

Corporate Services

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

The branch facilitates the management of the Memorial's resources, including staff, finances, facilities, information technology, and office services. It provides grounds and property management, communications strategies, and security and records management services. It is responsible for corporate planning and issues relating to administrative law, public liability, fraud control, risk management, and ethics. Corporate Services also manages tax administration, financial policy, internal audit, and asset management. The branch is also responsible for management of the Memorial Shop and e-Business.

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

Public Programs

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

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war, in particular ANZAC Day and Remembrance Day. Through the Exhibitions program, the branch contributes to the remembrance and understanding of the Australian experience of war by developing and maintaining world-class museum exhibitions, incorporating multimedia interactive displays as well as the display of relics, photographs, and works of art. The Memorial's goals are further supported through a program of changing temporary exhibitions in the Special Exhibitions Gallery and by the Travelling Exhibitions program, which enables the Memorial's collection to be seen across Australia.

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

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

PERFORMANCE REPORT

Outcome and Outputs Structure

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

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

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

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

External Outputs

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

Internal Outputs

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



Members of 6RAR after the Remembrance Day ceremony.

Overall Performance against the Outcome

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

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

The Memorial continues to attract and reach significant numbers of Australians. Total interactions for the year included approximately 3 million visitors to the website, over 830,000 visitors to the Memorial, over 298,000 visitors to travelling and touring exhibitions, and assistance with more than 15,000 research enquiries. The Memorial's onsite visitation included over 125,800 students, the highest student attendance ever achieved. Just over 31,000 visitors accessed the Memorial's Reading Room and more than 252,000 participated in interpretive programs and events. These figures do not include visitation to object theatre shows or performances, or visitation to exhibitions by other organisations which display items on loan from the Memorial's collection.

Whether people were actively involved in commemoration by attending the national ANZAC Day and Remembrance Day ceremonies and other commemorative ceremonies held at the Memorial.

Commemorative ceremonies were attended by more than 47,000 people over the course of the year. The major ceremonies held on ANZAC Day, Remembrance Day and the National Service memorial dedication ceremony were attended by 36,070 people. More than 5,700 students participated in wreathlaying ceremonies, while more than 5,200 other people attended plaque dedication and other commemorative ceremonies or wreathlaying services.

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

Evaluation results provide evidence that people's knowledge and understanding are enhanced as a result of their contact with the Memorial. For example, results from the evaluation of the *Framing conflict* exhibition reveal that around half of all visitors to the exhibition believed they had learnt something as a result of their visit. Key learnings centred around the size and extent of the bases where Australians lived; information about Afghanistan; the interaction between soldiers and locals; the extent of Australian involvement; and the geography or landscape of Afghanistan. In the Hall of Valour evaluation, nine out of ten respondents agreed that they felt inspired by reading

about the actions of Victoria Cross recipients. Nine out of ten surveyed visitors believe that the Australian experience of war has been a very important factor in shaping the Australian identity.

These results demonstrate that the Memorial is successfully achieving its outcome. The remainder of this report assesses the Memorial's achievement against the performance measures and targets established in the Portfolio Budget Statements for each of the Memorial's eight external and five internal outputs. Much of this data is drawn from the Memorial's continuing program of evaluation and visitor research.

OUTPUT 1.1 Commemorative Ceremonies

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

Overview

This year the Memorial conducted four major commemorative ceremonies. The ANZAC Day Dawn Service and National Ceremony, Remembrance Day, and the dedication of the new National Service memorial, were all well attended and attracted national media coverage. Mr Les Carlyon, acclaimed author and member of the Council of the Australian War Memorial, delivered the address on ANZAC Day and Her Excellency Ms Quentin Bryce AC, Governor-General of the Commonwealth of Australia, delivered the address on Remembrance Day. Before the ANZAC Day National Ceremony, 85 family members, representatives from the Australian Defence Force, and the Chairman and Director were in attendance at a ceremony for the addition of ten names to the Roll of Honour.

The National Service memorial was dedicated by the Governor-General in September 2010, with over 4,000 people in attendance. The ceremony was broadcast on Channel 7.

The Memorial conducted over 90 VIP visits, including five Head-of-State/Head-of-Government visits for His Excellency Sukhbaatar Batbold MP, Prime Minister of Mongolia; The Right Honourable Dato' Sri Mohd Najib bin Tun Haji Abdul Razak, Prime Minister of Malaysia and Mrs Datin Paduka Seri Rosmah Mansor; His Excellency Dr George Abela, President of Malta and Mrs Margaret Abela; His Excellency Mr Demetris Christofias, President of the Republic of Cyprus and Mrs Elisavet Christofia; and The Honourable Tuilaepa Lupesoliai Sialele Malielegaoi MP, Prime Minister of the Independent State of Samoa and Mrs Gillian Malielegaoi.

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

Performance information:																										
Key performance indicator (KPI)	Attendance at and participation in a commemorative ceremony is an explicit act of remembrance. Therefore the KPI for measuring the effectiveness of this program is the total attendance figure at commemorative ceremonies.																									
Result	47,000																									
Deliverable 1	Three major ceremonies – the ANZAC Day Dawn Service, ANZAC Day National Ceremony, and Remembrance Day																									
Result	<p>The memorial held four major commemorative ceremonies during 2010-11.</p> <ol style="list-style-type: none"> 1. ANZAC Day Dawn Service: approximately 20,000 visitors (20,000 last year) 2. ANZAC Day National Ceremony: 9,050 visitors (10,000 last year) 3. Remembrance Day ceremony: 2,900 visitors (2,600 last year) 4. Dedication of the National Service memorial: 4,120 visitors. 																									
Deliverable 2	At least 10 other commemorative ceremonies																									
Result	<p>The Memorial conducted 28 other commemorative ceremonies in association with various groups, including the Totally and Permanently Incapacitated Annual Congress, the Aged Care Annual commemorative ceremony, Sandakan Annual wreathlaying ceremony, and the Bomber Command Annual wreathlaying ceremony.</p> <p>In addition, the Memorial held 7 plaque dedication ceremonies, including 4th Battalion AIF, Royal Australian Dental Corps, 2/28th and 2/32nd Battalions AIF, and the 1st Australian Field Hospital.</p>																									
	<table border="1"> <thead> <tr> <th>Commemorative ceremony</th> <th>Number</th> <th>Attendees</th> </tr> </thead> <tbody> <tr> <td>Major ceremonies</td> <td>4</td> <td>36,070</td> </tr> <tr> <td>Plaque dedications</td> <td>7</td> <td>716</td> </tr> <tr> <td>Other ceremonies</td> <td>28</td> <td>4,038</td> </tr> <tr> <td>School wreathlayings</td> <td>110</td> <td>5,705</td> </tr> <tr> <td>Head-of-State</td> <td>5</td> <td>120</td> </tr> <tr> <td>VIP wreathlayings</td> <td>31</td> <td>361</td> </tr> <tr> <td>TOTAL</td> <td>185</td> <td>47,010</td> </tr> </tbody> </table>	Commemorative ceremony	Number	Attendees	Major ceremonies	4	36,070	Plaque dedications	7	716	Other ceremonies	28	4,038	School wreathlayings	110	5,705	Head-of-State	5	120	VIP wreathlayings	31	361	TOTAL	185	47,010	
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TOTAL	185	47,010																								
Deliverable 3	At least two ceremonies per week for the school wreathlaying program																									
Result	<p>The school wreathlaying ceremony program maintained its popularity, with 110 ceremonies held during the year. They were attended by 5,705 students. Only one of the ceremonies was attended by the relevant Member of Parliament. The Department of Veterans' Affairs Commemorations program continues to fund this program.</p>																									

Additions to the Roll of Honour

In a private, dignified ceremony involving Major General Paul Symon AO, the Deputy Chief of Army representing the Chief of Army, and family members, the names of ten soldiers who lost their lives as a result of active service were added to the Roll of Honour. The soldiers were: Sapper Jacob Daniel Moerland, 2nd Combat Engineer Regiment; Sapper Darren James Smith, 2nd Combat Engineer Regiment; Private Timothy James Aplin, 2nd Commando Regiment; Private Benjamin Adam Chuck, 2nd Commando Regiment; Private Scott Travis Palmer, 2nd Commando Regiment; Private Nathan John Bewes, 6th Battalion, Royal Australian Regiment; Lance Corporal Jared William MacKinney, 6th Battalion, Royal Australian Regiment; Private Grant Walter Kirby, 6th Battalion, Royal Australian Regiment; Private Tomas James Dale, 6th Battalion, Royal Australian Regiment; Trooper Jason Thomas Brown, Special Air Service Regiment.

OUTPUT 1.2 The National Memorial and Grounds

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

Overview

Following the completion of the Eastern Precinct development, a third review of the Memorial's Site Development Plan commenced. This review will be completed in the 2011–12 financial year and will ensure that all development at the Memorial's Campbell precinct is well conceived and well managed. We are fortunate to have the services of Mr Richard Johnson from the Johnson Pilton Walker architectural firm to oversee site development at the Memorial.

It was pleasing to see the Eastern Precinct development formally recognised by the ACT Australian Institute of Architects with four awards – the Sir John Overall Award for Urban Design, the Romaldo Giurgola Award for Public Architecture, the Inlite Light in Architecture Prize (for *the Terrace at the Memorial café*) and the prestigious Canberra Medallion for “architectural mastery and excellence”. This is the third Canberra Medallion awarded for developments at the Memorial.

Performance information	
Key performance indicator	Attending the National Memorial is an explicit act of remembrance. Therefore, the KPI is the total attendance figure at the Australian War Memorial in Canberra.
Result	832,242 visitors
Deliverable 1	The Memorial heritage building, commemorative area, and surrounding grounds maintained and presented to highest standard
Result	High-quality building, garden, and grounds presentation remains a top priority for the Memorial. The quality and design of the recent Eastern Precinct development was formally recognised this year with awards from the ACT Australian Institute of Architects, including the Memorial's third award of the prestigious Canberra Medallion for outstanding architecture. While resolution of some Eastern Precinct construction defects has continued into this year, and has been at times complex, this is to be expected with a project of this importance and level of attention to detail. The Memorial's primary facilities maintenance contract was re-scoped and tendered this year. In conjunction with this tender, and a range of major contract tenders undertaken over the last two years, reviews of all plant, equipment, building and grounds requirements have now been completed. New contracts for facilities maintenance, grounds maintenance and cleaning have delivered cost efficiencies and very high-quality services.
Deliverable 2	Access to the Memorial and visitor facilities of the highest standards
Result	The completed Eastern Precinct represents the final element of the Memorial's current Site Development Plan and detailed site planning; this most recent development has delivered very high standard visitor facilities. This year the Memorial began the third review and update of its Site Development Plan to ensure the continuation of well conceived and well managed site development. This review and update will be completed by next financial year.

<p>Deliverable 3</p> <p>Result</p>	<p>Building works that comply with relevant standards, codes, and regulations</p> <p>All building works at the Memorial comply with relevant standards, codes, and regulations. The Hall of Valour redevelopment was delivered in compliance with the National Code of Practice for the Construction Industry and the Building and Construction Occupational Health and Safety Accreditation Scheme.</p>
<p>Deliverable 4</p> <p>Result</p>	<p>Management and conservation of heritage elements using the Australia ICOMOS Burra Charter</p> <p>The Memorial’s Heritage Management Plan has been accepted by the Australian Heritage Council and the plan has been submitted to the Department of Sustainability, Environment, Water, Population and Communities. It is expected that the Minister for Sustainability, Environment, Water, Population and Communities will formalise the plan once the ANZAC Parade component of the listing is completed by the National Capital Authority.</p> <p>The Memorial continues to undertake a range of conservation activities as part of heritage management of the precinct. This year, conservation works to the mosaic element of the Australian Servicewomen’s memorial, and an upgrade of its water feature infrastructure, were completed; a condition assessment and stabilisation of the marble skirting in the Hall of Memory were undertaken; additional bird deterrents were installed in the Hall of Memory; and some minor re-pointing of granite paving in the Commemorative Area was undertaken.</p>
<p>Deliverable 5</p> <p>Result</p>	<p>Timely completion of works to minimise impact on visitors</p> <p>All minor works at the Memorial, including regular maintenance and cleaning, are scheduled where possible out of hours and with due regard to significant public events. Any major works that have potential for disruption are scoped and planned to ensure work for intrusive elements is scheduled at the most appropriate times, alternative arrangements for visitors are made, and public information programs are instituted. The Hall of Valour project was completed on time.</p>

Other Related Activities

Plaque Dedication Program

To cater for the continuing interest in the program, plaque locations in the new Eastern Courtyard (which contains the National Service memorial) were identified during planning for the Eastern Precinct development. This new location can contain 42 plaques; to date, seven new plaques have been installed in the area, bringing the total number in the Memorial’s grounds to 188. Planning for future plaque (and memorial) sites is a significant part of the review of the Memorial’s Site Development Plan mentioned earlier.

Roll of Honour

The bronze Roll of Honour panels are an integral element of the Memorial’s Commemorative Area and they continue to be updated for accuracy. This year the First World War supplementary panel was recast and a number of in-situ amendments to other panels were made.

The amendment of the Afghanistan panel continues with an additional ten names included on Remembrance Day 2010. The sacrifice by our forces continues, with further additions already required for Remembrance Day 2011.

OUTPUT 1.3 The National Collection

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

Overview

Major activities for 2010–11 for all areas of the National Collection branch focused on implementation of the new Digital Asset Management System (DAMS), collection development, conservation, research, exhibition development, researching and writing for the monograph publication program, and preparing for the centenary of the First World War.

Significant work was undertaken for the implementation of DAMS, known as Mediabin. This is a major achievement for the project team, resulting in the successful ingestion of almost 2,200,000 National Collection assets into Mediabin. It is expected that Mediabin will enhance control over digital preservation, allow greater public access to digital images of the Collection, and will improve aspects of collection management such as copyright.

The Collection Coordination Group (CCG) continued its excellent work of linking the Memorial directly to active units, including those in Iraq and Afghanistan. A curatorial deployment was undertaken to the Middle East Area Operations (MEAO: the United Arab Emirates and Afghanistan) in January–February 2011. It is considered the most successful visit to date, securing a wide range of acquisitions for the Collection and further developing contacts with Defence personnel which will be continued over coming years.

The CCG also manages a number of collection development programs, including the defence image project, a visual diaries project, and the official art and photography programs.

In addition, the branch commits a significant level of staff to handling public enquiries that cover requests for information on collection and service history, copies of collection material, and offers of donation.

Performance information:

Key performance indicator	The existence of an outstanding National Collection provides the necessary foundation for other programs to be able to occur. The KPIs for the effectiveness of this program are:
KPI 1 Result	The number of new items acquired, in accordance with the Collection Development Plan 22,568
KPI 2 Result	The number of items disposed of, in accordance with the Collection Development Plan 7 items were deaccessioned
KPI 3 Result	The number of items for which documentation has been enhanced or corrected 2,272,400
KPI 4 Result	At least 80 per cent of the collection in storage that meets conservation standards for environmental conditions Photographs, Film and Sound – 98 per cent Art – 100 per cent Military Heraldry and Technology – 94 per cent Official records, private records, and printed and special collections – 100 per cent
KPI 5 Result	Number of collection items that can be accessed via the Memorial's online public databases A total of 330,036 items in the National Collection meet CAS requirements for public access via online public databases.

Deliverable 1

The Australian War Memorial will deliver an outstanding National Collection of historical material with provenance that is related to Australia’s military history.

Result

Ten monoprints by Jon Cattapan and three large watercolours by eX de Medici, related to their official artist commissions, were donated through the Australian Government’s Cultural Gifts Program. Six prints by Ivan Durrant, based on world-famous photographs and film footage from the Vietnam War and the Second World War that record crimes against humanity, were donated to the National Collection.

Several important medal groups were acquired. They include the Victoria Cross, Military Medal and group awarded to Corporal George Howell VC and the Military Cross, Distinguished Conduct Medal, Military Medal and group, with associated material, awarded to Major John Carr Ewen. Only seven members of the AIF received this rare combination, and Major Ewen was the only artilleryman to be so decorated.

Corporal Benjamin Roberts-Smith has also provided his Victoria Cross, awarded for action in Afghanistan, to the Memorial on long-term loan.

Approximately ten hours of digital videotapes from the Memorial’s inaugural Visual Diary Project shot aboard HMAS *Parramatta* during six-month deployment to MEAO; Ship’s Warrant Officer Stephen Downey and Lieutenant Commander Graham Bick used a Memorial-supplied camera to capture in detail life on board *Parramatta*, as well as in action on anti-piracy operations.

Several diaries and personal papers were acquired, including diaries of Major Frederick Tubb VC, covering his service on Gallipoli and the Western Front; the Second World War diary and papers of Sister Ethel Jessie Bowe, who later became Matron-in-Chief of the Australian Army Nursing Service; and the papers of Captain Stanley Woods MC, and Captain Lionel Matthews GC, who were prisoners of war in Changi and Sandakan.

Published material was also acquired, including deployment packs and briefing material, and over 100 oral history interviews; and a collection of current-issue uniforms, equipment and badges which was collected by Memorial curators during a three-week deployment to MEAO in early 2011.

A list of key acquisitions and disposals is in Appendix 5.

Other Collection Activities

Documentation

The DAMS component of the ECM project has improved the documentation for every asset ingested into Mediabin. This equates to almost 2,200,000 improvements to documentation for collection items. In addition to this, the ongoing program of documenting the collection was continued throughout the year with a total of over 72,400 records being enhanced across all collecting areas.

Information for all new acquisitions, works included in exhibitions, publications and loans was upgraded. Priority continued to be given to cataloguing First World War items in preparation for the centenary of the First World War, in particular the centenary of the Gallipoli landing in 2015.

Specific projects completed included: enhanced documentation for 492 First World War posters, the enhanced description of Private Records collections relating to the First World War, several Official Records

series ranging from the First World War to the Vietnam War, and the ongoing cataloguing of the map collection, including cataloguing of two new large acquisitions of peacekeeping maps from the Defence Imagery Geospatial Organisation.

Curatorial activities

During the year, curatorial staff have contributed to the development of new permanent, temporary and travelling exhibitions including the redevelopment of the Hall of Valour; *Double field: Shaun Gladwell, Afghanistan; Perspectives: Jon Cattapan and eX de Medici; Rats of Tobruk, 1941*, and smaller gallery item changeovers. Staff are currently developing *Nurses: from Zululand to Afghanistan*, which will open in December 2011.

Shaun Gladwell, official war artist, completed a commissioned video portrait of Corporal Mark Donaldson VC.

In October 2010, collaborative artists Lyndell Brown and Charles Green completed a commission to document the 2009 national parade to mark the end of the Australian Defence Force's contribution to the coalition forces in Iraq.

Three curators, Nick Fletcher (Military Heraldry and Technology), Dr Peter Pedersen (Research Centre), and Stephanie Boyle (Photographs, Film and Sound) travelled to Afghanistan on 25 January 2011. They returned on 19 February 2011 with over 100 oral history interviews; subjects include the commander of Combined Team Uruzgan, other senior commanders and individual soldiers. They also brought a variety of valuable material for the National Collection. This curatorial visit was considered one of the most successful to date, and the benefits of three years of coordinating through the Collection Coordination Group are becoming evident.

Memorial staff continued to participate on the advisory groups for the Rabaul and *Montevideo Maru* memorial and the War Correspondents memorial, providing advice on the design briefs, artist selections, location of the memorials, and other planning processes. All curatorial areas continue to answer a large number of research enquires from the public. The level of enquires is expected to continue to increase during the lead-up to the centenary of the First World War.

Curatorial staff continued work for the ongoing monograph series. The seventh in the series, *Stories of love and war: from the collection of the Australian War Memorial* by Rebecca Britt, was released in November 2010. The research, writing and photography for *The Collection book* (working title) continued and the book is on track for publication in November 2012.

Memorial staff coordinated and delivered the annual in-house Military Museum Curator's Course and delivered talks on conservation treatments to the volunteer guides and to the public in relation to travelling exhibitions. They also delivered conference papers such as "The war art of Shaun Gladwell and collaborative artists Lyndell Brown and Charles Green" at the *Imaging Identity: Media, Memory and Visions of Humanity in the Digital Present* symposium, and "The work of official artist eX de Medici" at the Art Association of Australia and New Zealand conference. Conservation staff continued to provide assistance for the practical component of conservation training for the University of Canberra's Heritage Studies course and have commenced the in-house training and development of students and interns.

As usual, curatorial and conservation staff participated in the Big Things in Store open day at Mitchell and provided expert advice at Bring in Your Memorabilia days associated with travelling exhibitions in Brisbane; Geelong, Victoria; Dubbo, New South Wales; and Hervey Bay, Queensland.

Conservation and preservation activities

The recently purchased Australia Post building, which has been renamed Treloar D, was appropriately fitted out, and security and fire upgrades were completed. It will now be used primarily to store large technology objects and other material not requiring environmental conditions of a higher standard. As previously noted, this does not fully address our storage needs; consequently the opportunity has been taken to lease, with a view to purchase, another property, the old Transborder bus depot adjacent to Treloar B. These additional spaces will offer the opportunity of refurbishing the other Treloar facilities, and ease the pressure on facilities while long-term solutions are being developed. To this end, the development of a Treloar Site Development Plan has been made a priority.

Conservation staff contributed to all exhibition projects, making sure that appropriate collection items were properly prepared for display.

Good progress was made on the conservation of the HaGo tank and the Hudson aircraft. HMAS *Brisbane*'s gun mount and the Amiens gun were treated for corrosion and repainted in their correct service colours. Several items, such as the Changi piano, were prepared for media events during the year.

In an extensive and well-managed project, the entire uniform collection was rehoused in a new compactus. Several series of photographs were surveyed, cleaned and tested, and many hours of film were digitised. Preservation scanning was done of the papers of Field Marshal Lord William Birdwood, dating from the First World War to the 1950s. The AWM78 *Reports of Proceedings HMA Ships and Establishments* digitisation project continued, with the completion of the first 50 ships digitised so that they will be available online for the July 2011 anniversary of 100 years of the Royal Australian Navy.

Research Centre collection items temporarily stored at an offsite storage facility (Recall) were retrieved and are now permanently housed in storage at the Treloar facility in Mitchell.

OUTPUT 1.4 Exhibitions

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

Overview

Refurbishment of the Second World War galleries

The Second World War galleries closed for a half-life refurbishment at the end of May 2010 and re-opened in August 2010. The refurbishment addressed a number of issues related to general wear and tear as well as ageing lighting and audio-visual technology. It also included the installation of large technology objects such as a Chevrolet lorry fitted with a Breda anti-aircraft gun, recreating a unique Australian combination used during the Tobruk siege; a captured German Flak 38 anti-aircraft gun still in its original desert camouflage; the Dingo scout car, a rare Australian armoured vehicle; set dressings, and graphics. The works were delivered on time and within the original budget of \$2 million.

Hall of Valour

The redevelopment of the Hall of Valour was a major project undertaken during 2010–11. The redeveloped gallery tells the stories of the 98 Australians who have been awarded the Victoria Cross, the highest award for bravery during active service. The Memorial worked closely with Richard Johnson, of Johnson Pilton Walker, on the design.

It brings more appropriate materials and finishes into the space, lifting the overall ambience and highlighting the significance of the collection on display. The project was not without its challenges, including the management of the Shellal Mosaic, an ancient artefact dating from AD 561–62, which was brought back to Australia by the War Office Trophies Committee in 1918. The new Hall of Valour was formally opened on 21 February 2011 by Her Excellency Quentin Bryce AC, Governor-General of the Commonwealth of Australia, with 320 invited guests in attendance, including the Honourable Julia Gillard MP, Prime Minister of Australia, and the three living Australian Victoria Cross recipients, Keith Payne VC OAM, Corporal Mark Donaldson VC, and Corporal Benjamin Roberts-Smith VC MG.

Johnson Pilton Walker was awarded the W. Hayward Morris Award for Interior Architecture for the Hall of Valour at the 2011 ACT Architecture Awards.

Special touring exhibition

This company of brave men: the Gallipoli VCs, an exhibition displaying the nine VCs awarded during the Gallipoli campaign, continued its tour to Victoria, Queensland, and Tasmania before returning in time for the medal groups to be installed in the new Hall of Valour. The generous sponsorship of Mr Kerry Stokes AC and The Seven Group to tour this special exhibition is gratefully acknowledged. The exhibition was extremely successful, with more than 192,000 visitors in the ten months of the tour.

Performance information:	
Key performance indicator	Attending a memorial exhibition is a deliberate act to find out more about the Australian experience of war. The KPIs are:
KPI 1	The total attendance figure at Memorial exhibitions and travelling exhibitions
Result	A total of 1,077,006 people visited Memorial exhibitions and travelling and touring exhibitions.
KPI 2	Qualitative or quantitative evidence about increases in visitors’ understanding
Result	85 per cent of surveyed visitors to the <i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i> exhibition agreed that they knew more about the experiences of Australian servicemen and women, and a further 64 per cent of visitors agreed that they had a deeper understanding of what it would have been like to have been in war.
KPI 3	Qualitative or quantitative evidence of affective or attitudinal change
Result	25 per cent of surveyed visitors to the <i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i> exhibition agreed that the exhibition had made them feel differently, or more strongly, about Australians who had been involved in war. This selection of comments from respondents whose opinions, feelings and attitudes towards servicemen and women or the conflicts had been positively reinforced, highlight these findings: <i>Confirmed my belief that we should be there. Firmly believe they want to stay and finish their mission. Reinforces my opinion of backing our soldiers. Soldiers are doing their job and we should support them. More respect and regard for people in war service; increased patriotism.</i>

Deliverable 1

Result

Permanent exhibitions developed and maintained to the highest standard

All permanent exhibitions are carefully maintained throughout the year. Exhibition maintenance is performed by both curatorial staff and staff volunteers supervised by curators.

A strong focus on maintaining the high standard of exhibitions and exhibition audiovisual infrastructure was continued throughout the year.

The development of permanent exhibitions this year was focused on the half-life refurbishment of the Second World War galleries and the redevelopment of the Hall of Valour, as noted above.

Deliverable 2

Result

Travelling exhibitions exhibited at a minimum of 12 different venues across Australia

Seven travelling exhibitions were exhibited at 21 different venues across Australia, and at the Australian Embassy in Washington DC. See Appendix 6 for details.

Deliverable 3

Result

A minimum of two temporary exhibitions displayed per year in the Special Exhibitions Gallery

The Special Exhibitions Gallery featured three exhibitions in 2010–11.

Double field: Shaun Gladwell, Afghanistan, a video installation and photographs which previewed Shaun Gladwell's commissioned work from his experience as an official war artist to Afghanistan, was exhibited along with *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* from 8 July to 18 August 2010.

Perspectives: Jon Cattapan and eX de Medici opened in September 2010. It presented the unique insights of two contemporary artists responding to the subject of peacekeeping. As official artists commissioned by the Memorial, Jon Cattapan travelled to Timor-Leste in July 2008 and eX de Medici went to the Solomon Islands in March 2009. Both artists gained insights into the role of Australian peacekeepers and from these experiences, created a series of works that reveal a personal vision and artistic style. *Perspectives: Jon Cattapan and eX de Medici* opened on 2 September 2010 and closed on 3 March 2011.

The temporary exhibition *Rats of Tobruk, 1941* marks the 70th anniversary of the siege at Tobruk, Libya, in which Australian and British forces defended the town against the German–Italian army. Australian bravery and humour, combined with the aggressive tactics of their commanders, became a source of inspiration during some of the war's darkest days. The Australians who were involved achieved lasting fame as the Rats of Tobruk. *Rats of Tobruk, 1941* opened on 18 March 2011 and will close 16 November.

Other Exhibition Activities

The Australian Embassy in Washington DC approached the Memorial to borrow the travelling exhibition *Framing Conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* from 19 April to 1 July, 2011. The exhibition was very well received and was attended by 10,000 visitors.

Travelling exhibitions program

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

During the past year, six travelling exhibitions toured to New South Wales, Queensland, South Australia, Victoria, and Tasmania; one travelling exhibition was exhibited at the Memorial and will commence touring in 2011–12. These exhibitions were:

- *A is for Animals: an A to Z of animals in war*
- *A Digger's best friend:*

- *Sidney Nolan: the Gallipoli series*
- *Icon and archive: photography and the World Wars*
- *Of love and war*
- *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*
- *Perspectives: Jon Cattapan and eX de Medici*

The Memorial's newest travelling exhibition, *Perspectives: Jon Cattapan and eX de Medici*, will begin its tour at the Tweed River Art Gallery on 23 September 2011.

Nurses: from Zululand to Afghanistan is currently being developed. It is due to open at the Memorial in December 2011.

Bring in Your Memorabilia program

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

The Department of Veterans' Affairs funds this highly successful program, which is run in conjunction with the Memorial's travelling exhibitions. Events were held at two venues in Queensland, one venue in New South Wales, and one venue in Victoria during 2010-11.

OUTPUT 1.5 Interpretive Services

Understanding of Australia's experience of war is enhanced through provision of interactive interpretation, including school and public education programs and public events.

Overview

A wide range of public programs and other events were conducted during the year.

Big Things in Store, an annual event which allows us to open the storage facility in Mitchell to the public, was held

on 10 October 2010. Just over 1,400 people attended and were impressed with the objects on display, including the Caribou aircraft, the V2 rocket and the Bushmaster armoured vehicle. For the first time there were activities for children, such as making paper planes, a camouflage painting workshop, painting images of the collection, and hands-on story telling.

The annual history conference, *Gallipoli: A Ridge Too Far*, was once again fully subscribed and attracted a wide range of national and international speakers including, Professor Robin Prior of the University of Adelaide, Dr Stephen Badsey of the University of Wolverhampton, Professor Holger Afflerbach of the University of Leeds, Turkish expert Kenan Çelik OAM, and Professor Jay Winter of Yale University.

Performance information:

Key performance indicator **Attending a Memorial program or event is a deliberate act to find out more about the Australian experience of war. The KPIs are:**

KPI 1 **The total attendance figure at Memorial programs (not including major commemorative events)**

Result	Type	Number	Attendees
	Closing ceremonies	364	82,489
	Education programs	1,575	85,371
	Public programs	393	16,205
	Tours	256	9,359
	VIP tours	56	534
	Events	35	8,160
	Treloar and other offsite programs	405	3,249
	TOTAL	3,084	205,367

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

KPI 2 and KPI 3 **Qualitative or quantitative evidence about increases to participants' understanding**
Qualitative or quantitative evidence of affective or attitudinal change

Result A survey of participants who borrowed a Memorial Box found that the Memorial Box program is an important tool for students and community groups to engage with and learn more about the experiences of Australians at war. This is supported by a selection of comments:

These items gave the students a real and tangible glimpse of life for soldiers in the war.

Gave students a whole concept about the various aspects of the Vietnam War.

Student interaction "hands on" allowed for a more meaningful experience.

The "hands on" items and immediacy of the documents really connected with the students.

ADF students especially interested in handling items to discuss weight, material of construction, place in pack, etc and comparing with contemporary items.

Most relevant to primary/ECE students. They made their studies real, bringing people and events to life.

Able to use these as visual cues to get students thinking about what this period of time was like.

Deliverable 1

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

Result

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

The hallmark Closing Ceremony program, sponsored by TransACT, with daily bugler or piper, continues to be the Memorial's most popular and moving program. On anniversary days it is enhanced with a short interpretive talk about the significance of that particular day, and during holiday periods it is enhanced with personal stories. Live museum theatre performances of *Radio silence* and *Last letters* were also delivered in the galleries during peak visitation periods. Other public programs included holiday workshops, "Hands on History" interpretive programs, and gallery activities.

Big Things in Store was conducted at the storage facility in Mitchell in October 2010, attracting 1,409 visitors.

The Anniversary Oration marked the Memorial's 69th anniversary. It was titled "Looking back, looking forward" and was presented by Steve Gower AO AO(Mil), Director of the Australian War Memorial.

The Memorial, in conjunction with the Department of Veterans' Affairs, hosted *Gallipoli: A Ridge Too Far*, a two-day international history conference. It was fully booked with 191 delegates who listened to a range of keynote speakers including Professor Robin Prior, Dr Stephen Badsey, and Dr John Tonkin-Covell.

Deliverable 2

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

Result

Education programs at the Australian War Memorial continue to be a key educational activity for Australian schools. In total, 125,808 school students have visited the Memorial; 85,371, or 68 per cent of those students, chose a facilitated program. This result (up from 63 per cent in 2009–10) is a pleasing increase in the number of students having quality learning experiences. These numbers peak during the popular third term, when we are almost at capacity. The education program is being analysed and assessed against the coming Australian Curriculum; action is ongoing to ensure support for teachers in enhancing their programs in a museum environment. The Discovery Zone continues to deliver an immersive experience for school students and family visitors.

Deliverable 3

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

Result

The Memorial box program is an outreach resource that continues to be consistently used. Recent support from Boeing, and ongoing funding by the Department of Veterans' Affairs, have enabled the program to continue.

There have been 471 Memorial box loans recorded across all states this year; the boxes have been used by 35,325 students. This is an increase in usage of 3.5 per cent on 2009–10.

Deliverable 4

KidsHQ, an education-specific section of the Memorial's website

Result

Ongoing improvements to the education-specific website ensure an accessible interface for teachers and improved content. The site received 239,825 visits, representing a 198 per cent increase over 2009–10 visits, showing that this technology allows us to disseminate information to a wide audience. The implementation of diary blogging continues to increase the usage of the education website, increases repeat visitation, and raises awareness of the collection.

Other Interpretive Activities

In March 2011 the Memorial worked closely with the Australian Army to celebrate the Army’s 110th birthday, with a concert held on the lawns of the Sculpture Garden which was attend by 1,100 people.

The RSPCA’s Purple Cross was conferred upon Sarbi, the Explosive Detection Dog from Afghanistan, at a special ceremony on 5 April 2011, in front of the Animals in War memorial. There were about 400 attendees for the ceremony, which received extensive media coverage.

Education produced two exhibition-based school resources in collaboration with the Department of Veterans’ Affairs. These publications, *We’ll meet again* and *Forever yours*, have been distributed to every school and public library in the country and serve as a stand-alone classroom resource as well as a support for the *Of love and war* travelling exhibition.

OUTPUT 1.6 Promotions and Community Services

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

Overview

A national approach to marketing the Memorial was undertaken this year to ensure the greatest effect for our

marketing expenditure. The ongoing integrated marketing communications strategy incorporated various channels such as the internet, radio, print and television. Marketing communication plans were successfully implemented for three key exhibitions including: *Perspectives: Jon Cattapan and eX de Medici*; *Framing conflict: Iraq and Afganistan – Lyndell Brown and Charles Green*; and *Rats of Tobruk, 1941*. In addition, the four major commemorative ceremonies – ANZAC Day Dawn Service, ANZAC Day National Ceremony, Remembrance Day, and the dedication of the National Service memorial – received national coverage.

The internet continues to be a key component of the marketing communications strategy with an increase in the use of social media. While it is clear that social media are no longer an optional extra, but a key part of a museum’s online presence, it is difficult to measure the benefit of these sites. Events were placed on the Memorial’s Facebook page, which now has over 15,000 fans, and Twitter, which has almost 1,000 followers. A selection of images of National Servicemen was added to the Flickr commons group. YouTube continues to be a popular way of viewing Memorial footage, with over 130,000 views during the year.

Late last financial year, the navigation and design of the website was updated. The response to these changes has been extremely positive, with a noticeable increase in the number of visitors to the website as well as an increase in the uses visitors make of the website when they visit.

Performance information:

Key performance indicator	Effective promotion of the Memorial provides the necessary foundation for other programs to function effectively. The KPIs are:
KPI 1	Number of visits to the Memorial’s website
Result	There were 3,112,804 visitors to the Memorial’s website. This is an increase of 4 per cent on 2009-10.
KPI 2	Number of people to make their first visit to the Memorial
Result	It is estimated that 267,000 people visited the Memorial for the first time during the year.
KPI 3	Number of people to visit the Memorial’s travelling exhibitions
Result	298,619 visitors attended travelling and touring exhibitions.
Deliverable 1	An engaging website with accurate information
Result	The new site design released in late June 2009 has been positively received, as demonstrated through positive visitor comments and a 4 per cent increase of visits. There has been a noticeable increase in traffic to some key areas, including digitised collection material, family history, and visitor information pages. There has been a 51 per cent increase in traffic to the search page for the biographical records, and a 67 per cent increase in traffic to the search page for collection material. As a key aim of changing the site design in June 2009 was to improve access to this material, these figures are encouraging. The changes in the site design were part of the larger project to implement a web content management system. The new system, using open source Drupal7, went live successfully in early April after thorough testing, and after a considerable migration effort had been completed.

While the new system has had no appreciable effect on the appearance of the site, it has made the management of it much simpler.

New content to support the redeveloped Hall of Valour and two special exhibitions – *Perspectives: Jon Cattapan and eX de Medici* and *Rats of Tobruk, 1941* – was prepared and added to the site.

The *Rats of Tobruk, 1941* exhibition was also supported by a substantial series of blog posts, comprising diary entries written by servicemen at Tobruk during the siege.

Deliverable 2

A media website with current and accurate information and images

Result

Media alerts and releases are routinely added to the media section of the website to ensure that journalists are informed of upcoming events and exhibitions. This area of the site has an RSS feed attached to it, so that members of the media, and indeed the public, can be notified whenever material is added. A separate part of the media portal offers password-protected access to additional information and images about events, exhibitions, talks, tours, openings and collection handovers at the Memorial. The password ensures that the information is being provided to media outlets. The layout of the media area was modified in 2011, with the aim of making it easier to find and download material. Visitation to the media area of the website is down by less than 1 per cent, and visitors are 10 per cent less likely to leave the site from this page than in the previous year. November and April were by far the busiest months, coinciding with Remembrance Day and ANZAC Day.

Deliverable 3

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

Result

The Memorial media officer has a highly effective and constructive relationship with journalists across all media. Print, television, radio and internet media are informed of events and exhibitions at the Memorial in a timely fashion through media alerts and releases, as well as via proactive direct approaches to media contacts. Requests for interviews or information are given high priority and are usually handled on the day of request. The Memorial has a strong and positive reputation as a result of its high-quality service delivery to the media.

Deliverable 4

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

Result

The Memorial continued its strong relationships with Tourism Australia, Australian Capital Tourism, the Canberra Convention Bureau, and the National Capital Attractions Association; as a result, it has been involved in the development of ACT and regional tourism campaigns and collaborations. The Memorial's ties with Australian Capital Tourism led to extensive coverage in national travel publications, cooperative advertising arrangements, and participation in the 2011 Australian Tourist Exchange, Australia's largest international tourism gathering.

A regional event strategy was developed for the Snowy Mountains and Riverina to encourage visitation to Canberra. Promotional partnerships to market specific events or exhibitions were undertaken with organisations including Aerial Taxis, 2UE, the *Herald Sun*, *Highlife* and other popular magazines.

Other Promotion and Community Service Activities

Friends of the Memorial

The Friends of the Memorial program continued to maintain a sound member base. A membership with the Memorial provides an opportunity for people to support the Memorial, and offers Friends a members-only program. The program's members are made up of individuals, families, clubs, organisations, and schools.

Events were hosted for members in conjunction with ANZAC Day, Remembrance Day, and the opening of the redeveloped Hall of Valour; there were member events

at the opening of exhibitions, including *Perspectives: Jon Cattapan and eX de Medici* and *Rats of Tobruk, 1941*.

Members received invitations to Remembrance Day, ANZAC Day, and to the openings of a number of travelling exhibitions around Australia. ANZAC Day 2011 saw a record number of Friends attend, with over 400 reserving seats for the National Ceremony. In addition to these events, Friends have attended a number of Friends-only activities held at the Memorial.

OUTPUT 1.7 Research, Information, and Dissemination

The conduct and stimulation of historical research and dissemination of knowledge and understanding of Australia’s military history.

Overview

Volume 2 of the Official History of Peacekeeping, Humanitarian and Post-Cold War Conflicts, *Australia and the “new world order”: from peacekeeping to peace enforcement 1988–1991*, by the official historian, Professor David Horner AM, was launched by the Honourable Kevin Rudd MP on 11 April 2011. Work on further volumes continued with Memorial support.

The Memorial’s conference volume, *1918 year of victory: the end of the Great War and the shaping of history*, edited by Ashley Ekins, was short-listed for the 2010 Templer Medal, a prestigious book competition in the United Kingdom. In their commendation, the judges reported that they “greatly admired the range of thoughtful and stimulating

chapters provided by a strong international team of historians, and also the wonderful production values so evident throughout ... This is exactly how conference proceedings should be disseminated.”

The Research Centre continued to promote its collection through topical showcases in the Memorial’s Tier One gallery and the Reading Room. These displays included “Gallipoli landings”, a selection of recently donated Private Records used to highlight the experience of landing at Gallipoli, and a display of First World War postcards focusing on the depiction of women.

The ANZACs Online project continues to progress, with research into the collections seeking additions to the project, as well as to develop significant policy on copyright, including orphan works. This research will facilitate the digitisation and public access online of significant Private Records, including those created by Australians who served, and significant large collections including the papers of Field Marshal Lord William Birdwood.

Performance information:

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

KPI 1	Total attendance at Memorial conferences										
Result	The conference <i>Gallipoli: A Ridge Too Far</i> was fully booked, with 191 attendees.										
KPI 2	Number of visits to the Research Centre Reading Room and Online Gallery										
Result	31,125 people visited the Reading Room. An estimated 245,000 people visited the Online Gallery.										
KPI 3	Number of collection items retrieved for and accessed by Reading Room clients										
Result	16,395										
KPI 4	Number of research enquiries answered by Memorial staff										
Result	Over 15,700 enquiries answered by curatorial staff and historians throughout the year.										
KPI 5	Number of page views accessing the Memorial online research facilities										
Result	11,741,343										
KPI 6	Number of queries on the Memorial’s online databases										
Result	10,566,748										
KPI 7	Number of collection reproduction items provided to external customers										
Result	8,334										
KPI 8	Sales figures for <i>Wartime</i> magazine and other publications produced by the Memorial										
Result	<table border="0"> <tr> <td>Type</td> <td>Sales</td> </tr> <tr> <td><i>Wartime</i></td> <td>22,623</td> </tr> <tr> <td>Books*</td> <td>12,150</td> </tr> <tr> <td>Exhibition catalogues</td> <td>461</td> </tr> <tr> <td>Souvenir publications</td> <td>11,073</td> </tr> </table>	Type	Sales	<i>Wartime</i>	22,623	Books*	12,150	Exhibition catalogues	461	Souvenir publications	11,073
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* Sales of books through e-Business and the Memorial Shop only. Does not include sales through other book stores.

KPI 9

Result

Successful publication of books from the Memorial's publishing program

A number of books were published, including:

- *Stories of love and war: from the collection of the Australian War Memorial*, by Rebecca Britt
- Volume 2 of the Official History of Peacekeeping, Humanitarian and Post-Cold War Operations, *Australia and the "new world order": from peacekeeping to peace enforcement 1988–1991* by the official historian, Professor David Horner
- *War wounds: medicine and the trauma of conflict*, edited by Ashley Ekins and Elizabeth Stewart

Deliverable 1

Result

Continued support for the Official History of Peacekeeping, Humanitarian and Post-Cold War Conflicts

Memorial historians continue to support this six-volume history through the contribution of one full-time writer.

Volume 2, *Australia and the "new world order": from peacekeeping to peace enforcement 1988–1991*, covering the First Gulf War and peacekeeping operations in Namibia, Iran, Pakistan, Kuwait, and Afghanistan, was written by official historian Professor David Horner; it was published by Cambridge University Press and launched at the Memorial on 11 April 2011 by the Minister for Foreign Affairs, the Honourable Kevin Rudd MP.

Further volumes will be published until approximately 2013. Volume 6, *In their time of need*, covering Australian overseas emergency relief operations, is being written by Memorial historian Dr Steven Bullard and is expected to be completed in late 2012 for publication in 2013.

Deliverable 2

Result

Continued support for a range of internal research projects

Support continued for the following major research projects:

Ashley Ekins

- *Fighting to the finish: the Australian Army and the Vietnam War 1968–1975* (forthcoming 2012)
- *War wounds: medicine and the trauma of conflict* (edited with Elizabeth Stewart)
- *Gallipoli: a ridge too far* (forthcoming in 2012)

Dr Steven Bullard

- *In their time of need: Australia's overseas emergency relief operations* – volume 6 of the Official History of Peacekeeping, Humanitarian and Post-Cold War Conflicts

Peter Burness

- *The Nek: the tragic charge of the Light Horse at Gallipoli* (revised edition)

Dr Karl James

- *The battle of Kokoda* (forthcoming 2013)

Dr Jean Bou

- *MacArthur's signals intelligence organisation in the South-West Pacific during the Second World War* (forthcoming 2012)

Dr Peter Pedersen

- *ANZACS on the Western Front: The Australian War Memorial battlefield guide* (with Chris Roberts)

The Memorial also continued to support

- A five-year Gallipoli Centenary Research Project (funded by an ARC grant in collaboration with Macquarie University) to identify and translate Ottoman records of the Gallipoli campaign within Turkish archives and to publish significant findings based on this material.

- A major investigation into Australian involvement in post–Second World War Japanese war crimes trials (funded by an ARC grant in collaboration with the University of Melbourne) to produce a multi-volume law report series covering 310 trials and a separate volume on their historical and legal significance.

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

- delivered research papers and public talks on aspects of Australian military history at seminars, conferences and other venues
- presented numerous public talks and media interviews related to Memorial exhibitions, the National Collection, significant anniversaries, and Australian military history
- delivered lectures on Australian military history to training sessions of Memorial voluntary guides and the workplace skills training program
- prepared and delivered courses on Australian military history to Memorial staff and staff from the Department of Veterans' Affairs
- provided advice for numerous commemorative plaques, anniversary closing addresses, speeches for the Minister for Veterans' Affairs, the Prime Minister, and the Governor-General, and media commentary as required
- commenced planning, in association with the Australian National University, an international history conference to be convened in Canberra in March 2015 to mark the centenary of the Gallipoli campaign
- contributed to the development of Memorial permanent and travelling exhibitions, as concept developers and historical advisers to *Rats of Tobruk 1941*, *Nurses: from Zululand to Afghanistan*, *This company of brave men: the Gallipoli VCs*, and the redevelopment of the Hall of Valour
- published both scholarly and popular articles on a wide range of Australian military history subjects, notably in the Memorial's magazine, *Wartime*.

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

Deliverable 3

Continued support for the Summer Scholars program

Result

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

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

Ashleigh Peters (University of Adelaide) completed a study of Australian prisoners of war in Europe during the Second World War, exploring myths about escape and the realities of the prisoner experience.

Lisa Casey (Monash University) undertook a study of the experiences and personal stories of Australian Defence Force nurses in recent and current conflicts, in support of research towards a forthcoming Memorial exhibition.

Aimée Fox (University of Birmingham, UK) examined questions about the military performance of the Australian Imperial Force 9th Brigade during the 3rd Ypres campaign of 1917.

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

Deliverable 4

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

Result

Memorial staff presented 16 conference papers and 6 lectures and wrote 38 articles.

Staff also delivered 60 on-site talks and 35 off-site talks, as well as 21 interviews.

A list of selected papers, articles, and talks is at Appendix 7.

Deliverable 5 Result	<p>A publishing program of curatorial monographs</p> <p>One curatorial monographs was published:</p> <ul style="list-style-type: none"> • <i>Stories of love and war: from the collection of the Australian War Memorial</i>, by Rebecca Britt <p>Research and writing for <i>The Collection book</i> (working title) continued, with publication expected by November 2012.</p>
Deliverable 6 Result	<p>4 issues of <i>Wartime</i> published</p> <p>Publication of the Memorial's popular magazine, <i>Wartime</i>, continued. Four issues (numbers 51–54) were published in 2010–11 with a balance of high-quality and engaging, popular articles. A high proportion of articles in <i>Wartime</i> continue to be written by historians and other Memorial staff. Several “themed issues” proved highly popular, including issues on prisoners of war, final actions, and the 1941 battles of Tobruk, Greece and Crete.</p>
Deliverable 7 Result	<p>Access to collection items through excellent Reading Room and online research facilities</p> <p>The Memorial's Research Centre continued to attract large numbers of visitors throughout the year. A total of 31,125 people visited the Reading Room, requesting 16,395 collection items. There were 781,008 online visitors to the Information Sheets, Encyclopaedia and other Research Centre web pages. The Research Centre's digitised collection items are also very popular, with 293,711 visits to the war diaries and 187,813 to the official histories.</p>
Deliverable 8 Result	<p>An authoritative research enquiry service available in a range of formats including online</p> <p>Research Centre staff answered 12,620 enquiries during 2010–11. The enquiries include those made online or by telephone, fax and letter. The trend continues of telephone and online enquiries (via ReQuest and email) vastly outnumbering letter enquiries. Research Centre clients continue to be satisfied with the quality of service they receive. Some 1,438 emails and letters of appreciation were received in 2010–11.</p> <p>Curatorial sections and the Military History Section also answered a large number of public research enquiries.</p>
Deliverable 9 Result	<p>An annual history conference</p> <p>In August 2010 the Memorial convened a highly successful international history conference, <i>Gallipoli: A Ridge Too Far</i>, to mark the 95th anniversary of the August offensive of 1915. The former Minister for Veterans' Affairs, the Honourable Alan Griffin MP, opened the two-day conference, which attracted a capacity audience, and the keynote address was delivered by Professor Robin Prior of the University of Adelaide. The event drew leading military historians from around the world to bring multi-national perspectives to the history of the Gallipoli campaign. Memorial historians Ashley Ekins, Peter Burness and Dr Peter Pedersen delivered papers, together with other speakers from Australia, New Zealand, Britain, France, Germany, India and Turkey. Participant surveys demonstrated an overwhelmingly positive response from both audience and speakers. The conference papers have been compiled and will be edited for publication in a volume to be released in August 2012.</p>
Deliverable 10 Result	<p>A shop that provides quality military books and exhibition publications</p> <p>The Memorial Shop continues to stock a wide range of quality military and historical books as well as exhibition publications.</p>

Other Research Activities

Bryan Gandevia Prize for Australian military-medical history

In March 2011, the Memorial announced the Bryan Gandevia Prize to promote and develop research into Australian military history. A generous bequest by the family of the late Professor Bryan Gandevia has enabled the establishment of this biennial prize of \$5,000 to be awarded to an outstanding honours or postgraduate history thesis in the fields of Australian military history, military-medical or military-social history. Applications will close on 31 January 2012 for the inaugural prize, to be awarded in April 2012 to a student completing a thesis in the period 2010-11.

Public lectures

On 7 August 2010 Tim Smith, Deputy Director, Heritage Branch of the NSW Department of Planning, delivered a public talk on his "Beneath Gallipoli" project of marine archaeological exploration of the former battlefield regions around the Gallipoli peninsula.

On 27 November 2010 Professor Jay Winter of Yale University delivered a public lecture at the Memorial entitled "Silence and commemoration: from silent film to filmic silences in war films, 1914-2009".

Roll of Honour

Research Centre work continued throughout the year in managing the Memorial's three honour rolls: the Roll of Honour, the Commemorative Roll, and the Remembrance Book. This work included ongoing maintenance of the data for the online rolls, researching new and old cases, and responding to public requests for information.

OUTPUT 1.8 Visitor Services

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

Overview

A new visitors' guide with updated maps of the Memorial and grounds, and beautiful images from each of the galleries identifying "must see" displays and objects, was developed during the year. It has proved to be very popular.

Well trained and informed front-of-house staff are crucial to providing a personal touch to visitor services. For this reason, staff training and development remains a key focus to providing exceptional service to all our visitors. All permanent front-of-house staff are encouraged to complete the in-house Australian military history course; the Workplace Skills course, run in conjunction with the Canberra Institute of Technology, builds customer service and museum skills.

Performance information:

Key performance indicator	The provision of high-quality visitor services provides the necessary foundation for other programs to function effectively. The KPIs are:
KPI 1	At least 90 per cent of surveyed visitors believe that their visit had met or exceeded their expectations
Result	100 per cent of approximately 980 surveyed visitors stated that their visit to the Memorial had met or exceeded their expectations.
KPI 2	At least 80 per cent of surveyed visitors believe that the Memorial has maintained or improved its standard of service since their last visit
Result	Of more than 640 surveyed visitors who were making a repeat visit to the Memorial, 100 per cent said that the Memorial had maintained or improved its standard of performance since their last visit.
Deliverable 1	Front-of-house staff and volunteers are trained in customer service and have at least an introductory level of military history
Result	Front-of-house staff and volunteers work together to provide high-level customer service to visitors. It is a priority to enhance staff skills through training and development to adapt our services to meet visitor trends and needs. The focus on staff training and development has ensured that the Memorial continued to provide exceptional service to all its visitors. The Workplace Skills course held in conjunction with the Canberra Institute of Technology was completed in December 2010 with 3 staff receiving the Museum Practices Level III Certificate.

A new Memorial Guide was developed and introduced for sale to assist visitors by highlighting “must see” displays or objects and providing additional information about the Memorial and the exhibitions in a keepsake booklet.

<p>Deliverable 2</p> <p>Result</p>	<p>High-quality and suitable public facilities such as restrooms, café, and way-finding signage</p> <p>The Memorial is a safe and well presented facility with suitable public facilities such as restrooms, first aid and parents’ room, and helpful signs. Café services are provided by the Hyatt in two purpose-built facilities: the Landing Place in ANZAC Hall and in the grounds, <i>the Terrace at the Memorial</i>.</p>
<p>Deliverable 3</p> <p>Result</p>	<p>Opportunities for visitor feedback such as Service Charter, Visitors’ Book and evaluation services</p> <p>The Memorial welcomes feedback from visitors. A Visitors’ Book is located in the Orientation Gallery and the Service Charter is available in printed form in the Orientation Gallery or online.</p> <p>150 compliments were received via the Service Charter and Visitors’ Book. This is 43 less than last year, or a decrease of 22 per cent. Several aspects of the Memorial received compliments, including 80 about the standard of exhibits and displays, and 63 about the high standard of service provided by staff and voluntary guides.</p> <p>Nine complaints were received via the Service Charter and Visitors’ Book, a 28 per cent increase. These included two about the new underground car park. The other complaints related to the Discovery Zone not being open to the public during weekdays, the price of prints, and the length of time to receive Research Centre photocopying. A written response was made to each complaint and action was taken where appropriate.</p> <p>An extensive program of evaluation services monitors standards of services and visitor satisfaction. Further information about the Memorial’s evaluation and visitor research activities is provided under Output 1.10.</p>

Other Visitor Services Activities

Volunteer services

Volunteers at the Memorial continued to make a significant contribution, with over 260 volunteers giving their time, skills, and expertise to support both front-of-house functions and projects in curatorial and conservation areas.

This level of service and dedication is gratefully acknowledged. The Memorial continued to provide structured and ongoing training for volunteers, with regular information and development sessions. In addition to conducted, VIP and after-hours tours, voluntary guides delivered ten free highlight tours each day. The Memorial’s volunteers also assisted the public to gain access to family history information in the Online Gallery, and engaged with family and student visitors in the Discovery Zone.

INTERNAL OUTPUTS

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

OUTPUT 1.9 Corporate Governance

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

In accordance with its planned schedule, the full Council met three times during the year, the Finance, Audit, and Compliance Committee (FACC) met four times, and the Remuneration Committee met once.

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

Through the Council and Committee meeting process, detailed papers and recommendations from the Memorial's management were presented. The major considerations and decisions undertaken by Council related to the Memorial's funding position, approval of the new Corporate Plan 2011-14, the Business Plan 2011-12 and associated Budget, as well as progress on projects including the Enterprise Content Management System implementation, the Second World War and Hall of Valour refurbishments, and potential programs for the centenary of the First World War.

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

The Chairs of Council and the FACC were also involved in out-of-session discussions relating to the Memorial's funding arrangements. This was an area of concern that has now been resolved through the announcement by the Prime Minister on 3 March 2011 that the government would provide an increase of \$8 million per annum to the Memorial's ongoing operational base funding from 2011-12. This announcement is welcome and provides the Memorial with a secure basis for planning for the centenary of the First World War. It also allows the Memorial to continue to deliver its programs and services and provides security for staff, many of whom were facing an uncertain future.

In accordance with terms of reference, Council reviewed its performance for 2010-11 in August 2011 via a survey

completed by Council members, the Director, and senior management. Overall, the results of the review indicate that the performance of Council during 2010-11 was highly satisfactory, with 21 of the 23 criteria achieving an average score of 4 out of 5 or higher.

Membership of the Council changed during the year with Mr Ken Peacock AM, Rear Admiral Simon Harrington AM RAN (Ret'd) and Major General Bill Crews AO (Ret'd) coming to the end of their appointments. Mr Kerry Stokes AC was reappointed for a period of three years and Ms Wendy Sharpe for a further two years. Three new members – Air Vice-Marshal Julie Hammer AM CSC (Ret'd), Ms Jane McAloon, and Mr Kevin Woods CSC OAM – were appointed for periods of three years each. As a result of changes in Council membership, Major General Bill Crews was appointed as Chair of the FACC until his term ended, at which time Rear Admiral Ken Doolan AO RAN (Ret'd) was appointed to the role.

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

OUTPUT 1.10 Executive Strategic Management

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

Executive Leadership

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

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

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

Planning for how the Memorial will recognise First World War centenaries in 2014-18 continued during the year. Council has endorsed in principle a range of projects, in particular those focused on the Gallipoli anniversary.

Seeding funding of \$1.7 million for initial planning stages of the First World War galleries will be provided in the 2011–12 budget. Full costings for this and other planned projects will be developed in time for funding submissions to be presented in the context of the 2012–13 budget. The Memorial is represented on the ANZAC Centenary Interdepartmental Taskforce convened by the Department of Veterans' Affairs.

Efforts to secure corporate sponsorship support continued throughout 2010–11 and resulted in funding being secured for activities such as the development of interpretive trolleys in the galleries and museum theatre.

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

In addition to weekly CMG meetings, a Project Control Group (PCG) met monthly to monitor performance of major projects being undertaken. The focus of these meetings was to ensure projects were meeting their objectives, timeframe, and budget, and were managing risks appropriately. Regular scope and budget reconciliations were undertaken and involved the CFO and an external quantity surveyor. The Memorial's well developed and mature project delivery model and associated governance arrangements were adopted for major projects completed in 2010–11; they included the new ECM system, refurbishment of the Second World War galleries, and the Hall of Valour. This model will be applied to the first stage of the First World War Gallery refurbishment project.

Strategic Management

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

Risk Management

The Memorial's Risk Management and Fraud Control Plans for 2008–11 were implemented during the year. Risk management was monitored across the organisation, and for all major events and activities specific risk management plans were developed in advance. Planning for emergency evacuation continued with trial evacuations completed in

all buildings. CMG received quarterly reports against the Risk Register and the Fraud Control Plan's key performance indicators.

In accordance with the established business planning cycle, a complete Business Risk Assessment and Fraud Risk Assessment were completed in November 2010 and January 2011 respectively. The results of these assessments led to the development of the Risk Management Plan 2011–14 and the Fraud Control Plan 2011–14. These plans will be implemented and monitored over the next three years.

The testing program of the Business Continuity Plan (BCP) 2009–10 was completed with the third and final test in November 2010. CMG approved two tests for the 2010–11 BCP testing program; they involved a bushfire scenario at the Mitchell storage facilities, and an events management security scenario. Owing to the delay in completing the 2009–10 BCP testing program, only one test from the 2010–11 program has been held. Overall the tests stimulated a great deal of discussion about the adequacy of established processes and procedures. In general, these met the tests satisfactorily although some improvements were identified, such as the development of a communication plan and improved staff education, both of which will be implemented as budget and time allow.

The Memorial participated in Comcover's annual risk management benchmarking survey in 2011 and achieved a good rating of 6.7 out of 10, marginally better than last year. Following major changes introduced by Comcover in 2010, there two further changes to the 2011 survey. The first expands the number of peer groups for comparison including a self-selected peer group, meaning that the peer group comparison is now more useful for the Memorial. The second change, the selection of a target maturity level for specific risk management elements, allows the Memorial to target our risk management activities to a level that is appropriate to our business and resources. The Memorial reached the selected target maturity level for all the elements and management and Council are satisfied with this result.

Copyright

The Memorial continues to progress work on the development of a specific policy on administering orphaned works in the National Collection. The policy will be drafted with reference to the recently published *Copyright In Cultural Institutions' Flexible dealing and cultural institutions* publication, and to several test cases developed in the Research Centre on the use of Section 200AB of the *Copyright Act 1968*.

Evaluation and Visitor Research

Evaluation and visitor research addressed a range of Memorial activities in 2010–11.

A summative evaluation was conducted for the *Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green* exhibition which was on display in the Memorial's special exhibition gallery from 21 May to 18 August 2010. This contemporary art exhibition comprises a series of paintings and photographs by Lyndell Brown and Charles Green, who in March 2007 travelled to the Middle East, Afghanistan, and the Persian Gulf as official war artists. There they recorded the activities and experiences of Australian troops. The evaluation involved 251 visitors who were observed in the exhibition, and another 119 visitors interviewed as they exited the exhibition. The evaluation found that more than 98,000 people viewed the exhibition at the Memorial, one quarter of them making a special visit to do so. A large majority agreed that they would recommend the exhibition to a friend, which is a good indicator of satisfaction.

Two of the Memorial's travelling exhibitions were evaluated off-site with visitor surveys conducted at four different venues during 2010–11. *Sidney Nolan: the Gallipoli series* was evaluated at the Geelong Gallery in Geelong and at the Cairns Regional Art Gallery, Cairns. Visitors to *A is for Animals: an A to Z of animals in war* were surveyed at the Qantas Founders Outback Museum in Longreach, Queensland, and at the Hervey Bay Regional Gallery, Pialba, Queensland. Findings from the surveys revealed that there is generally high satisfaction among audiences, with comments pointing toward an appreciation of the opportunity to view these travelling exhibitions.

A traffic study was undertaken to examine access to and usage of Memorial car parks after the completion of the new underground car park and the Eastern Precinct. A major aim of this study was to investigate whether visitors are able to find their way on site to the Memorial's car parks, and from the parks to their destination. Findings from the study have now been considered and the Memorial is currently implementing some of the recommendations to improve access and way-finding on site.

In the lead-up to the significant 2015 centenary of ANZAC, a front-end evaluation study was conducted on the existing First World War galleries. Findings will be used to assist with concept and exhibition development during the early planning stages.

The visitor segmentation study, a repeat of the 2003 study, was conducted during the year. Results from the study will be used to enhance targeted marketing opportunities in the lead-up to future program and exhibition

developments. More than 200 people were surveyed in an evaluation of the newly refurbished Hall of Valour. The study found that 91 per cent felt inspired by the stories of Victoria Cross recipients in the gallery, and 99 per cent said that they would recommend the Hall of Valour to others.

The Memorial continued its regular visitor surveys throughout 2010–11, monitoring what visitors did during their visit and what they thought of the Memorial's facilities and services. Approximately 980 randomly selected visitors completed the general visitor survey: results from this study have been used to report on the Memorial's performance elsewhere in this report.

The Memorial also conducted a number of other surveys to monitor ongoing overall performance. These consisted of the café customer satisfaction surveys, which also included a survey specifically developed for staff; Memorial Box evaluations; an evaluation of the international history conference, *Gallipoli: A Ridge Too Far*; and visitor surveys for the Big Things in Store event held in October 2010.

OUTPUT 1.11 Resource Management

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

Buildings and Services

A number of achievements were made during the year,

Buildings

- Continued management of energy use, and technical changes made to climate control, have maintained efficient energy consumption across the Memorial. As expected, technical upgrades in the Administration Building (completed last year) have resulted in significant reductions in gas use in that building (more than 30 per cent reduction in most months). The refinement of the control strategy for building climate control continues, with emphasis still on managing temperature and humidity parameters to efficiently achieve both material conservation and energy efficiency needs.
- The capability of the Memorial's storage and conservation facility at Mitchell was increased last year by the purchase of an adjacent building. Renovation of the new building, including fire and security upgrade, was completed this year; the site is being used for new collection storage and consolidation of key collection items previously kept in contracted storage. Additional land and buildings became available again at Mitchell this year, an attractive opportunity for the Memorial to future-proof foreseeable needs for collection storage.

The lease for the new site was negotiated with an option to purchase.

- Transition to the new facilities maintenance contract has been completed, as has the refinement of documentation and specification of the contracted works.
- A range of general building and infrastructure initiatives has been made. They include improvements to UPS (uninterrupted power supply) for audiovisual displays in the Memorial's galleries; new energy supply contracts for both gas and electricity; full review of floor loadings for the main building; renovation of the Main Building theatre kitchen; improvements to storage facilities at Treloar C; and refinements to elements of the lighting master plan. The planned upgrade of heating, ventilation and air conditioning and power at Treloar A Mitchell has now been prioritised for next financial year.

Grounds

A major focus of the Memorial's Site Development Plan is planning for landscape upgrade. The south-west corner of the site in particular contains a number of near-senescent trees, including the heritage listed Lone Pine, and planning for the maintenance and renewal of this landscape over the next decade or so has begun. A small number of primarily older *Eucalyptus sp* have failed this year, and new site plantings have been made to replace these trees and generally increase the number of plantings on site.

Security (including emergency planning)

CCTV capability and storage was improved this year to meet new requirements for coverage in the redeveloped Hall of Valour and Treloar D building. Access protocols for collection storage have been reviewed and electronic access control and monitoring of collection storage locations has been extended.

Outsourced security vetting moved this year to the Department of Defence and transition to this new arrangement has gone smoothly. Communication is well established with local and federal policing on the security necessary for major events and visits at the Memorial. The Emergency Planning Committee met four times; planning for and conducting emergency evacuation drills for all Memorial buildings has continued.

Workshop services

The Memorial's workshop supports a wide range of Memorial activities. Work this year included trades support for the *Rats of Tobruk, 1941* exhibition, the Second World War gallery half-life refurbishment, and the installation of the *Icon and archive* travelling exhibition at Dubbo and Ipswich venues. The workshop also supported gallery development and travelling exhibitions with the

construction of various storage and display units, plinths and packing crates, as well as undertaking general building and gallery works, and commemorative plaque installations.

Records management

The records management unit assisted in the development and implementation of the Electronic Document Management System (EDMS) during the year. This included work related to the planning, implementation, migration and user training for the new system. The unit's other principal achievements during the year included the completion of the annual file census and the transfer of the AWM 315 record series to the Research Centre.

Finance

Financial planning and monitoring

Following extensive collaboration and negotiation between the Memorial, the Department of Veterans' Affairs, and the Department of Finance and Deregulation (DoFD), the Memorial was successful in achieving an increase to ongoing base funding from 2011–12. The additional funding ensures that current Memorial functions can continue, and also allows for the reinstatement of business plan activities that were previously reduced or ceased as a result of previous budget restrictions. Budget planning for activities associated with the Centenary of ANZAC 1915 has also commenced.

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

The Memorial's exhibition assets were formally revalued during 2010–11, resulting in a net increase in fair value of \$3.6 million.

Financial policy

The CFO continued to work with DoFD regarding the government's budget reforms for ongoing capital funding for agencies operating under the *Commonwealth Authorities and Companies Act 1997*. Any changes to funding arrangements will be implemented from 2012–13, and it is hoped that the final policy will provide an appropriate level of funding and flexibility to ensure management of the Memorial's capital assets, which include buildings, exhibitions, software, and plant and equipment.

The CFO also continued to be involved in activities to ensure the funding strategies for major capital projects are achieved, including the half-life refurbishment of the Second World War galleries and redevelopment of the Hall of Valour. This involvement extended to preliminary budget

scoping activities for major projects associated with the centenary of ANZAC.

Support services and systems

The Finance section continued to provide a range of services to support Memorial activities, including accounts payable and receivable, domestic and overseas travel arrangements, procurement advice, assets management, contracts management, Fringe Benefits Tax, Goods and Services Tax, and superannuation advice, co-ordination of legal advice, and investment management.

Several training sessions for Memorial staff were presented throughout the year, relating to procurement and financial management policies and procedures. Customised financial training was also delivered to address specific needs during the year.

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

A new travel management services provider was appointed during the year. The majority (80 per cent) of the Memorial's travel arrangements are now booked online, resulting in increased efficiency and cost savings.

The planned financial management information system upgrade has progressed, and a detailed project scoping report has been developed in conjunction with the Memorial's industry partner. The technical upgrade will be implemented in the second quarter of 2011-12.

Information Technology

Enterprise Content Management

The year saw formal conclusion of this major project involving systems for Digital Asset Management (DAM), Electronic Document Management System (EDMS), Web Content Management (WCM) and Enterprise Search. The scope of works achievable under the systems integration contract with Alphawest was completed satisfactorily.

The DAM solution provides a centralised repository for archival quality storage of digitised collection materials (photos, sound, and film) and represents a major improvement for the management of these materials.

EDMS involved a corporate wide implementation of SharePoint, and while there is ongoing need for refinement in the area of electronic records management, the solution is a significant improvement for the organisation, management, and sharing of electronic documents. Some workflow solutions have also been introduced and others are forecast to improve operational efficiencies.

Drupal7 was implemented as the WCM platform appropriate to the scale and scope of website operations. This will greatly improve consistency of the website while facilitating distributed content authoring in a more manageable way.

Autonomy IDOL was implemented to provide an enterprise-wide, federated search capability for staff. Commencing July 2011, IDOL will be extended to enhance searching on the public website.

A sound platform has now been established for these important systems and the Memorial will seek to extend it in future. The initial focus will be to improve electronic records management and to extend search functionality on the website.

Strategic planning

Based on business priorities identified through the corporate business planning cycle and support infrastructure requirements, an Information Technology Strategic Plan for the period 2011-14 was developed in consultation with the Information Management Steering Group.

Corporate applications and network infrastructure

Although resources were somewhat stretched due to the ECM schedule, support was maintained for the full range of corporate business systems. Minor improvements were achieved for the shop inventory system and the delivery of collection information to the public website. Other work included an upgrade of the Oracle database engine supporting the collection management system (MICA) and the library management system (FIRST). Input was provided into planning for upgrade of the SAP finance and human resource systems.

Network infrastructure

In addition to meeting the workload generated by the implementation of the ECM project, the infrastructure team also achieved the following:

- expansion and refinement of the server virtualisation environment
- implementation of a preservation standard digital storage solution
- replacement of all desktop computers, involving the creation of a new Windows 7 standard operating environment. Equipment was sourced from the Whole of Government IT Procurement panel
- Migration of network authentication from Novell to Windows Active Directory

Server virtualisation and the deployment of LED based computer screens will greatly reduce energy consumption in those areas.

Planning and preparation also took place for forecast upgrades of both corporate applications and support infrastructure.

People Management

Strategic people management – workforce planning

The development of a new enterprise (teamwork) agreement for the Memorial for 2011–14 was a major focus for the latter half of the year. In the development of the new agreement, negotiations covered a wide range of issues; the agreement is likely to be implemented in the early part of the 2011–12 financial year.

The change management program for the ECM continued throughout the year; after the earlier briefing sessions, training on the new system was provided to all staff.

Workforce development

The annual People Development Program is the main platform for enhancing the skill levels of staff and for increasing productivity within the Memorial. The program incorporates several ongoing management programs: the Cultural Management Development and Advanced Workplace Skills Programs, which are run in cooperation with our cultural institution partners; the Workplace Skills program; participation in the Public Sector Management Program; and the Memorial Leadership Program. 2010–11 saw the introduction of the Memorial Business Acumen Program which is directed at enhancing the knowledge and skills of executive level staff in key business areas.

The Australian military history course continued to provide key subject knowledge and skills to Memorial staff. Other learning and development programs conducted during the year included those required to meet individual Personal Development Plan requests. These included themes related to recruitment, special writing skills, cultural awareness and diversity, dealing with difficult, disturbed or emotional clients and managing common mental health problems in the workplace.

People Management and Services

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

The Memorial's three-year Workplace Diversity Plan was also reviewed, updated and implemented in March 2010.

The Memorial's Workplace Harassment Contact Officer program continued to operate effectively during the year, and refresher sessions to counter workplace harassment were conducted for all sections during the year. No formal grievances were made during the year.

The Memorial provides a valued Employee Assistance Program to support staff and their family members. The program continued to deliver effective support during the year; statistics provided on the operation of the program by service provider PPC Worldwide indicated that usage of the service continued to be principally for personal issues not related to work.

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

OUTPUT 1.12 Revenue Generation

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

Memorial Shop

Shop revenue of \$1,661,141 was achieved, which was 4 per cent above the target. The net profit for the shop before notional costs was \$282,183 and operating net profit after notional costs was \$147,543, which represents 9 per cent of sales.

The focus this year was on successful product development based on the collection and new exhibitions and displays. Some unique products have been added to the range through sourcing of suitable international merchandise. Gross profit margins averaging 56 per cent have been maintained. An increase in staffing costs has been experienced due to a reallocation of some direct staffing costs back to Shop. The average sale in the Shop has stabilised and is \$19.96 compared with \$20.01 last year.

The final curatorial collection publication in the initial series was released this year – *Stories of love and war*, based on the research undertaken for the very successful exhibition, *Of love and war*. These curatorial publications have experienced strong sales in both the Shop and e-Business.

In September 2010 the Shop supported the National Servicemen's dedication ceremony; the event resulted in three days of strong sales of a range of commemorative souvenirs, coins, and stamps. The second series of Gallipoli Lone Pine timber products was released the day after Remembrance Day, 12 November 2010, some ten months after the first series. The second series of products featured a two-up kip set, desk calendar, poppy brooch, and key rings. All products were well received, with some items from the first series, such as the pen, still available for

purchase. In excess of 1,100 pieces of have been purchased across both series through the Shop and e-Business jointly.

A small range of merchandise was sourced to complement the opening of the new Hall of Valour display in December 2010. The range included a miniature Victoria Cross medal and badge, a Victoria Cross pencil topper, and the reprinted publication *Australia's finest and the battles they fought* chronicling Australia's Victoria Cross recipients, including the first Afghanistan recipient, Mark Donaldson. Another publication, *G for George – a memorial to RAAF bomber crews 1939-1945*, was reprinted to meet popular demand. This was accompanied by a redesigned "G for George" souvenir poster.

New product suppliers were sourced from the United Kingdom after locating products both suitable and unique to the Australian market. These include a small range of retrospective home-front publications, published by the UK Ministry of Information for British citizens. A children's pyjama-costume supplier was also sourced for the development of soldier and First World War nurse replica costumes for children aged 2 to 8 years.

e-Business

e-Business revenue of \$1,042,377 was achieved, which was 23 per cent above target. Cash revenue contributed to 76 per cent of total revenue. Waivers, which contribute non-cash benefits such as collection items or marketing, represented \$250,633 in value across a total of 63 requests that were received this year.

The average revenue per month was approximately \$87,470 this year, with August 2010 being the single highest revenue month at \$166,682.

The benefits of a software upgrade became evident this year with a greater proportion of orders being placed online and an increased ability for staff to manage large volumes of orders. The average number of orders processed per month was 561. The highest monthly number of orders despatched was 851, in November 2010.

User fees contributed 44 per cent of total e-Business revenue. High-resolution TIFF scans are the most popular purchased product, accounting for almost 80 per cent of the quantity of collection reproductions ordered. A pricing review for production and user fees has commenced and will be finalised and implemented next year.

Shop items represent 19 per cent of online sales revenue. However, revenue from Shop products has reduced by 20 per cent from \$244,919 last year to \$195,504 this year. Similarly, the number of shop orders placed also reduced (6,919 orders as against 8,000 orders last year). Strong sales were experienced for Department of Veterans' Affairs

publications, with sales of *Australian Flying Corps* totalling 326 copies, and *Out in the cold* selling 294 copies. The Memorial authored publication, *Stories of love and war*, sold 79 copies, and Gallipoli Lone Pine products and education resources also performed well.

Traffic forwarded by referring websites to the collection access system (CAS) is growing. This year saw 462,707 visits to CAS; of those visits, 69 per cent or 318,376 were referred, a 48 per cent increase on last year. 193,449 visits came to the collection search from the main Memorial website. Many web visitors use the collection search extensively and will conduct multiple searches over a period of time before placing an order, which may or may not be made online. Therefore, a conversion of CAS visits or searches to online order placement is not a primary indicator of strong sales.

Other Revenues

Overall, non-government revenue was \$8.26 million, which exceeded the target by 20 per cent. Total revenue (including the value of goods and services provided free of charge) was \$11.38 million. Strong contributions were made by shop sales, interest, education programs, and sponsorships.

OUTPUT 1.13 Team Management

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

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

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

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

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

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

The dedication of staff, and their commitment to achieving corporate priorities as approved in the business plan, are very much appreciated by senior management and Council.

ACCOUNTABILITY

Legislation, Functions, and Powers

Enabling Legislation

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

Functions of the Memorial

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

- (a) to maintain and develop the national Memorial referred to in subsection 6(1) of the *Australian War Memorial Act 1980* as a national memorial to Australians who have died:
 - (i) on or as a result of active service; or
 - (ii) as a result of any war or warlike operations in which Australians have been on active service;
- (b) to develop and maintain, as an integral part of the national Memorial referred to in paragraph (a), a National Collection of historical material;
- (c) to exhibit, or to make available for exhibition by others, historical material from the Memorial Collection or historical material that is otherwise in the possession of the Memorial;
- (d) to conduct, arrange for, and assist research into matters pertaining to Australian military history; and
- (e) to disseminate information relating to:
 - (i) Australian military history;
 - (ii) the national Memorial referred to in paragraph (a);
 - (iii) the Memorial Collection; and
 - (iv) the Memorial and its functions.



The award-winning Hall of Valour tells the stories of the 98 Australians who have been awarded the Victoria Cross – the highest Commonwealth award for bravery during active service.

Powers of the Memorial

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

to do all things necessary or convenient to be done for or in connection with the performance of its functions, including the power:

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

Responsible Minister

The Minister for Veterans' Affairs has portfolio responsibility for the Memorial. The Honourable Alan Griffin MP was the minister responsible for the Memorial from 1 July 2010 to 13 September 2010, when the Honourable Warren Snowdon MP was appointed as the Minister for Veterans' Affairs.

Powers of the Minister

The Minister has the following powers under the Act:

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

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

Internal and External Audits

Internal Audit

The Internal Audit Plan 2010–11 was approved by Council in May 2010 and audits were completed as follows:

- review of events risk management
- review of security of the Collection
- Business Risk Assessment
- Fraud Risk Assessment and Fraud Control Plan
- Development of Strategic Audit Plan

The reviews identified no major concerns or weaknesses. Minor recommended actions have been addressed or incorporated into the Business Plan 2011–12.

The Internal Audit Plan 2011–12 was approved by Council in May 2011. The new plan will include:

- review of emergency and security procedures
- review of cash handling and receipting
- review of Memorial investments and credit card processes
- security of Collection items in storage
- protective security

External Audit 2010–11

The audit of the Financial Statements 2011–12 was undertaken by Moore Stephens on behalf of the ANAO and resulted in a favourable report and unqualified audit certificate. The ANAO audit certificate for the Memorial's Financial Statements 2011–12 is at page 49.

Fraud Control

As required by the Commonwealth Fraud Control Guidelines, the Memorial implements practices and procedures for effective fraud control. During 2010–11 the Memorial implemented the prevention, detection, and reporting procedures and processes as outlined in the Fraud Control Plan. The Fraud Risk Assessment was undertaken in January 2011 and the Fraud Control Plan was updated for 2011–14. The Memorial responded to the 2009–10 annual survey by the Australian Institute of Criminology in August 2010.

Effects of Ministerial Directions

General Policy under section 28 of the Commonwealth Authorities and Companies Act 1997

Under section 28 of the *Commonwealth Authorities and Companies Act 1997* the directors of a Commonwealth authority must ensure that the authority complies with a General Policy Order to the extent that the Order applies

to the authority. No General Policy Orders that apply to the Memorial were issued during 2010–11. The Memorial continued to comply with the following policies applied previously by Ministerial Directions:

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

Indemnities and Insurance Premiums

The total insurance premium for 2010–11, including the 6.6 per cent discount received through the annual Risk Management Benchmarking Survey in 2010, was \$261,350 (excluding GST), which was approximately \$56,000 higher than 2009–10. The policy provided comprehensive cover for property and general liability, with the premiums of \$161,030 and \$37,474 respectively. Council members are provided with indemnity insurance, and the premium for the Director's and officers' liabilities was \$7,599.

Legal Actions

A claim for potential liability (up to \$280,000) against the Memorial, relating to a fall on the internal eastern steps in the front foyer area in 2005, continued during 2010–11. Comcover is managing the case and Blake Dawson Waldron is the appointed legal provider for the matter. The Commonwealth is continuing to attempt to settle the claim; however, there have been many delays.

Ombudsman

No issues regarding the Memorial were raised with the Ombudsman during 2010–11.

Social Justice and Equity

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

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

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

- About 4.1 per cent of the Memorial's general visitors have a disability (approximately 26,400 people during 2010–11).
- Visitors with a disability, and their carers, are just as satisfied with the Memorial's facilities and services as visitors without a disability. The following proportions of visitors who used facilities and services for people with disabilities gave a rating of satisfied or very satisfied:
 - 95 per cent – mobility-impaired access into the building
 - 95 per cent – mobility-impaired access within galleries and between floors
 - 87 per cent – accessible toilets
 - 86 per cent – free wheelchairs
 - 86 per cent – mobility-impaired parking (up from 78 per cent in 2009–10)
- Satisfaction with mobility-impaired parking has increased because there is more of it, and much of it is in the new Eastern Precinct underground carpark, closer to the Memorial's entrance.
- Less than 1 per cent of Australian visitors identify as Aboriginal or Torres Strait Islanders (who constitute 2.5 per cent of the Australian population). Indigenous Australians were more satisfied by their visit to the Memorial than non-Indigenous Australians.
- About 24 per cent of Australian visitors were born overseas – a smaller proportion than that found in the Australian population (27 per cent). Satisfaction levels were equal among all Australians, regardless of their country of birth.
- About 16 per cent of Australian visitors speak a language other than English at home – the same percentage as that found in the Australian population (16 per cent). Those Australians who speak a language other than English at home were less satisfied by their visit than those who speak only English at home.

In 2010–11 a wide range of facilities and services were made available for visitors including:

- strollers for visitors with children
- wheelchairs for visitors
- support for special needs groups attending activities, such as the Aged Care Wreathlaying program
- improved seating area for visitors with special needs, including the continuation of seating for veterans who march on ANZAC Day
- improved restroom facilities provided for veterans who march on ANZAC Day
- first aid support on ANZAC Day and Remembrance Day
- lifts in galleries where appropriate.

As part of the Memorial's broad strategy to constantly improve access and facilities for visitors with a disability, the Memorial's Disability Action Plan is available to all staff. A report assessing the plan against the Commonwealth Disability Strategy can be found at page 47.

Improved information was made available on the Memorial's website for visitors with special needs, including parking and access advice for major ceremonies. The website continues to conform to the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines.

Service Charter report

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

A total of 150 compliments, 124 suggestions, comments or requests, and 8 complaints were received through the Service Charter or the Visitors' Book during 2010–11. A summary of compliments and complaints, and action taken in relation to the complaints, is included in the Performance Information Report at page 32.

Of the comments and suggestions received, almost 75 per cent (85 out of 114) related to the Memorial's galleries and to the correction of captions. All comments and suggestions were considered, and action taken where appropriate. Other comments made by visitors related to signage, opening times, late night openings, parking facilities, Shop products, and D-zone access.

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

The Memorial responded to all comments received under the Service Charter that included contact details, as prescribed by policy. Standard response times are within ten days for comments received by letter, fax, or email, and within three days for telephone inquiries unable to be handled immediately. These standards were met in the majority of cases.

Advertising and Market Research Expenditure

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

Name	Services provided	Amount paid
Grey Advertising Canberra Pty Ltd	General Memorial advertising	\$284,266
Grey Advertising Canberra Pty Ltd	Recruitment advertising	\$44,551
Bearcage Productions	General Memorial advertising	\$13,699
Chief Minister's Department	General Memorial advertising	\$12,386
Advertising Expenditure		\$354,902
Market Research Expenditure		Nil
Total		\$354,902

Freedom of Information Act 1982, Section 8 Statement

This statement is correct to 30 June 2011.

Establishment

The Memorial was established as a corporation under the *Australian War Memorial Act 1980*. The Memorial has perpetual succession, a common seal, may acquire, hold, and dispose of real and personal property, and may sue and be sued in its corporate name.

Organisation

Section 9 of the Act establishes the Memorial's Council. The Council is responsible for the conduct and control of the affairs and policy of the Memorial. Section 20 of the Act makes provision for the appointment of a Director by the Governor-General. The Director is the chief executive officer of the Memorial and, subject to the general directions of the Council, manages the affairs of the Memorial. The staff of the Memorial are appointed or employed under the *Public Service Act 1999*. An organisation chart appears at page 10.

Functions

The functions of the Memorial are described in sections 5 and 6 of the *Australian War Memorial Act 1980*.

Arrangements for Outside Participation

The Memorial regularly receives representations from the public concerning its operations. The Memorial welcomes these expressions of public interest.

The Memorial's policy is determined by its Council, established under sections 9 and 10 of the *Australian War Memorial Act 1980*.

Members of the Council elect one of their number as Chair.

Categories of Documents

The Memorial has custody of four categories of documents which are treated differently for the purposes of the Freedom of Information Act 1982.

The four categories are:

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

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

Facilities for Access

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

FOI Procedures and Initial Contact Points

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

Reception Desk
Australian War Memorial
ANZAC Parade
CAMPBELL ACT 2612

or

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

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

- (a) by mail to an address specified by the applicant;
- (b) at the official FOI access point; or
- (c) at the information access office located within the regional office of the Archives of Australia nearest to the applicant's normal place of residence.

Officers authorised to make decisions under the Freedom of Information Act 1982

The classification and designation of officers authorised to approve and deny access to documents, to impose charges, and to remit charges and application fees under the Act and FOI (Charges) Regulations are set out below:

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Executive Officer
Corporate Services
Executive Level 1

Executive Officer
National Collection
Australian Public Service Class 6

Executive Officer
Public Programs
Australian Public Service Class 6

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

Assistant Director and Branch Head
National Collection
Senior Executive Band 1

Assistant Director and Branch Head
Public Programs
Senior Executive Band 1

Assistant Director and Branch Head
Corporate Services
Senior Executive Band 1

Information Publication Scheme

From 1 May 2011 agencies subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. An agency plan showing what information is published in accordance with the IPS requirements is accessible from agency websites.

Freedom of Information Act 1982, Statistics 2010-11

In 2010-11 the Memorial received one request for access to documents under the *Freedom of Information Act 1982* which was granted in full with all charges waived. One request was received and transferred to the DoFD. No outstanding requests were carried over from 2009-10.

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

Environment

The Memorial does not administer any legislation nor have any appropriation directly related to the principles of environmentally sustainable development. Accordingly, the Memorial's involvement relates to environmental practices within the Memorial. Social and equitable practices are included in the Memorial's Teamwork Agreement 2010-11.

The Memorial's energy (gas and electricity) and water use continues to be stringently monitored by the Memorial's Energy and Environment Committee (EEC). The results of the initiative to upgrade the air conditioning controls of the Administration Building have resulted in significant reductions in gas use in that building (greater than 30 per cent reduction in most months).

Heritage

The Memorial's Heritage Management Plan has been accepted by the Australian Heritage Council and the Plan has been submitted to the Department of Sustainability, Environment, Water, Population and Communities. It is expected that the Minister for Sustainability, Environment, Water, Population and Communities will formalise the Plan once the ANZAC Parade component of the listing is completed by the National Capital Authority.

The Memorial continues to undertake a range of conservation activities as part of heritage management of the precinct. This year conservation works to the mosaic element of the Australian Servicewomen's memorial and an upgrade of its water feature infrastructure were completed; a condition assessment and stabilisation of the marble skirting in the Hall of Memory was undertaken; additional bird deterrents were installed in the Hall of Memory; and some minor re-pointing of granite paving in the Commemorative Area was completed.

Occupational Health and Safety

The Memorial's OH&S Committee meets bi-monthly to discuss issues, review policies and procedures, and to monitor all incident reports, recommending follow-up action as necessary. Work commenced on reviewing the Memorial's OH&S Policy, and Health and Safety Management Arrangements, in the light of the draft Workplace Health and Safety legislation scheduled for introduction on 1 January 2012.

The final phase of the fifth round of the program of random plant and equipment audits was completed in June 2011. This involves an audit of equipment maintained by Sections to ensure that the management and operation of the equipment complies with the requirements of the *Occupational Health and Safety Act 1991*.

Approximately 50 per cent of staff participated in the annual influenza vaccination program conducted in March, April and June 2011. General health-related activities during the year included the continuation of the rolling health awareness program, which delivered seminar-style sessions on general health and wellbeing to staff during lunch periods.

Training in manual handling techniques was provided to all staff assisting with ANZAC Day and Remembrance Day activities.

Commonwealth Disability Strategy Report

The Australian War Memorial fits the categories of purchaser, provider, and employer under the Commonwealth Disability Strategy Performance Reporting Framework. The Memorial reports against its employer role through the Australian Public Service Commission's State of the Service agency survey.

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

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

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

REPORT BY THE AUDITOR-GENERAL AND FINANCIAL STATEMENTS



The Rats of Tobruk, 1941 temporary exhibition marked the 70th anniversary of the siege of Tobruk.



INDEPENDENT AUDITOR'S REPORT

To the Minister for Veterans' Affairs

I have audited the accompanying financial statements of the Australian War Memorial for the year ended 30 June 2011, which comprise: a Statement by Council, Director and Chief Finance Officer, the Statement of Comprehensive Income; Balance Sheet; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments; Schedule of Asset Additions and Notes comprising a Summary of Significant Accounting Policies and other explanatory information.

The Council's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Australian War Memorial's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian War Memorial's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

Independence

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Opinion

In my opinion, the financial statements of the Australian War Memorial:

- (a) have been prepared in accordance with the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, including the Australian Accounting Standards; and
- (b) give a true and fair view of the matters required by the Finance Minister's Orders including the Australian War Memorial's financial position as at 30 June 2011 and its financial performance and cash flows for the year then ended.

Australian National Audit Office



Peter Kerr
Executive Director
Delegate of the Auditor-General
Canberra
10 August 2011

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

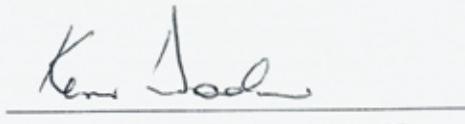
In our opinion, the attached financial statements for the year ended 30 June 2011 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister's Orders made under the *Commonwealth Authorities and Companies Act 1997*, as amended.

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

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



General P J Cosgrove AC MC
Chairman of Council
10th August 2011



Rear Admiral K A Doolan AO RAN (Ret'd)
Chairman of Finance, Audit and Compliance
Committee
10th August 2011



Steve Gower AO AO (Mil.)
Director
10th August 2011



Ms Leanne Patterson
Chief Finance Officer
10th August 2011

STATEMENT OF COMPREHENSIVE INCOME for the period ended 30 June 2011

	Note	2011 \$	2010 \$
EXPENSES			
Employee benefits	3A	18 601 924	19 209 763
Supplier expenses	3B	12 789 884	12 283 141
Depreciation and amortisation	3C	17 988 320	17 207 892
Write-down and impairment of assets	3D	27 979	324
Losses from asset sales	3E	-	12 966
Total expenses		49 408 107	48 714 086
Less:			
OWN SOURCE INCOME			
Own source revenue			
Sale of goods and rendering of services	4A	3 584 896	3 443 317
Interest		2 437 439	1 901 499
Resources received free of charge	4B	1 705 991	1 247 703
Other revenue	4C	3 618 316	3 511 323
Total own source revenue		11 346 642	10 103 842
Gains			
Sale of assets	4D	1 049	-
Reversals of previous asset write-downs and impairment	4E	-	3 692
Total gains		1 049	3 692
Total own source income		11 347 691	10 107 534
Net cost of services		38 060 416	38 606 552
REVENUE FROM GOVERNMENT			
Revenue from Government	4F	30 858 000	31 407 000
Total revenue from Government		30 858 000	31 407 000
Surplus (Deficit) attributable to the Australian Government		(7 202 416)	(7 199 552)
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation reserves		3 631 612	-
Total other comprehensive income		3 631 612	-
Total comprehensive income (loss) attributable to the Australian Government	18	(3 570 804)	(7 199 552)

Note: The reported deficits are a result of changes to Government funding associated with the depreciation of the National Collection. Please refer to Note 18 for further detail.

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

BALANCE SHEET as at 30 June 2011

	Note	2011 \$	2010 \$	2009 ¹ \$
ASSETS				
Financial assets				
Cash and cash equivalents	5A	4 193 016	3 976 773	7 159 890
Trade and other receivables	5B	365 832	396 177	400 321
Investments	5C	39 000 000	35 000 000	37 500 000
Accrued interest revenue		1 125 300	991 682	920 850
Total financial assets		44 684 148	40 364 632	45 981 061
Non-financial assets				
Land and buildings	6A, F	122 397 615	124 643 721	112 399 891
Property, plant and equipment	6B, F	3 822 664	4 165 551	4 367 644
Heritage and cultural assets	6C, F	956 989 965	959 890 818	963 946 234
Exhibitions	6D, F	24 350 182	19 520 359	21 137 536
Intangibles	6E, F	4 560 563	3 199 870	2 782 562
Inventories	1.17	638 942	589 059	547 833
Other non-financial assets	6G	198 889	246 978	113 130
Total non-financial assets		1 112 958 820	1 112 256 356	1 105 294 830
Total assets		1 157 642 968	1 152 620 988	1 151 275 891
LIABILITIES				
Payables				
Suppliers	7A	1 106 593	822 566	1 948 190
Other payables	7B	2 237 940	1 438 944	1 245 391
Total payables		3 344 533	2 261 510	3 193 581
Provisions				
Employee provisions	8A	7 303 547	7 002 786	6 435 066
Total provisions		7 303 547	7 002 786	6 435 066
Total liabilities		10 648 080	9 264 296	9 628 647
NET ASSETS		1 146 994 888	1 143 356 692	1 141 647 244
EQUITY				
Contributed equity		39 589 000	32 380 000	23 471 000
Asset revaluation reserves		528 687 932	525 056 320	525 056 320
Retained surplus		578 717 956	585 920 372	593 119 924
Total equity		1 146 994 888	1 143 356 692	1 141 647 244

¹ See Note 1.21 for details

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

STATEMENT OF CHANGES IN EQUITY for the period ended 30 June 2011

	Retained Earnings		Asset Revaluation Reserves		Contributed Equity / Capital		Total Equity	
	2011	2010	2011	2010	2011	2010	2011	2010
	\$	\$	\$	\$	\$	\$	\$	\$
Opening balance	585 920 372	593 393 474	525 056 320	525 056 320	32 380 000	23 471 000	1 143 356 692	1 141 920 794
Adjustment for errors	-	(273 550)	-	-	-	-	-	(273 550)
Adjusted opening balance	585 920 372	593 119 924	525 056 320	525 056 320	32 380 000	23 471 000	1 143 356 692	1 141 647 244
Comprehensive income								
Other comprehensive income	-	-	3 631 612	-	-	-	3 631 612	-
Surplus (Deficit) for the period	(7 202 416)	(7 199 552)	-	-	-	-	(7 202 416)	(7 199 552)
Total comprehensive income attributable to the Australian Government	(7 202 416)	(7 199 552)	3 631 612	-	-	-	(3 570 804)	(7 199 552)
Transactions with owners								
Contributions by Owners					7 209 000	8 909 000	7 209 000	8 909 000
Equity injection					7 209 000	8 909 000	7 209 000	8 909 000
Sub-total Transaction with owners					39 589 000	32 380 000	1 146 994 888	1 143 356 692
Closing balance at 30 June	578 717 956	585 920 372	528 687 932	525 056 320	39 589 000	32 380 000	1 146 994 888	1 143 356 692
Closing balance attributable to the Australian Government	578 717 956	585 920 372	528 687 932	525 056 320	39 589 000	32 380 000	1 146 994 888	1 143 356 692

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

CASH FLOW STATEMENT for the period ended 30 June 2011

	Note	2011 \$	2010 \$
OPERATING ACTIVITIES			
Cash received			
Goods and services		4 231 984	3 599 787
Receipts from Government		30 858 000	31 407 000
Interest		2 303 821	1 830 667
Net GST received		1 555 862	2 671 619
Other cash received		2 240 216	3 113 773
Total cash received		41 189 883	42 622 846
Cash used			
Employees		(18 196 772)	(18 642 043)
Suppliers		(12 307 640)	(14 966 528)
Total cash used		(30 504 412)	(33 608 571)
Net cash from operating activities	9	10 685 471	9 014 275
INVESTING ACTIVITIES			
Cash received			
Proceeds from sales of property, plant and equipment		4 659	3 388
Investments		41 800 000	45 000 000
Total cash received		41 804 659	45 003 388
Cash used			
Purchase of property, plant and equipment		(13 682 887)	(23 609 780)
Investments		(45 800 000)	(42 500 000)
Total cash used		(59 482 887)	(66 109 780)
Net cash used by investing activities		(17 678 228)	(21 106 392)
FINANCING ACTIVITIES			
Cash received			
Contributed equity		7 209 000	8 909 000
Total cash received		7 209 000	8 909 000
Net cash from financing activities		7 209 000	8 909 000
Net increase (decrease) in cash held		216 243	(3 183 117)
Cash and cash equivalents at the beginning of the reporting period		3 976 773	7 159 890
Cash and cash equivalents at the end of the reporting period	5A	4 193 016	3 976 773

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

SCHEDULE OF COMMITMENTS as at 30 June 2011

	Note	2011 \$	2010 \$
BY TYPE			
Commitments receivable			
Sponsorship		(252 100)	(313 500)
GST recoverable on commitments		(978 996)	(566 921)
Total commitments receivable		(1 231 096)	(880 421)
Commitments payable			
Capital commitments			
Land and Buildings	1.18	-	392 177
Exhibitions		-	670 719
Intangibles		-	1 240 104
National Collection		50 602	309 698
Total capital commitments		50 602	2 612 698
Other commitments			
Operating leases	1.18	761 659	339 703
Project commitments		107 436	645 952
Other commitments		9 849 263	2 951 282
Total other commitments		10 718 358	3 936 937
Net commitments by type		9 537 864	5 669 214
BY MATURITY			
Commitments receivable			
One year or less		(581 137)	(564 874)
From one to five years		(649 959)	(315 547)
Total commitments receivable		(1 231 096)	(880 421)
Commitments payable			
Capital commitments			
One year or less		50 602	2 522 870
From one to five years		-	89 828
Total capital commitments		50 602	2 612 698
Operating lease commitments			
One year or less		340 827	237 212
From one to five years		420 832	102 491
Total operating lease commitments		761 659	339 703
Other commitments			
One year or less		4 659 026	1 744 538
From one to five years		5 297 673	1 852 696
Total other commitments		9 956 699	3 597 234
Net commitments by maturity		9 537 864	5 669 214

Capital commitments were primarily contracts for the purchase of artwork and items for the National Collection.

Other commitments were primarily contracts for the provision of buildings and grounds maintenance and services.

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

51 SCHEDULE OF ASSET ADDITIONS for the period ended 30 June 2011

	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and cultural assets (Collection) \$'000	Exhibitions \$'000	Intangibles \$'000	Total \$'000
2011							
By purchase – Government funding	-	1 507	824	5 926	3 540	1 801	13 598
By purchase – other	-	-	58	-	-	27	85
Assets received as gifts/donations	-	-	-	1 378	-	-	1 378
Total	-	1 507	882	7 304	3 540	1 828	15 061

The following non-financial non-current assets were added in 2009-10:

	2010 \$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2010							
By purchase – Government funding	1 340	14 214	640	5 652	500	705	23 051
By purchase – other	-	-	562	-	-	-	562
Assets received as gifts/donations	-	-	-	398	-	-	398
Total	1 340	14 214	1 202	6 050	500	705	24 011

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES****1.1 Objectives of the Memorial**

The Memorial was established by section 4 of the *Australian War Memorial Act 1980* and is an Australian Government controlled entity.

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

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

1.2 Basis of Preparation of the Financial Statements

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

- The financial statements and notes have been prepared in accordance with:
- Finance Minister's Orders (FMO) for reporting periods ending on or after 1 July 2010; and

Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

The financial statements are presented in Australian dollars and in some cases values are rounded to the nearest thousand unless disclosure of the full amount is specifically required.

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

Unless alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the Statement of Comprehensive Income when, and only when, the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

1.3 Significant Accounting Judgments and Estimates

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

- The fair value of the National Collection is considered to be market selling price (where such a market exists), or depreciated replacement cost, taking into consideration the intrinsic value of historically significant objects. Due to the size of the National Collection, a representative sample of all major categories is selected, valued and extrapolated to determine a total fair value.
- The fair value of land and buildings is considered to be the market value of similar assets, taking into account the heritage aspects of the buildings where appropriate, and using depreciated replacement cost if no active market is identified.
- The Memorial's primary liability, employee provisions, includes an estimation component in respect of long term employee benefits measured as the present value of estimated future cash outflows.
- No accounting assumptions and estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period.

1.4 New Accounting Standards

Adoption of new Australian Accounting Standard Requirements

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

Future Australian Accounting Standard Requirements

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

1.5 Revenue

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer;
- the Memorial retains no managerial involvement nor effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Memorial.

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

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

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

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

Project-specific sponsorship money is recognised as income in the period to which it relates in accordance with *AASB 118: Revenue*. Until that time it is disclosed as a liability to recognise that the revenue has not yet been earned. Refer to note 7B.

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

Revenues from Government

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

Resources Received Free of Charge

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

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

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**1.6 Gains*****Sale of Assets***

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

1.7 Transactions with the Government as Owner***Equity Injections***

Amounts that are designated as equity injections for a year are recognised directly in contributed equity in that year.

Employee Benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119) and termination benefits due within twelve months of balance date are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

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

Leave

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

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

The liability for long service leave is recognised and measured at the net present value of the estimated future cash flows to be made in respect of all employees at 30 June 2011. In determining the present value of the liability, including related on-costs, attrition rates and pay increases through promotion and inflation have been taken into account.

Superannuation

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

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

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

1.9 Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains all such risks and benefits.

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

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

Operating lease payments are expensed on a straight line basis which is representative of the pattern of benefits derived from the leased assets.

The Memorial does not hold any finance leases.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**1.10 Cash**

Cash and cash equivalents includes cash on hand and any deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

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

The Memorial has cash in the bank and on short term investment as at 30 June 2011 to cover commitments and expenses relating to 2010-11 and 2011-12. Cash is also reserved for a number of projects including the World War I Gallery redevelopment, Enterprise Content Management system, Travelling Exhibition programs, and conservation works on the National Collection.

1.11 Financial assets

The Memorial classifies its financial assets in the following categories:

- held-to-maturity investments
- loans and receivables

The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. Financial assets are recognised and derecognised upon trade date.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis except for financial assets at fair value through profit and loss.

Held-to-maturity investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the Memorial has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Loans and receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Impairment of financial assets

Financial assets are assessed for impairment at each balance date.

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

1.12 Financial liabilities

The Memorial classifies its financial liabilities as other financial liabilities.

Financial liabilities are recognised and derecognised upon trade date.

Other financial liabilities

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**1.13 Acquisition of Assets**

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

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition. Significant donated National Collection items are recognised at the time of acquisition, and other donated Collection items are brought to account at the time of revaluation.

1.14 Property, Plant and Equipment***Asset Recognition Threshold***

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

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

Revaluations

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

Asset Class	Fair Value Measured at:
Land	Market selling price
Buildings	Market selling price / depreciated replacement cost
Exhibitions	Depreciated replacement cost
Plant and equipment	Market selling price / depreciated replacement cost

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

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

Depreciation

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

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2011	2010
Buildings and building improvements	10 to 175 years	10 to 175 years
Plant and equipment	2 to 30 years	2 to 30 years
Exhibitions	5 to 15 years	5 to 15 years

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**Impairment**

All assets were assessed for impairment at 30 June 2011. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

Derecognition

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

1.15 Heritage and Cultural Assets

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

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

Pursuant to Section 8 of the *Australian War Memorial Act 1980*, the Memorial has the authority to dispose of heritage and cultural items which are not required as part of the National Collection, or are unfit for inclusion. Section 8 of the *Australian War Memorial Act 1980* dictates the appropriate approvals to dispose of National Collection assets. The *Australian War Memorial Act 1980* can be found at:

http://www.austlii.edu.au/au/legis/cth/consol_act/awma1980244/

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

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

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

The Memorials Collection Development Plan for heritage and cultural assets can be found at: http://www.awm.gov.au/about/collection_development_plan.pdf

The Memorial's preservation and curatorial policies for heritage and cultural assets can be found at: <http://www.awm.gov.au/collection/conservation/>

Revaluations

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

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

Depreciation

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

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

1.16 Intangible Assets

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

Software is amortised on a straight line basis over its anticipated useful life. The useful lives range from 2 to 10 years (2010: 2 to 10 years).

All software assets have been assessed for indications of impairment at 30 June 2011.

1.17 Inventories

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

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

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

1.18 Commitments

Capital commitments include current undertakings and outstanding contractual payments related to the provision of items for the National Collection. Commitments are GST inclusive where relevant.

The nature of operating lease commitments is as follows:

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

1.19 Contingent Assets and Contingent Liabilities

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

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

1.20 Taxation

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

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**1.21 Prior Period Adjustment**

During the 2010-11 financial year an error was discovered relating to prior financial reporting periods. In accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors, the Memorial has now restated the affected comparative figures in the 2010-11 financial statements.

These adjustments relate to additional annual and long service leave accrued when the leave is taken in service. As this error was made in a reporting period prior to the comparative period, the Balance Sheet balances as at 30 June 2009 was restated as follows:

- Increase in employee provisions and decrease in retained earnings of \$273 550
- In addition, the Balance Sheet balances were understated as at 30 June 2010, so this error resulted in the restatements for the following line items for the year ended 30 June 2010:
- Increase in 2009-10 employee expenses of \$117 677
- Deficit attributable to the Australian Government was increased by \$117 677
- Increase in employee provisions of \$391 227 (\$273 550 for 2008-09 and \$117 677 for 2009-10) and
- Retained surplus was decreased by \$391 227 (\$273 550 for 2008-09 and \$117 677 for 2009-10).

The below tables show the restatement of each line item affected by the error.

30 June 2009 (Comparative year opening balances)

	Note	2009 Original \$	2009 Movement \$	2009 Reinstated \$
Statement of Comprehensive Income (Extract)				
Expenses				
Employees		18 463 055	273 550	18 736 605
Total expenses		50 549 629	273 550	50 823 179
Surplus (Deficit) attributable to the Australian Government		(22 711 106)	(273 550)	(22 984 656)
Balance Sheet (Extract)				
Liabilities				
Employee provisions	8A	6 161 516	273 550	6 435 066
Total liabilities		9 355 097	273 550	9 628 647
Net Assets		1 141 920 794	(273 550)	1 141 467 244
Statement of Changes in Equity (Extract)				
Retained Earnings				
Closing balance		593 393 474	(273 550)	593 119 924
Total retained earnings		593 393 474	(273 550)	593 119 924
Total Equity		1 141 920 794	(273 550)	1 141 647 244

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011
30 June 2010 Comparative year

	Note	2010 Original \$	2010 Movement \$	2010 Reinstated \$
Statement of Comprehensive Income (Extract)				
Expenses				
Employees	3A	19 092 086	117 677	19 209 763
Total expenses		48 596 409	117 677	48 714 086
Surplus (Deficit) attributable to the Australian Government		(7 081 875)	(117 677)	(7 199 552)
Balance Sheet (Extract)				
Liabilities				
Employee provisions	8A	6 611 559	391 227	7 002 786
Total liabilities		8 873 069	391 227	9 264 296
Net Assets		1 143 747 919	(391 227)	1 143 356 692
Statement of Changes in Equity (Extract)				
Retained Earnings				
Opening balance		593 393 474	(273 550)	593 119 924
Surplus (Deficit) for the period		(7 081 875)	(117 677)	(7 199 552)
Total retained earnings		586 311 599	(391 227)	585 920 372
Total Equity		1 143 747 919	(391 227)	1 143 356 692

2 EVENTS AFTER THE REPORTING PERIOD

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
3 EXPENSES		
3A. Employee benefits		
Wages and salaries	14 067 428	14 464 859
Superannuation		
Defined benefit plans	1 647 254	1 778 489
Defined contribution plans	1 026 974	932 741
Leave and other entitlements	1 370 272	1 516 438
Other employee benefits	346 174	307 185
Separation and redundancy	143 822	210 051
Total employee benefits	18 601 924	19 209 763
3B. Supplier expenses		
Goods and services		
Property and support services	4 322 548	4 422 533
Professional services (inc: contractors and consultants)	1 505 910	1 425 869
Staff support	1 840 802	1 438 396
Advertising and promotions	1 655 511	1 309 537
Cost of goods sold	1 090 988	1 161 938
Information technology	573 392	830 515
Exhibitions	240 413	316 024
Travel	334 380	306 663
Other	748 436	772 352
Total goods and services	12 312 380	11 983 827
Goods and services		
Provision of goods – related entities	12 801	20 560
Provision of goods – external parties	1 665 868	2 033 066
Rendering of services – related entities	1 079 949	1 033 933
Rendering of services – external parties	9 553 762	8 896 268
Total goods and services	12 312 380	11 983 827
Other supplier expenses		
Operating lease rentals – external parties		
Minimum lease payments	365 025	224 072
Workers compensation premiums	112 479	75 242
Total other supplier expenses	477 504	299 314
Total supplier expenses	12 789 884	12 283 141

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
3C. Depreciation and amortisation		
Depreciation:		
Buildings and building improvements	3 752 684	3 310 060
Property, plant and equipment	1 234 457	1 388 102
Heritage and cultural assets	10 205 330	10 104 884
Exhibitions	2 328 957	2 116 970
Total depreciation	17 521 428	16 920 016
Amortisation:		
Intangibles (Computer Software)	466 892	287 876
Total amortisation	466 892	287 876
Total depreciation and amortisation	17 988 320	17 207 892

3D. Write down and impairment of assets

Asset write downs from:

Impairment of receivables	185	33
Impairment of financial assets	425	291
Impairment of inventories	27 369	-
Total write down and impairment of assets	27 979	324

3E. Losses from asset sales

Property, plant and equipment

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

3F. Operating expenditure for Heritage and Cultural Assets

Operating expenditure	7 000 588	6 976 223
Total operating expenditure	7 000 588	6 976 223

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
4 INCOME		
Revenue		
4A. Sale of goods and rendering of services		
Provision of goods – related entities	51 047	20 800
Provision of goods – external parties	2 293 938	2 374 451
Rendering of services – related entities	8 056	53 439
Rendering of services – external parties	1 231 855	994 627
Total sale of goods and rendering of services	3 584 896	3 443 317
4B. Resources received free of charge		
Resources received – related entities	991 775	423 256
Resources received – external entities	714 216	824 447
Total other revenue	1 705 991	1 247 703
4C. Other revenue		
Donations	720 637	1 076 282
Sponsorships	1 334 615	1 868 703
Friends of the Memorial	129 702	138 510
Donated collection items	1 378 100	397 550
Royalties income	55 088	30 251
Other	174	27
Total other revenue	3 618 316	3 511 323
Gains		
4D. Sale of assets		
Property, plant and equipment		
Proceeds from sale	4 659	-
Carrying value of assets sold	(3 610)	-
Total net gain/(loss) from sale of assets	1 049	-
4E. Reversals of previous asset write-downs and impairment		
Inventory	-	3 692
Total net gain/(loss) from sale of assets	-	3 692
Revenue from Government		
4F. Revenue from Government		
Department of Veterans' Affairs		
CAC Act body payment item	30 858 000	31 407 000
Total revenue from Government	30 858 000	31 407 000

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
5 FINANCIAL ASSETS		
5A. Cash and cash equivalents		
Cash balance comprises:		
Cash on hand	9 140	37 500
Deposits	4 183 876	3 939 273
Total cash and cash equivalents	4 193 016	3 976 773

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

5B. Trade and Other Receivables

Goods and services		
Goods and services – related entities	-	10 670
Goods and services – external parties	305 814	202 517
Total receivables for goods and services	305 814	213 187
Other receivables		
GST receivable from the Australian Taxation Office	58 761	179 873
Other receivables	1 475	3 150
Total other receivables	60 236	183 023
Total trade and other receivables (gross)	366 050	396 210
Less impairment allowance (goods and services)	(218)	(33)
Total trade and other receivables (net)	365 832	396 177

Receivables are expected to be recovered in no more than 12 months (2010: no more than 12 months).

Current terms for receivables are net 30 days (2010: 30 days).

Receivables are aged as follows:

Not overdue	346 532	364 524
Overdue by:		
- less than 30 days	8 023	19 493
- 31 to 60 days	221	8 115
- 61 to 90 days	5 389	3 562
- more than 90 days	5 885	516
Total trade and other receivables (gross)	366 050	396 210

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

Reconciliation of the impairment allowance account:

	Goods and services 2011 \$	Goods and services 2010 \$
Opening balance	(33)	-
Amounts written off	-	-
Amounts recovered and reversed	2 836	5 796
Increase / decrease recognised in net surplus	(3 021)	(5 829)
Closing balance	(218)	(33)

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
5C. Investments		
Deposits	39 000 000	35 000 000
Total investments	39 000 000	35 000 000
Total investments are expected to be recovered in:		
No more than 12 months	37 500 000	35 000 000
More than 12 months	1 500 000	-
Total investments	39 000 000	35 000 000

The Memorial's investments represent term deposits held with Australian banks with terms greater than 90 days. Maturity dates range from July 2011 – August 2012. Effective interest rates range from 6.14% to 6.50% (2010: 4.10% to 8.27%).

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

6 NON-FINANCIAL ASSETS**6A. Land and buildings**

Land – at fair value	9 190 000	9 190 000
Buildings		
Buildings – at fair value	121 588 215	120 081 637
Accumulated depreciation	(8 380 600)	(4 627 916)
Total buildings	113 207 615	115 453 721
Total land and buildings	122 397 615	124 643 721

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

No indicators of impairment were found for land and buildings.

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

6B. Property, plant and equipment

Property, plant and equipment – at fair value	8 237 128	7 395 263
Accumulated depreciation	(4 414 464)	(3 229 712)
Total property, plant and equipment	3 822 664	4 165 551

Indications of impairment were found for property, plant and equipment as at 30 June 2011. The recoverable amounts for these assets were estimated in accordance with Note 1.14 and recorded in accordance with the relevant accounting standards. A revaluation decrement of \$18 (2010: nil) for property plant and equipment was credited to the asset revaluation reserve by asset class and included in the equity section of the balance sheet. No assets were impaired through expenses (2010: nil expenses)

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
6C. Heritage and cultural assets		
National Collection – at fair value	1 002 209 605	994 905 179
Accumulated depreciation	(45 219 640)	(35 014 361)
Total heritage and cultural assets	956 989 965	959 890 818

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

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

6D. Exhibitions

Assets under construction – at cost	-	175 861
Exhibitions – at fair value	25 910 057	26 675 411
Accumulated depreciation	(1 559 875)	(7 330 913)
Total exhibitions	24 350 182	19 520 359

A revaluation increment of \$3,631,630 (2010: nil) for Exhibitions was credited to the asset revaluation reserve by asset class and included in the equity section of the balance sheet; no increments were expensed (2010: nil expensed).

The Memorial's exhibitions were revalued as at 8 November 2010 by an independent valuer (Hymans Asset Management Pty Ltd), in accordance with the policy stated in note 1.14. The fair value was determined by reference to the assets depreciated replacement cost. The carrying amount is included in the valuation figures above and is separately disclosed in Table A below.

Assets under construction in 2010 comprised the redevelopment of the Memorial's Hall of Valour and Second World War exhibitions.

No indicators of impairment were found for exhibition assets.

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

6E. Intangibles

Computer software:		
Purchased – in progress	-	2 938 663
Purchased	8 476 895	3 710 596
Accumulated amortisation	(3 916 332)	(3 449 389)
Total intangibles	4 560 563	3 199 870

No indicators of impairment were found for intangible assets.

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

74 **6F. Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (2010-11)**

	Land \$'000	Buildings \$'000	Other property, plant and equipment \$'000	Heritage and Cultural Assets (Collection) \$'000	Exhibitions \$'000	Intangibles \$'000	Total \$'000
As at 1 July 2010	9 190	120 082	7 394	994 905	26 851	6 649	1 165 071
Gross book value	-	(4 628)	(3 228)	(35 014)	(7 331)	(3 449)	(53 650)
Accumulated depreciation / amortisation	9 190	115 454	4 166	959 891	19 520	3 200	1 111 421
Net book value 1 July 2010							
Additions by purchase*	-	1 507	882	7 304	3 540	1 828	15 061
Revaluations recognised in other comprehensive income	-	-	-	-	3 632	-	3 632
Depreciation / amortisation expense	-	(3 753)	(1 235)	(10 205)	(2 329)	(467)	(17 989)
Assets transferred in / (out)	-	-	13	-	(13)	-	-
Disposals - other	-	-	(55)	-	-	-	(55)
Depreciation on disposals	-	-	52	-	-	-	52
Net book value 30 June 2011	9 190	113 208	3 823	956 990	24 350	4 561	1 112 122
Net book value as at 30 June 2011 represented by:							
Gross book value	9 190	121 589	8 234	1 002 209	25 911	8 477	1 175 610
Accumulated depreciation / amortisation	-	(8 381)	(4 411)	(45 219)	(1 561)	(3 916)	(63 488)
	9 190	113 208	3 823	956 990	24 350	4 561	1 112 122

* Disaggregated additions information is disclosed in the Schedule of Asset Additions.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

6F. (Cont'd) Reconciliation of the opening and closing balances of property, plant and equipment and intangibles (2009-10)

	Land	Buildings	Other property, plant and equipment	Heritage and Cultural Assets (Collection)	Exhibitions	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2009							
Gross book value	7 850	105 868	6 351	988 855	26 351	5 944	1 141 219
Accumulated depreciation / amortisation	-	(1 318)	(1 983)	(24 909)	(5 213)	(3 161)	(36 584)
Net book value 1 July 2009	7 850	104 550	4 368	963 946	21 138	2 783	1 104 635
Additions by purchase*	1 340	14 214	1 202	6 050	500	705	24 011
Revaluations recognised in other comprehensive income	-	-	-	-	-	-	-
Depreciation / amortisation expense	-	(3 310)	(1 388)	(10 105)	(2 118)	(288)	(17 209)
Disposals	-	-	(159)	-	-	-	(159)
Depreciation on disposals	-	-	143	-	-	-	143
Net book value 30 June 2010	9 190	115 454	4 166	959 891	19 520	3 200	1 111 421
Net book value as at 30 June 2010 represented by:							
Gross book value	9 190	120 082	7 394	994 905	26 851	6 649	1 165 071
Accumulated depreciation / amortisation	-	(4 628)	(3 228)	(35 014)	(7 331)	(3 449)	(53 650)
	9 190	115 454	4 166	959 891	19 520	3 200	1 111 421

* Disaggregated additions information is disclosed in the Schedule of Asset Additions

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
6G. Other non-financial assets		
Prepayments	198 889	246 978
Total other non-financial assets	198 889	246 978

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

Other non-financial assets are expected to be recovered in no more than 12 months (2010: no more than 12 months).

7 PAYABLES**7A. Suppliers**

Trade creditors	1 106 593	822 566
Total supplier payables	1 106 593	822 566

All supplier payables are expected to be settled within 12 months.

Supplier payables – related parties	21 249	95
Supplier payables – external parties	1 085 344	822 471
Total supplier payables	1 106 593	822 566

Settlement is usually made net 30 days (2010: 30 days).

7B. Other payables

Salaries and wages	492 097	387 705
Payment received in advance	1 720 000	1 023 340
Customer orders not yet supplied	25 843	27 899
Total other payables	2 237 940	1 438 944

Other payables are expected to be settled in no more than 12 months (2010: no more than 12 months).

Payments received in advance relate to sponsorship monies for specific projects which will commence in the following financial year.

	2011 \$	2010 \$	2009 \$
--	------------	------------	------------

8 PROVISIONS**8A. Employee provisions**

Leave	6 817 226	6 411 113	6 067 672
Other	486 321	591 673	367 394
Total employee provisions	7 303 547	7 002 786	6 435 066
Employee provisions are expected to be settled in:			
Less than 12 months	5 647 667	5 251 807	3 637 686
More than 12 months	1 655 880	1 750 979	2 797 380
Total employee provisions	7 303 547	7 002 786	6 435 066

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
9 CASH FLOW RECONCILIATION		
Reconciliation of cash and cash equivalents as per Balance Sheet to Cash Flow Statement		
Report cash as per:		
Cash Flow Statement	4 193 016	3 976 773
Balance Sheet	4 193 016	3 976 773
Difference	-	-
Reconciliation of net cost of services to net cash from operating activities:		
Net cost of services	(38 060 416)	(38 606 552)
Add revenue from Government	30 858 000	31 407 000
Surplus (Deficit)	(7 202 416)	(7 199 552)
Non-cash items		
Depreciation and amortisation	17 988 320	17 207 892
Net loss (gain) from disposal of assets	(1 049)	12 966
Write down of other assets	27 978	(3 368)
Donated assets	(1 378 100)	(397 550)
Change in assets/liabilities		
(Increase)/Decrease in receivables	29 735	4 144
(Increase)/Decrease in inventories	(77 251)	(41 226)
(Increase)/Decrease in accrued interest	(133 618)	(70 833)
(Increase)/Decrease in other non-financial assets	48 089	(133 848)
Increase/(Decrease) in trade creditors	284 026	(1 125 624)
Increase/(Decrease) in other payables	798 996	193 553
Increase/(Decrease) in employee provisions	300 761	567 721
Net cash from operating activities	10 685 471	9 014 275
Credit arrangements		
The Memorial has a credit card facility for the purchase of minor items.		
Credit facilities:		
Credit card limit	100 000	100 000
Credit used	-	(11 860)
Credit unused	100 000	88 140

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**10 REMUNERATION OF COUNCIL MEMBERS**

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

	2011	2010
The number of Council members included in these figures are shown below in the relevant remuneration bands:		
Nil - \$14,999	10	10
\$15,000 - \$29,999	1	1
Total	11	11
Total remuneration received or due and receivable by the Memorial Council members	\$123 596	\$130 867

11 RELATED PARTY DISCLOSURES

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

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

12 SENIOR EXECUTIVE REMUNERATION**12A. Senior Executive Remuneration Expense**

	2011	2010
	\$	\$
Short-term employee benefits		
Salary (including annual leave taken)	762 874	602 977
Annual leave accrued	22 157	11 113
Performance bonuses	48 271	83 091
Other ¹	123 376	126 208
Total short-term benefits	956 678	823 389
Post-employment benefits:		
Superannuation	106 245	95 823
Total post-employment benefits	106 245	95 823
Other long-term benefits:		
Long-service leave	9 031	27 991
Total other long-term benefits	9 031	27 991
Termination benefits	48 780	-
Total	1 120 734	947 203

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

Note 12A excludes acting arrangements and part-year service where remuneration expensed was less than \$150,000.

Notes:

¹'Other' includes motor vehicle and other allowances.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

12B. Average Annual Remuneration Packages and Bonus Paid for Substantive Senior Executives employed at the end of the reporting period

Fixed elements and bonus paid ¹	As at 30 June 2011				As at 30 June 2010			
	No.	Salary	Allowances	Total	Salary	Allowances	Total	Bonus paid ²
		\$	\$	\$	\$	\$	\$	\$
Total remuneration (including part-time arrangements)								
less than \$150,000	1	134 096	3 546	137 642	-	-	-	-
\$150,000 – \$179,999	2	153 393	8 511	161 904	15 339	-	13 255	-
\$180,000 – \$209,999	-	-	-	-	203 930	-	203 930	40 022
\$210,000 – \$239,999	1	213 577	-	213 577	-	-	-	-
Total	4							

Notes:

1. This table reports on substantive senior executives who are employed by the Memorial as at the end of the reporting period. Fixed elements are based on the employment agreement of each individual – each row represents an average annualised figure (based on headcount) for the individuals in that remuneration package band (i.e. the 'Total' column).
2. Represents average actual bonuses paid during the reporting period. The 'Bonus paid' is excluded from the 'Total' calculation, (for the purpose of determining remuneration package bands). The 'Bonus paid' within a particular band may vary between financial years due to factors such as individuals commencing with or leaving the entity during the financial year.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**Variable Elements:**

With the exception of performance bonuses, variable elements are not included in the 'Fixed Elements and Bonus Paid' table above. The following variable elements are available as part of senior executives' remuneration package:

Performance bonuses:

- (a) Bonuses were based on the performance rating of each individual. The maximum bonus that an individual could receive was 15 per cent of his/her base salary or remuneration package.
- (b) On average senior executives are entitled to the following leave entitlements:
- Annual Leave (AL): entitled to 20 days (2010: 20 days) each full year worked (pro-rata for part-time SES);
 - Personal Leave (PL): entitled to 18 days (2010: 18 days) or part-time equivalent; and
 - Long Service Leave (LSL): in accordance with Long Service Leave (Commonwealth Employees) Act 1976.
- (c) Senior executives are members of one of the following superannuation funds:
Commonwealth Superannuation Scheme (CSS). This scheme is closed to new members, and the employer contribution averaged 18.1 per cent (including productivity component). More information on CSS can be found at www.css.gov.au.
Public Sector Superannuation Scheme (PSS). This scheme is closed to new members, and the employer contribution averaged 14.9 per cent (including productivity component). More information on PSS can be found at www.pss.gov.au.
- (d) Others:
Various salary sacrifice arrangements were available to senior executives including, super, motor vehicle and expense payment fringe benefits.

12C. Other Highly Paid Staff

During the reporting period, there were 0 employees (2010: 0 employees) whose salary plus performance bonus were \$150,000 or more.

13 REMUNERATION OF AUDITORS

	2011	2010
	\$	\$
The cost of financial statement audit services provided to the Memorial were:	53 000	52 500
No other services were provided by the Auditor-General.		

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

	2011 \$	2010 \$
14 FINANCIAL INSTRUMENTS		
14A. Categories of financial instruments		
Financial assets		
Held-to-maturity financial assets		
Deposits on short-term investment	39 000 000	35 000 000
Total held-to-maturity	39 000 000	35 000 000
Loans and receivables		
Cash at bank	4 183 876	3 939 273
Trade and other receivables	365 832	396 177
Accrued interest revenue	1 125 300	991 682
Total loans and receivables	5 675 008	5 327 132
Carrying amount of financial assets	44 675 008	40 327 132
Financial liabilities		
At amortised cost:		
Trade creditors	1 106 593	822 566
Total	1 106 593	822 566
Carrying amounts of financial liabilities	1 106 593	822 566
14B. Net income and expense from financial assets		
Held-to-maturity financial assets		
Interest revenue	2 357 228	1 825 156
Net gain held-to-maturity	2 357 228	1 825 156
Loans and receivables		
Interest revenue	80 211	76 343
Impairment	(218)	(33)
Net gain loans and receivables	79 993	76 310
Net gain from financial assets	2 437 221	1 901 466

14C. Fair value of financial instruments
Financial assets

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

None of the classes of financial assets are readily traded on organised markets in standardised form.

Financial liabilities

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

None of the classes of financial liabilities are readily traded on organised markets in standardised form.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**14D. Credit risk**

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

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

	2011	2010
	\$	\$
Financial assets		
Trade and other receivables	366 050	396 210
Cash at Bank	4 183 876	3 939 273
Accrued interest revenue	1 125 300	991 682
Deposits on short-term investment	39 000 000	35 000 000
Total	44 675 226	40 327 165

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011

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

	Not past due nor impaired 2011 \$	Not past due nor impaired 2010 \$	Past due or impaired 2011 \$	Past due or impaired 2010 \$
Financial assets				
Deposits on short-term investments	39 000 000	35 000 000	-	-
Cash at bank	4 183 876	3 939 273	-	-
Trade and other receivables	346 532	364 524	19 518	31 686
Accrued Interest Revenue	1 125 300	991 682		
Total	44 655 708	40 295 479	19 518	31 686

Ageing of financial assets that are past due but not impaired for 2011:

	0 to 30 days \$	31 to 60 days \$	61 to 90 days \$	90+ days \$	Total \$
Trade and other receivables	8 023	221	5 389	5 885	19 518
Total	8 023	221	5 389	5 885	19 518

Ageing of financial assets that are past due but not impaired for 2010:

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

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011**14E. Liquidity risk**

The Memorial's financial liabilities are trade payables. The exposure to liquidity risk is based on the notion that the Memorial will encounter difficulty in meeting its obligations associated with financial liabilities. This is highly unlikely due to appropriation funding and internal policies and procedures put in place to ensure there are appropriate resources to meet the Memorial's financial obligations. All trade payables will mature within 1 year (2010: within one year).

14F. Market risk

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

Interest rate risk

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

The table below details the interest rate sensitivity analyses of the Memorial at the reporting date, holding all other variables constant. A 175 basis point change is deemed to be reasonably possible and is used when reporting interest rate risk.

	Risk Variable	Change in variable	Effect on		Effect on	
			Profit or loss 2011 \$	Equity 2011 \$	Profit or loss 2010 \$	Equity 2010 \$
Interest rate risk	Interest	+1.75% (2010: +1.5%)	755 878	755 878	584 652	584 652
Interest rate risk	Interest	-1.75% (2010: -1.5%)	(755 878)	(755 878)	(584 652)	(584 652)

The method used to arrive at the possible risk of 175 basis points was based on both statistical and non-statistical analysis. The statistical analysis has been based on the cash rate for the past five years issued by the Reserve Bank of Australia (RBA) as the underlying dataset. This information is then revised and adjusted for reasonableness under the current economic circumstances.

175 basis points is considered reasonable because it is possible that there will be greater volatility compared to that which has been experienced in recent years, however, not to the extent of the extraordinary volatility experienced in 2009-10.

15 COMPENSATION AND DEBT RELIEF

The Memorial has not made payments or provided for any provisions in relation to compensation and debt relief, including either act of grace payments; waivers of debt owed to the Memorial; payments made under the Scheme for Compensation for Detriment caused by Defective Administration; payments approved under ex-gratia programs or payments made under special circumstances relating to APS employment pursuant to section 73 of the *Public Service Act 1999*. (2009-10: Nil)

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the period ended 30 June 2011
16 ASSETS HELD IN TRUST

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

16A. Florance Foundation Trust Fund – monetary asset

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

	2011	2010
	\$	\$
Total amount held at the beginning of the reporting period	20 799	20 716
Interest received	729	437
Payments made	-	(354)
Total amount held at the end of the reporting period	21 528	20 799

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

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

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

	2011	2010
	\$	\$
Total amount held at the beginning of the reporting period	40 951	40 104
Interest received	1 410	847
Payments made	(715)	-
Total amount held at the end of the reporting period	41 646	40 951

17 REPORTING OF OUTCOMES

17A. Outcome of the Memorial

The Memorial is structured to meet the following outcome:

That Australians remember, interpret and understand the Australian experience of war and its enduring impact on Australian society through maintenance and development, on their behalf, of the national memorial and a national collection of historical material, and through commemorative ceremonies, exhibitions, research, interpretation and dissemination.

17B. Net Cost of Outcome Delivery

	Outcome 1	
	2011	2010
	\$	\$
Expenses	49 408 107	48 714 086
Income from non-government sector		
Activities subject to cost recovery	3 525 793	3 369 078
Interest	2 437 439	1 901 499
Resources received free of charge – external entities	714 216	824 447
Other	2 505 894	2 447 090
Total income from non-government sector	9 183 342	8 542 114
Other own sourced income		
Sale of goods and services – to related entities	59 104	74 239
Resources received free of charge – related entities	991 775	423 256
Other	1 113 470	1 067 925
Total other own sourced income	2 164 349	1 565 420
Net cost (contribution) of outcome	38 060 416	38 606 552

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

18 COMPREHENSIVE INCOME (DEFICIT) ATTRIBUTABLE TO THE AUSTRALIAN GOVERNMENT

	2011	2010
	\$	\$
Comprehensive income		
Total comprehensive income (loss) attributable to the Australian Government	(3 570 804)	(7 199 552)
Plus: non-appropriated expenses		
Depreciation and amortisation expenses	10 205 330	10 104 884
Total comprehensive income (loss) attributable to the Australian War Memorial	6 634 526	2 905 332

The reported deficits are a result of changes to Government funding associated with the depreciation of the National Collection from 2009–10. If the funding continued to be provided as revenue instead of equity, the net result would have been a minor surplus in each year.

APPENDICES



Left to right: Memorial curator Peter Burness; His Excellency Mr Mohamed Nashee, President of the Republic of Maldives; and Nola Anderson, Assistant Director, Branch Head National Collection, view the Donaldson VC display in the Conflicts 1945 to today gallery.

APPENDIX 1

Council Membership

Chair

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

Members

Air Marshal M.D. Binskin AO

Mr L.A. Carlyon

Vice Admiral R.H. Crane AO CSM RAN – appointment expired 6 June 2011

Major General W.J. Crews AO (Ret'd) – appointment expired 30 April 2010

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

The Honourable G.J. Edwards

Lieutenant General K.J. Gillespie AC DSC CSM – appointment expired 27 June 2011

Vice-Admiral R.J. Griggs AM CSC RAN – appointed 7 June 2011

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd) – appointed 7 April 2011

Rear Admiral C.S. Harrington AM RAN (Ret'd) – appointment expired 14 November 2010

Ms J. McAloon – appointed 7 April 2011

Lieutenant General D.L. Morrison AO – appointed 27 June 2011

Mr K.R. Peacock AM – appointment expired 12 November 2010

Ms W.E. Sharpe – appointment expired 24 May 2011, reappointed 30 June 2011

Mr K.M. Stokes AC – appointment expired 18 August 2010, reappointed 7 April 2011

Mr K.J. Woods CSC OAM – appointed 30 June 2011

Profiles of Council Members can be found in **Appendix 2**.

Council Committee Membership

Note: The Chief of Navy, the Chief of Army, and the Chief of Air Force (*ex officio* members of Council) are usually not formally Committee members, but are invited to attend all Standing Committee meetings other than Remuneration.

Finance, Audit, and Compliance Committee

Mr K.R. Peacock AM (Chair until 12 November 2010)

Major General W.J. Crews AO (Ret'd) (Chair from 12 November 2010 until 30 April 2011)

Rear Admiral K.A. Doolan AO RAN (Ret'd) (Chair from 1 May 2011)

Mr L.A. Carlyon – interim appointment 8 March 2011

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

The Honourable G.J. Edwards – from 12 November 2010

Rear Admiral C.S. Harrington AM RAN (Ret'd) – until 14 November 2010

Ms J. McAloon – from 18 May 2011

Ms W.E. Sharpe – from 12 November 2010

In attendance:

Director, Australian War Memorial
 Assistant Director, Branch Head Corporate Services
 Chief Finance Officer

Invited members for relevant portions of the meeting:

Representatives from Australian National Audit Office
 Representatives from Internal Audit

Terms of reference

The Finance, Audit, and Compliance Committee is established as an advisory committee to provide oversight and advice on the risk management and control framework, financial statements, legislative compliance, and internal and external audit activities of the Memorial. It will make recommendations to Council on matters pertaining to the financial management, audit, and compliance of the Memorial, and advise the Director on the development of budgets and financial estimates. The principal responsibilities of the Committee are:

- approval of internal annual and strategic audit plans
- review of all audit reports and advice to the Director on action to be taken on any matters of concern raised in a report of the internal or external auditors
- scrutiny and monitoring of the management and reporting of financial performance and recommendation on certification of the annual financial statements
- assurance, through the audit function, that a suitable risk management and internal control framework is developed and implemented by Memorial management
- assurance, through the audit function, that the Memorial management activity is fully compliant with relevant laws and regulations.

Membership of the Committee

Membership of the Committee will comprise up to five members of Council, all of whom shall be independent of management, and the Director. Members will be appointed on a rotating basis for an initial term of three years. An extension of the term will be subject to review of the Member's performance and contribution to the Committee. The Chair of Council should not also chair the Committee.

Frequency of meetings, quorum, and operation of the Committee

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

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

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

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

Skills, experience, and qualities of Committee members

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

Members must have an understanding of the business of the Memorial and the ability to ask relevant questions of management and of internal and external auditors. Members should have sufficient understanding of the Memorial's financial reports and audit requirements and some broad business and/or financial management experience. At least one member of the Committee should have accounting or related financial management experience and/or qualifications and an understanding of accounting and auditing standards. If necessary, the Committee will seek external financial advice.

The Chair of the Committee should have the qualities and abilities to lead discussions, encourage openness and transparency in discussions, facilitate the participation of other members, and conduct meetings in a manner that establishes effective communications with all stakeholders for continuous improvement. The Chair should be appointed for a minimum period of three years and preferably have served as a member of the Committee before becoming Chair. An alternative Chair will be appointed at any meeting where the Chair is unable to attend.

Gallery Redevelopment Committee

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

Rear Admiral K.A. Doolan AO RAN (Ret'd) – from 18 May 2011

Air Vice-Marshal J.M. Hammer AM CSC (Ret'd) – from 18 May 2011

Ms W.E. Sharpe

Director, Australian War Memorial

Terms of reference

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

The Committee's tasks will therefore include:

- monitoring developments
- providing guidance and direction as necessary to the Director and staff on gallery redevelopment
- making necessary decisions.

At the discretion of the Chair and dependent on the nature of the matter involved, the Committee may exercise its powers with a minimum of two members present. It will generally operate "out of session".

Remuneration Committee

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

Mr L.A. Carlyon – from 18 May 2011

Major General W.J. Crews AO (Ret'd) – until 30 April 2011

The Honourable G.J. Edwards – from 18 May 2011

Mr K.R. Peacock AM – until 12 November 2010

Terms of reference

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

Council Membership Committee

General P.J. Cosgrove AC MC (Ret'd) (Chair)
 Mr L.A. Carlyon – from 18 May 2011
 Ms J. McAloon – from 18 May 2011
 Mr K.R. Peacock AM – until 12 November 2010

Terms of reference

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

Corporate Support Committee

Mr K.M. Stokes AC (Chair)
 Mr K.R. Peacock AM – until 12 November 2010
 Members of Council as required

Terms of reference

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

Council Members' Attendance

Member	Council		Committees	
	Eligible Meetings	Attendance	Eligible Meetings	Attendance
Air Marshal M.D. Binskin AO	3	1 (2a)	-	-
Mr L.A. Carlyon	3	3	1	1
Vice Admiral R.H. Crane AO CSM RAN	3	2a	-	-
General P.J. Cosgrove AC MC (Ret'd)	3	3	5	4
Major General W.J. Crews AO (Ret'd)	2	2	4	4
Rear Admiral K.A. Doolan AO RAN (Ret'd)	3	3	4	4
The Honourable G.J. Edwards	3	3	2	1
Lieutenant General K.J. Gillespie AC DSC CSM	3	2	-	-
Air Vice-Marshal J.M. Hammer AM CSC (Ret'd)	1	1	-	-
Rear Admiral C.S. Harrington AM RAN (Ret'd)	2	2	2	2
Ms J. McAloon	1	1	-	-
Mr K.R. Peacock AM	2	2	3	3
Ms W.E. Sharpe	3	3	2	2
Mr K.M. Stokes AC	2	1 (1b)	-	-

a - Attended by Deputy

b - Briefed separately by the Director

NB. In accordance with Council Minute 1988 (10 August 2010), the number of annual Council meetings was reduced from 4 to 3 in response to the financial constraints during the reporting period. The Finance, Audit, and Compliance Committee continued to meet quarterly to ensure a high standard of finance compliance and governance was maintained.

APPENDIX 2

Council Profiles

Chair

General Peter Cosgrove AC MC (Ret'd) was appointed to Council in June 2006 for a three-year term, having been an *ex officio* member in 2000–02. General Cosgrove was subsequently appointed Chair on 14 November 2007. Following his graduation from the Royal Military College, Duntroon, in 1968, he served in Malaysia as a lieutenant in the 1st Battalion, Royal Australian Regiment, before joining the Australian reinforcement unit in South Vietnam. There he commanded an infantry platoon and was awarded the Military Cross for his work during an assault on enemy positions. In 1999, as Commander of the Deployable Joint Force Headquarters, he assumed command of the International Force East Timor (INTERFET), overseeing East Timor's transition to independence. On returning to Australia, General Cosgrove was appointed Chief of Army, and then Chief of the Defence Force. He retired from this latter position in 2005. General Cosgrove was Australian of the Year in 2001. He is a non-executive director of Qantas, a consultant to Deloitte Touche Tohmatsu, and Chair of the South Australian Defence Industry Development Board. In addition, he is a member of the Australian Institute of Company Directors and a member of the board of Cardno, an engineering consultancy company, and Chair of the General Sir John Monash Foundation and of the Australian Rugby Union Board.

Council Members

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

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

Vice Admiral Russ Crane AO CSM RAN was appointed to Council in July 2008. Vice Admiral Crane was the commanding officer of HMAS *Derwent* from 1993, and on completion, was posted as the Director of the Maritime Intelligence Centre in Sydney. He was then appointed as the Chief Staff Officer Command and Control, Communications and Intelligence in Maritime Headquarters. Vice Admiral Crane assumed command of HMAS *Success* in November 1998 and was awarded the Conspicuous Service Medal in early 2000. He was promoted to commodore in March 2000 and posted to Australian Defence Headquarters in Canberra as the Director General Intelligence, Surveillance, Reconnaissance and Electronic Warfare. He was the Commander Australian Naval Systems Command from October 2001 before being promoted to rear admiral in May 2004 and assuming duties as Director General Coastwatch. He was appointed as Deputy Chief of Navy in June 2006 and was appointed a Member in the Order of Australia in the Queen's Birthday Awards list in 2007. In 2010 Admiral Crane's Order of Australia was upgraded to an Officer in the Order of Australia for distinguished service as Deputy Chief and as Chief of Navy.

Major General Bill Crews AO (Ret'd) was appointed to Council in May 2006 for a three-year term, and in April 2009 for a further two-year term. He has had a distinguished military career. In 1962 he joined the army and initially trained as a civil engineer. He served in construction units, including in Vietnam from 1968 to 1969. His final appointment in the

Royal Australian Engineering Corps was as Commanding Officer, the School of Military Engineering, in 1983. He then held a number of senior appointments, including Head of the Defence Centre, Brisbane, Assistant Chief of General Staff (Materiel), and Assistant Chief Defence Force, Logistics. He was the Director of the Defence Intelligence Organisation when he retired in 1999 after 37 years service in the Defence Force. General Crews was the Deputy Chief Executive Officer of the Institution of Engineers Australia from 2000 to 2003, and was the National President of the Returned and Services League of Australia from 2003 to 2009.

Rear Admiral Ken Doolan AO RAN (Ret'd) was appointed to Council in November 2009. Admiral Doolan joined the Royal Australian Navy as a 13-year-old cadet midshipman in 1953 and completed full-time service in 1993 in the rank of rear admiral. He served in the destroyer HMAS *Vampire* during Confrontation with Indonesia in 1966 and in the guided missile destroyer HMAS *Perth* in 1970–71 during the Vietnam War. He was the first commanding officer of the amphibious heavy lift ship HMAS *Tobruk* and commanded the guided missile destroyer HMAS *Brisbane* in the mid 1980s. During the Gulf Crisis and Gulf War of 1990–91, Admiral Doolan was Maritime Commander, Australia and in this role was operational commander of all Australian combatant forces deployed to that conflict. He was appointed an Officer in the Order of Australia in January 1991. Subsequently, Admiral Doolan has filled several remunerated and honorary positions, including membership of the Defence Force Remuneration Tribunal, National Secretary of the Order of Australia Association and President of the Australian Institute of Navigation. He has also written several books and established a publishing firm. Admiral Doolan has also served for many years as a member of the National Defence Committee of the Returned and Services League of Australia and in September 2009 was elected National President of the RSL. He was re-elected to this position in September 2010. From 2010 to 2011 Admiral Doolan was a member of the National Commission for the ANZAC Centenary. Other appointments include Chairman of the Forces Entertainment Board; Vice President of the Australian Institute of Navigation; member of the Defence Reserves Support Council; and board member of the Hoc Mai Australia Vietnam Medical Research Foundation.

The Honourable Mr Graham Edwards was appointed to Council in June 2010. He is a Vietnam veteran and former Member of Parliament. He attended Christian Brothers College, Perth and later Leederville Technical College. Following school Mr Edwards was employed by West Australian Government Railways, and served in the regular army for three years (1968–71); he saw active service in Vietnam with the 7th Battalion, Royal Australian Regiment, in 1970. Mr Edwards was wounded twice in Vietnam, the second time losing his legs to a “jumping jack” anti-personnel land mine. After discharge from the army and a period of rehabilitation, he spent ten years with the Commonwealth Public Service in Defence, Veterans’ Affairs, and the Vietnam Veterans’ Counselling Service. Mr Edwards was elected as a Councillor with the City of Stirling in 1980, and in 1983 he was elected to the Parliament of Western Australia, where he served for 14 years, including seven years as a Minister. In 1998 he was elected to the House of Representatives and retired in 2007. Graham was recognised by the RSL with the ANZAC of the Year award in 1991 for service to the Veteran community and was also the Rotary Paul Harris Fellow and the Lions Melvin Jones Fellow. He is a Life Member of the Vietnam Veterans Association. Mr Edwards was recently made a Freeman of the City of Wanneroo in his home state of Western Australia, and is a member of the Prime Minister’s Advisory Council on Veterans.

Lieutenant General Ken Gillespie AC DSC CSM was appointed to Council in July 2008. He graduated from the Officer Cadet School, Portsea, in 1972 and was commissioned into the corps of the Royal Australian Engineers. His senior appointments have included: the inaugural commanding officer of the 3rd Combat Engineer Regiment, Staff Officer Operations to the Chief of the Defence Force, inaugural commander of the Australian Theatre Joint Intelligence Centre (ASTJIC), and the inaugural Principal Staff Officer – Intelligence, Headquarters Australian Theatre. Lieutenant General Gillespie was promoted to brigadier in January 1999. In this rank he was the Chief of Staff Training Command – Army; he commanded the United Nations Sector West multinational brigade in East Timor, and was the National Commander of Australia’s contribution to Operation Enduring Freedom (ADF Operation Slipper). Lieutenant General Gillespie was appointed as Vice Chief of the Defence Force in July 2005, and Chief of Army in July 2008.

Vice Admiral Raymond Griggs AM CSC RAN was appointed to Council in June 2011. During the first half of his career, Vice Admiral Griggs served in a number of vessels, including the aircraft carrier HMAS *Melbourne*; HMAS *Yarra*, *Advance*, *Cessnock*, *Perth* (twice), *Torrens*, *Tobruk*, and *Jervis Bay*; and HMS *Jersey*. Between 1995 and 1997 he served as commissioning Executive Officer of HMAS *Anzac* and in 2001 assumed command of HMAS *Arunta*, involved in border protection duties and deploying to the Persian Gulf to enforce sanctions against Iraq and in support of the “War on Terror”. He was promoted to commodore in 2006 and appointed as the Deputy Maritime (Fleet) Commander until assuming the position of Director General Navy Strategic Policy and Futures. In 2009 he attended the UK Higher Command and Staff Course and was subsequently promoted to rear admiral and appointed as Deputy Head Strategic Reform and Governance.

In June 2011 Vice Admiral Griggs was promoted to his current rank and appointed Chief of Navy. Vice Admiral Griggs was awarded the Conspicuous Service Cross in 1997, a Commendation for Distinguished Service in 2003 for his work in the Persian Gulf, and was made a Member of the Order of Australia in 2009.

Air Vice-Marshal Julie Hammer AM CSC (Ret'd) was appointed to Council in April 2011. She joined the Royal Australian Air Force in 1977 and served for 28 years as an electronic engineer in the fields of aircraft maintenance, technical intelligence, electronic warfare, and information and communications technology. She was the first serving female Australian Defence Force member to achieve one and two star ranks and to command an operational unit in the Royal Australian Air Force. From 1996 to 1998 she was one of the Prime Minister's representatives on the Governor-General's Australian Bravery Awards Council. She is an active member of professional associations representing engineers, and has served as the National President of Engineers Australia. Her contribution has been recognised through a number of awards which include being awarded the Conspicuous Service Cross in 1997, being appointed as a Member of the Order of Australia in 2004, being named the 2003 University of Queensland Alumnus of the Year, being named as ACT Australian of the Year in 2005, and being awarded a Doctor of Engineering (*honoris causa*) by the University of New South Wales. She is a non-executive Director of the .au Domain Administration Ltd, the administrator of the Australian country code top-level internet domain.

Rear Admiral Simon Harrington AM RAN (Ret'd) was appointed to Council in November 2007 for a three-year term. He retired from the Royal Australian Navy in 2002 after nearly 40 years' service, during which time which he commanded the guided missile frigates HMAS *Canberra* (1987–88) and *Adelaide* (1992–93) and the Naval College at Jervis Bay (1991–92). Promoted to rear admiral in 1997, he became the first Support Commander (Navy) in the newly formed joint organisation, Support Command Australia. In 1999 he assumed duties as Head of the Australian Defence Staff and Defence Attaché in Washington. In 2003 he was appointed to the Repatriation Commission as the Services Member and in 2004 was appointed one of the inaugural members of the Military Rehabilitation and Compensation Commission. He retired from those commissions in February 2007.

Ms Jane McAloon was appointed to Council in April 2011 for a three-year term. She has extensive business expertise and experience in government and business administration. She is currently the Group Company Secretary of BHP Billiton and has held senior positions in the Australian Gas Light Company. She previously held various State and Commonwealth government positions, including Director General of the NSW Ministry of Energy and Utilities and Deputy Director General for the NSW Cabinet Office, as well as working in private legal practice. She is a Fellow of the Institute of Chartered Secretaries.

Lieutenant General David Morrison AO was appointed to Council in June 2011. He joined the Australian Army in 1979 and graduated from the Officer Cadet School, Portsea to the Royal Australian Infantry Corps. Senior appointments include Commanding Officer of the 2nd Battalion, Royal Australian Regiment, Chief Instructor Command – Staff Operations Wing, Colonel Operations – Headquarters International Force East Timor (INTERFET) and Chief of Staff Deployable Joint Force Headquarters. On promotion to brigadier in 2002, he commanded the 3rd Brigade until 2004. Lieutenant General Morrison was appointed Director – General Preparedness and Plans – Army in 2004 until his promotion to major general in 2005. Between 2006 and 2008 he was Commander of the Australian Defence Colleges, Head Military Strategic Commitments and the Deputy Chief of Army. He was appointed Land Commander Australia in 2008 and became Army's first Forces Commander in 2009. Lieutenant General Morrison was made a Member of the Order of Australia (AM) in 1999 for his services as Brigade Major, Director of Preparedness and Mobilisation and as Commanding Officer 2RAR; in 2010 he was upgraded to Officer in the Order of Australia (AO) for his service as Commander Australian Defence College, Head Military Strategic Commitments, and Deputy Chief of Army. Lieutenant General Morrison was appointed Chief of Army in June 2011.

Mr Ken Peacock AM was appointed to Council in August 2002 for a three-year term, with subsequent reappointments to November 2010. He was previously Executive Chairman, Boeing Australia Limited and AeroSpace Technologies of Australia Limited (1995–2002), and Chairman, Hawker de Havilland Limited (2000–02). He was Executive Chairman, Rockwell International and Rockwell Australia Limited, from 1991 to 1996. Prior to joining Rockwell, he held senior line management and company director positions with Alcoa of Australia Limited and Wormald International Limited. He is currently Chairman, Joint Strike Fighter Industry Advisory Council.

Ms Wendy Sharpe was first appointed to Council in June 2005, re-appointed in 2008, and again in 2011 for a further two years. She is a major Australian artist, who in 1999 was commissioned by the Australian War Memorial as an official war artist to East Timor. She was the first woman to have such a commission since the Second World War. Awards include the Sulman Prize, the Portia Geach Memorial Award (twice) and the Archibald Prize. She was commissioned by the City of Sydney to paint an Olympic Pool size mural for the Cook and Philip Park Aquatic Centre and has been awarded two important travelling scholarships. In 2011 she held a major retrospective of her work at the S.H. Ervin Gallery, Sydney, and a monograph has been published on her work. She exhibits regularly in Sydney, Brisbane, Perth, and Melbourne, and is a visiting lecturer in painting at the National Art School, Sydney. She holds a Bachelor of Arts (Visual Arts), a Graduate Diploma (Art), a Graduate Diploma of Education (Art), and a Master of Fine Arts.

Mr Kerry Stokes AC was appointed to Council in August 2007 and again in April 2011. Mr Stokes is Chairman of Seven Group Holdings and Seven West Media. Seven Group Holdings – through WesTrac, one of the five biggest Caterpillar dealerships in the world – has a market-leading presence in media in Australia and the resources services sector in Australia and China. The company also has a significant investment in media with major shareholdings in Seven West Media and Consolidated Media. Seven West Media brings together a market-leading presence in broadcast television through the Seven Network, magazines and newspaper publishing through Pacific Magazines and West Australian Newspapers, and online through Yahoo!7 and other expanding new communications platforms. Through his private holdings, Australian Capital Equity, Mr Stokes has broad business interests and investments in a range of major business sectors: property, construction, mining resources, oil, and gas exploration. Mr. Stokes was the recipient of Australia's highest civic honour, the Companion in the General Division in the Order of Australia (AC), in 2008, having earlier been awarded the Officer in the General Division of the Order of Australia (AO) in 1995. He holds a Centenary Medal for Corporate Governance, and presented the Boyer Lectures in 1994 and the Andrew Olle Lecture in 2001. Mr Stokes holds a Life Membership of the Returned and Services League of Australia and is a recipient of the Rotary Paul Harris Fellow Award. He is also a former Chairman of the National Gallery of Australia.

Mr Kevin Woods CSC OAM was appointed to Council in June 2011. Mr Woods joined the Australian Army in 1973, and after recruit training was allocated to the Royal Australian Infantry Corps. Early postings included the 10th Independent Rifle Company and the 5th/7th Battalion, Royal Australian Regiment. Promoted to sergeant in 1981 he served as an Instructor at the 2nd Training Group and Rifle Platoon Sergeant and Reconnaissance Platoon Sergeant at 5/7RAR. In 1986 he was promoted to warrant officer class two and posted to the Land Warfare Centre Detachment Singleton and later back to 5/7RAR as a company sergeant major. Promoted to warrant officer class 1 in 1990, with postings in this rank including: Wing Sergeant Major – Field Training Wing – Royal Military College Duntroon; Instructor and later Regimental Sergeant Major – School of Infantry; Regimental Sergeant Major - 49th Battalion, Royal Queensland Regiment, Instructor – Land Warfare Centre; Regimental Sergeant Major – 3rd Brigade (which included the brigade's deployment to East Timor); Regimental Sergeant Major – Training Command Army; and Academy Sergeant Major – Australian Defence Force Academy. Mr Woods was appointed Regimental Sergeant Major Army in December 2003 and retired from the regular army in February 2008.

APPENDIX 3

Senior Staff Profiles

Director

Steve Gower AO AO(Mil) has been Director since March 1996 subsequent to a career in the Australian Army. He was Chair of the Council of Australian Museum Directors (2000–04); and member of the Executive Board for Museum Management, International Council of Museums (2001–07). He is Chair of the Board, Canberra Convention Bureau; patron of ACT Cricket; and an honorary ambassador for Canberra. He was a board member of the former Australian Capital Tourism Corporation. He is a Vietnam veteran and served there as an artillery forward observer. He has a Bachelor of Engineering (First Class Honours) from the University of Adelaide and was later awarded a Master's degree for research in fluid mechanics. His published work includes *Guns of the regiment* (1981) and contributions to the *Australian dictionary of biography*.

Senior Staff

Rhonda Adler was appointed to the position of Assistant Director, Branch Head Corporate Services, in December 2007. Before taking up this role, she held the position of Chief Finance Officer and Head of the Finance section. She has a Bachelor of Economics from the Australian National University, majoring in accounting. Since joining the Memorial in 1981 she has held a number of different positions across all branches within the Memorial, project-managed a number of initiatives, and sponsored the implementation of e-Business. She has instigated many accounting reforms within the Memorial and has been recognised for her contribution to “whole of government” initiatives. She participates actively in external forums, especially to represent cultural agencies, and attended the 2003 Museum Leadership Program at the University of Melbourne Business School.

Nola Anderson has been Assistant Director, Branch Head National Collection, since September 2003. She joined the Memorial in 1987, having worked previously as a lecturer in art history and a freelance writer on Australian arts. Since coming to the Memorial she has worked in various areas, including curatorial, collection management, and exhibition development. In 1998 she was awarded a 12-month residential Smithsonian Research Fellowship in Museum Studies. After a period as Council Secretary she was appointed Head of Photographs, Film and Sound in January 2003. She has a Bachelor of Arts, a Graduate Diploma of Education, and a Graduate Certificate in Public Sector Management from Flinders University. In 2005 she attended the Getty Institute's Museum Leadership Program in Los Angeles. She is at present writing a major book on the Memorial's collection, due to be published in 2012.

Anne Bennie joined the Memorial in 2003 as e-Business Manager and in 2004 was appointed Head, Retail and Online Sales, which brought together the e-Business Unit and Memorial Shop. Anne's background is in private enterprise, where she held numerous analytical roles with Nielsen market research followed by senior account management roles in advertising agencies. She delivered strategy across a number of websites and e-commerce initiatives with a strong focus on web integration, usability, and business outcomes. She completed the Cultural Management Development Program in 2005 and a Graduate Certificate in Public Sector Management in 2009.

Rebecca Britt has been the Acting Head of Military Heraldry and Technology since March 2011. She joined the Memorial in 2001 and has worked with in the Military Heraldry and Technology section since 2003. Rebecca curated the travelling exhibition *Of love and war* in 2009 and co-curated *Sport and war* in 2006. She is also the author of *Stories of love and war: from the collection of the Australian War Memorial*, published by New Holland in 2010. Rebecca is a graduate of the Australian National University and the University of Canberra and also holds a Master of Arts, specialising in material culture studies, from the University of Brighton in the United Kingdom. In 2010 she completed a Graduate Certificate in Public Sector Management.

Carol Cartwright came to the Memorial in 1997, and after managing the Travelling Exhibitions program moved to managing the Memorial's front-of-house activities, with short appointments to Gallery Development for the *Conflicts 1945 to today* exhibition and to the ACT Government. She has expertise in all aspects of planning and managing ceremonies and major events, as well as a great enthusiasm for the visitor experience, and programs for the general public and schools. She has a Graduate Certificate in Public Sector Management from Flinders University, and attended the Museum Leadership Program in 2005. She is the President of the ACT Branch of Museums Australia.

Ashley Ekins has worked as a military historian at the Memorial for over 20 years and has been Head of the Military History section since 2007. A graduate of the University of Adelaide, he specialises in the First World War and the Vietnam War. He has published widely and delivered numerous public presentations and research papers at international conferences, and led the Memorial's annual battlefield tours to Gallipoli as historical guide. He has researched and written two volumes of the Official History of Australian Involvement in Southeast Asian Conflicts 1948–1975 covering Australian Army ground operations in Vietnam: volume eight, *On the offensive: the Australian Army in the Vietnam War, 1967–1968*, co-authored with the late Dr Ian McNeill and published in 2003; and the ninth and final volume, *Fighting to the finish: the Australian Army in the Vietnam War 1968–1975*, (forthcoming, 2012).

Linda Ferguson was appointed Assistant Director, Branch Head Public Programs, in early 2011. Prior to this, she was the Memorial's Evaluation and Visitor Research Manager. Linda joined the Memorial in 1996 and has worked in a range of areas, including Education and Visitor Services, Communications and Marketing, and Retail and Online Sales. She is a founding member of the Evaluation and Visitor Research Special Interest Group (EVR SIG) of Museums Australia, and served on the EVR SIG Executive as Treasurer (1996–2001) and President (2001–05). She has contributed to two significant research projects funded by the Australian Research Council, and has published and delivered papers at national and international conferences in the areas of museology, tourism research, organisational learning and exhibition text writing. Linda holds a Master of Assessment and Evaluation from the University of Melbourne and a Bachelor of Arts (Communications) (Honours) from the University of Technology, Sydney.

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

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

Laura Kennedy was appointed Acting Head of Exhibitions in March 2011. She joined the Memorial in 2002 and has experience in Conservation and Registration roles. For the past several years she has held the position of Manager, Technology, Objects and Preventive Conservation. Laura has a Bachelor of Science in Conservation of Cultural Materials from the University of Canberra and has completed the Cultural Management Development Program. She is managing the first stage of planning for the redevelopment of the First World War galleries.

Sharmaine Lock has worked in human resources for a variety of public service departments, including Primary Industries and Energy, Finance, and the Department of Administrative Services. Her first period of service with the Memorial was in 1993, working in payroll. After periods in other organisations, she returned to the Memorial and became Head of People Management in 2002. She holds a Graduate Certificate in Public Sector Management from Macquarie University.

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

Stewart Mitchell is Head of Buildings and Services. He holds a Bachelor of Applied Science in Natural Resource Management and has worked in national park and outdoor recreation, and in private enterprise business management roles. Stewart joined the Memorial in 1994 and worked in the Public Programs Branch in a number of client service and interpretive roles. In 2001 he moved to Corporate Services as Assistant Manager Buildings and Services, becoming Head of the section in 2004. He has a particular interest in heritage buildings and management of the Memorial's heritage precinct.

Leanne Patterson has been Chief Finance Officer and Head of Finance since December 2007. She joined the Memorial in December 1999 as Manager, Financial Reporting and Analysis, and since that time has focused on the Memorial's financial reporting obligations, including issues relating to the valuation and depreciation of heritage and cultural assets. She is a CPA and has a Bachelor of Commerce (Accounting) from James Cook University. She is a member of the ACT CPA Public Sector Accountants Committee and completed the Cultural Management Development Program in 2003.

Peter Pedersen joined the Memorial as Senior Historian in August 2008 and was appointed Head of the Research Centre in August 2010. He has written eight books on the First World War, including the Memorial's guide to the ANZAC battlefields of the Western Front (forthcoming), contributions to several other books and numerous journal articles. Peter appears frequently on Australian television and radio and has spoken at military history conferences worldwide. He has guided many tours to the Western Front and other battlefields in Europe and Asia, which included overseeing the first British tour to Dien Bien Phu in Vietnam. In February 2011, Peter visited Afghanistan as an Official Curator. A graduate of the Royal Military College, Duntroon, the Australian Command and Staff College, and the University of New South Wales, Peter commanded the 5th/7th Battalion, Royal Australian Regiment, and was a political/strategic analyst in the Australian Office of National Assessments.

Marylou Pooley is Head of Communications and Marketing and joined the Memorial in 1997. She heads a team responsible for all aspects of print and electronic media, publishing, branding, and the Memorial's online presence to ensure that the Memorial has an integrated marketing communications strategy. She is a member of the National Capital Attractions Association and the Australian Capital Tourism's Events Assistance Panel. She holds a Master of Tourism Management from the University of Canberra and is an honorary ambassador for Canberra. In 2008 Marylou was recognised by the tourism industry for her outstanding contribution.

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

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

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

Council Secretary

Gerard Pratt assumed the role of Acting Council Secretary in October 2010. Gerard joined the Memorial's Visitor Services' team in November 2005 after a period of service in the Royal Australian Navy. Gerard was most recently the Assistant Manager for Events and Ceremonies and is currently studying for a Graduate Certificate in Public Sector Management from Flinders University.

APPENDIX 4

VIP Visits, Events and Ceremonies

VIP Visits

1 July 2010	Lieutenant General Benjamin R. Mixon, Commanding General Pacific Command, United States of America
6 July 2010	General Ashfaq Parvez Kayani, Chief of Army Staff, Pakistan
6 July 2010	Dr Jae Won Jung, President, Defense Agency for Technology and Quality, Republic of Korea
6 July 2010	Admiral Pierre-Francois Forissier, Chief of Naval Staff, Marine Nationale, (French Navy), France
7 July 2010	Dato Fuzi bin Harun, Director Special Taskforce, Royal Malaysian Police, Malaysia
9 July 2010	Secretary-General Taleb Rifai, United Nations World Tourism Organization
14 July 2010	Rear Admiral David Keller (Ret'd), Senior Fellow and Program Director for Supply Chain Management at the Logistics Management Institute, United States of America
14 July 2010	Brigadier General Francis Agwi, Defence Force Commander, Papua New Guinea
28 July 2010	Major General Ng Chee Meng, Chief of Air Force, Singapore
3 July 2010	Admiral Giampaolo Di Paola, Chairman of NATO Military Committee, Italy
9 August 2010	Mr Akbar Khan, Director, Legal and Constitutional Affairs, Commonwealth Secretariat, United Kingdom
12 August 2010	Mr Norihiko Fujita, Member of the House of Representatives, Japan
17 August 2010	Air Marshal Mark Binskin AO, Chief of Air Force accompanying Air Chief Marshal Sir Stephen Dalton, Chief of the Air Staff, United Kingdom; General Norton A. Schwartz, Chief of Staff, United States Air Force; and Lieutenant General André Deschamps, Chief of the Air Staff, Canada
23 August 2010	Dr Andrew Tyler, Chief Operating Officer, Defence Equipment and Support, Ministry of Defence, United Kingdom
25 August 2010	General Vijay Kumar Singh, Chief of Army Staff, India
14 September 2010	Lieutenant General Koji Shimohira, Director General, Defense Intelligence, Japan
29 September 2010	General Mohammed Sheikh Hassan, Senior Officer Foreign Ministry, Somali Republic
30 September 2010	Dr Boštjan Žekš, Minister for Slovenians Abroad, Slovenia
11 October 2010	Mr Roger Krone, President, Boeing, United States of America
13 October 2010	Mr Ziad Michel Assouad, Minister representing His Excellency General Michel Aoun, Lebanon
26 October 2010	Lieutenant General Deepak Raj, Commandant Army War College, India
1 November 2010	Lieutenant General John Mulholland, General Commanding Army Special Operations Command, United States of America
3 November 2010	General Sverker Göranson, Supreme Commander of the Swedish Armed Forces, Sweden
9 November 2010	Lieutenant General William Troy, Director Army Staff, United States of America
10 November 2010	Lieutenant General Dr Kurt Bernhard Nakath, Surgeon General, Germany
10 November 2010	Ms Barbara Fast, Vice President of Cyber and Information Solutions, Boeing, United States of America
18 November 2010	Rear Admiral David Philman, Director Warfare Integration, Senior National Representative, US Navy, United States of America
22 November 2010	His Excellency Mr Jeffery Bleich, Ambassador to Australia, United States of America
23 November 2010	Minister Seiji Maehara, Minister for Foreign Affairs, Japan

24 November 2010	Lieutenant General Giuseppe Bernadis, Chief of Staff, Italian Air Force, Italy
1 December 2010	Monsieur Jules Laude, Mayor of Bullecourt, France
8 December 2010	General Hasan Aksay, Chief of Air Force, Turkey
23 December 2010	His Excellency Albert Chua, High Commissioner to Australia, Singapore
19 January 2011	General Sir David Richards, Chief of Defence Staff, United Kingdom
8 February 2011	Colonel James Creighton, Coalition Forces Commander, Uruzgan Province, United States of America
15 February 2011	General Ryoichi Oriki, Ground Self-Defense Force Chief of Staff, Japan
18 February 2011	Dr Michael Spindelegger, Federal Minister for European and International Affairs, Austria
22 February 2011	His Excellency Mr Sukhbaatar Batbold MP, Prime Minister of Mongolia
23 February 2011	Professor Thomas Mankhen, President of the US Naval War College, United States of America
24 February 2011	Brigadier General Shmaya Avieli, Director, Israeli Defence Export and Cooperation, Ministry for Defence, Israel
28 February 2011	Senator Dr Lee Hye-Hoon, 18th National Assembly, Grand National Party, Korea
2 March 2011	General Shigeru Iwasaki, Chief of Staff of the Japanese Air Self Defence Force, Japan
3 March 2011	The Right Honourable Dato' Sri Mohd Najib bin Tun Haji Abdul Razak, Prime Minister of Malaysia, and his wife, Mrs Datin Paduka Seri Rosmah Mansor
3 March 2011	Air Chief Marshal Pradeep Naik, Chief of Air Staff, India
8 March 2011	Lieutenant General Budiman, Training Commander, Indonesian Army, Indonesia
16 March 2011	Lieutenant General Walter Semianiw, Commander of Canada Command, Canada
21 March 2011	His Excellency Dr George Abela, President of Malta and Mrs Margaret Abela
23 March 2011	United Nations Delegation – Mr Ovidio Manuel Barbosa Pequeno, Permanent Representative to the United Nations; Mr Urbino Botelho, Director of External Policy, Ministry of Foreign Affairs, Sao Tome and Principe; Mr Carlos do Castro, Director of Bilateral Cooperation, Ministry of Foreign Affairs, Sao Tome and Principe
30 March 2011	Major General Mary Legere, Commanding General, Army Intelligence and Security Command, United States of America
1 April 2011	Her Excellency Mrs Sujatha Singh, High Commissioner to Australia, India
1 April 2011	Mr Morteza Sarmadi, Secretary General of the Indian Ocean Rim, Iran
7 April 2011	The Honourable Charles Blanchard, General Counsel, Department of Air Force, United States of America
11 April 2011	Mr Jae-Min Kim, Director General, Information Planning Bureau, Ministry of Defense, Korea
13 April 2011	Admiral Sir Ian Garnett, Vice Chairman, Commonwealth War Graves, United Kingdom
15 April 2011	Rear Admiral Khan Hasham Bin Saddique, Commandant, National Security College, Pakistan
24 April 2011	Admiral Ugar Yigit, Chief of Naval Staff, Turkey
7 May 2011	General Tan Sri Dato' Azizan bin Ariffin, Chief of Defence Forces, Malaysia
9 May 2011	Al-Sharif Nasser bin Nasser, Managing Director of the Middle East Scientific Institute for Security, Hashemite Kingdom of Jordan
13 May 2011	Colonel John Cox (Ret'd), Chairman of the History Sub-Committee of the Royal Australian History Association, Australia
23 May 2011	Major General Mohammed Saeed Marran Aldhaheeri, Commander of Joint Logistics, United Arab Emirates Armed Forces, United Arab Emirates

25 May 2011	Mr Kazuhiko Masuda, President of the National Institute for Defense Studies, Japan
25 May 2011	His Excellency Mr Demetris Christofias, President of the Republic of Cyprus and Mrs Elisavet Christofia
15 June 2011	Brigadier Halifa Nasr Al-Nasr, National Central Bureau, Interpol Doha, Ministry of Qatar
15 June 2011	Mr Anton Khlopkov, Director of the Centre for Energy and Security Studies, Moscow, Russia
15 June 2011	Lieutenant General, David Huntoon, Superintendent, United States Military Academy, West Point, United States of America
16 June 2011	The Honourable Tuilaepa Lufesolai Sialele Malielegaoi MP, Prime Minister of the Independent State of Samoa and Mrs Gillian Malielegaoi
22 June 2011	Rear Admiral Paul Maddison, Deputy Commander Maritime Forces/Assistant Chief of the Maritime Staff, Canada

Ceremonies and Events

2 July 2010	Wreathlaying ceremony – No. 460 Squadron Reformation
14 July 2010	Event – New Zealand Youth Choir Performance
21 July 2010	Wreathlaying ceremony – Australian Country Football National Championships
25 July 2010	Wreathlaying ceremony – Australian Army Training Team Vietnam (AATTV)
5–6 August 2010	Event – <i>Gallipoli: A Ridge Too Far</i> , Australian War Memorial International History Conference
14 August 2010	Event – Talk by Mike Gore, “Cracking the code”, relating to the Enigma machine
19 August 2010	Wreathlaying ceremony – Sir Edward “Weary” Dunlop Medical Research Foundation
1 September 2010	Wreathlaying ceremony – Battle for Australia
1 September 2010	Event – <i>Perspectives: Jon Cattapan and eX de Medici</i> exhibition launch
8 September 2010	National Service Memorial Dedication Ceremony
15 September 2010	Wreathlaying ceremony – Battle of Britain
21 September 2010	Wreathlaying ceremony – Totally and Permanently Incapacitated Annual Conference
21 September 2010	Wreathlaying ceremony – 2/4th Battalion
10 October 2010	Event – Big Things in Store
12 October 2010	Wreathlaying ceremony – AFL Masters National Carnival Commemorative Ceremony
20 October 2010	Plaque dedication – 4th Battalion, AIF
21 October 2010	Plaque dedication – Royal Australian Dental Corps
22 October 2010	Wreathlaying ceremony – Royal Military College Alamein Company
22 October 2010	Plaque Dedication – 2/28th and 2/32nd Battalions, AIF
8 November 2010	Wreathlaying ceremony – Royal Australian Signals Association
11 November 2010	Roll of Honour Additions Ceremony
11 November 2010	Remembrance Day Ceremony
11 November 2010	Anniversary Oration
17 November 2010	Event – <i>Stories of love and war: from the collection of the Australian War Memorial</i> book launch
24 November 2010	Plaque dedication – 2/10th Australian Field Ambulance

29 November 2010	Wreathlaying ceremony – Department of Veterans' Affairs
17 December 2010	No. 460 Squadron Handover Ceremony
14 February 2011	Wreathlaying ceremony – National Servicemen's Association of Australia, ACT Branch
21 February 2011	Event – Hall of Valour exhibition launch
28 February 2011	Wreathlaying ceremony – HMAS <i>Perth</i>
1 March 2011	Wreathlaying ceremony – Reservoir RSL
1 March 2011	Wreathlaying ceremony – Australian Army 110th Birthday
2 March 2011	Event – Australian Army's Birthday Parade
4 March 2011	Wreathlaying ceremony – 3 Transport Company
4 March 2011	Event – Music on the Lawns for the Australian Army Birthday Picnic
13 March 2011	Event – Public talk on HMAS <i>Canberra</i>
17 March 2011	Event – <i>Rats of Tobruk, 1941</i> exhibition launch
18 March 2011	Plaque dedication – 2/15th Battalion Plaque
18 March 2011	Plaque dedication – 2/29th Battalion Plaque
31 March 2011	Wreathlaying ceremony – 15th intake of Royal Australian Air Force Engineering Apprentices
6 April 2011	Wreathlaying ceremony – Aged Care establishments
11 April 2011	Event – Official launch of Volume 2 of the Official History of Peacekeeping, Humanitarian and Post-Cold War conflicts, <i>Australia and the "new world order": from peacekeeping to peace enforcement 1988–1991</i>
25 April 2011	ANZAC Day Dawn Service
25 April 2011	ANZAC Day National Ceremony
26 April 2011	Wreathlaying ceremony – Ordnance Field Park Association
27 April 2011	Plaque dedication – 1st Australian Field Hospital
10 May 2011	Wreathlaying ceremony – Nurses and Midwives
13 May 2011	Wreathlaying ceremony – AHS <i>Centaur</i>
15 May 2011	Wreathlaying ceremony – A Company, 3RAR
19 May 2011	Event – Canberra International Music Festival, Amazing Space architectural tour
27 May 2011	Commemorative ceremony – Sandakan
5 June 2011	Commemorative ceremony – Bomber Command
11 June 2011	Event – Freedom of Entry to the City of Canberra by Royal Military College Duntroon
24 June 2011	Wreathlaying ceremony – ACT RSL Annual Congress
25 June 2011	Wreathlaying ceremony – 23rd Field Regiment Association

APPENDIX 5

Key Acquisitions and Disposals

Acquisitions

Art

- 3 watercolours by eX de Medici, that depict an Enhanced Combat Helmet, manufactured by Rabintex and worn in Afghanistan by Dougal Stuart of 1st Commando Regiment, Australian Special Forces; each work features a different finish on the helmet.
- 6 prints by Ivan Durrant, based on world-famous photographs and film footage from the Vietnam War and the Second World War, that record crimes against humanity were donated to the Memorial's collection.
- Print by the important colonial artist John Skinner Prout of *Port Jackson, from Dawes' Battery, 1842*.
- Collection of watercolours, drawings and sketchbooks by Guy Warren, one of Australia's most renowned and respected contemporary artists, that were created during his Second World War service in Australia and the Pacific.
- 10 monoprints by Jon Cattapan and three large watercolours by eX de Medici, related to their official artist commissions, were donated through the Australian Government's Cultural Gifts Program.
- A painting by Roger Kemp, a highly significant Australian abstract artist, *Exploding forms, 1941–42*, illustrating the ferocity and energy of the Second World War.

Military Heraldry and Technology

- Victoria Cross, Military Medal and group awarded to Corporal George Howell for action at Second Battle of Bullecourt, 1917.
- Military Cross, Distinguished Conduct Medal, Military Medal and group, with associated material, awarded to Major John Carr Ewen. Seven members of the AIF received this rare combination, and Major Ewen was the only artilleryman to be so decorated.
- Distinguished Flying Cross (DFC), Air Force Cross (AFC) and Bar and medal group, with associated material, of Group Captain Kenneth Robertson, RAAF. He received his first AFC for his work developing the G-Suit, and a Bar while a test pilot flying the first helicopters introduced into Australian service. He also won a DFC during the Malayan Emergency.
- Collection of current issue uniform, equipment and badges acquired directly from the Australian base at Tarin Kowt, Afghanistan, as a result of the curatorial visit to the field in February 2011.
- Commonwealth Aircraft Corporation CA-27 Sabre Mk 32 jet fighter, RAAF serial A94-954. This aircraft was built in Australia in 1957, and used by the RAAF from bases in Malaysia and Thailand in "warlike" operations from 1957 until 1968.

Photographs, Film and Sound

- 100 high resolution (RAW) colour digital photographs by photojournalist Gary Ramage. The images capture the critical operations of the 6RAR Australian Operational Mentoring and Liaising Team (OMLT)/Mentoring Team Delta (MT-D), in July 2010, Uruzgan Province, Afghanistan. Ramage focused on the MT-D's task of IED clearance.
- Full-length carbon print studio portrait of Sir John Campbell Longstaff, c. 1918, by Walter Henry Barnett. Longstaff was an official war artist, painting formal portraits of military leaders. In addition to its historical value, the portrait is an example of the work of an important Melbourne-born photographer Henry Walter Barnett.
- 842 negatives, prints and slides taken by unit photographers of 3RAR's second tour of Vietnam (1971–72), donated by 3RAR Unit Museum. The images document the unit's operations around Nui Dat and the Horseshoe.
- 11 x high definition digital video tapes (ten hours) from the Memorial's inaugural Visual Diary Project, shot aboard HMAS *Parramatta* during its six-month deployment to MEAO. Ship's Warrant Officer Stephen Downey (and later Lieutenant Commander Graham Bick) used a Memorial-supplied camera to capture in detail life on board *Parramatta*, as well as in action on anti-piracy operations.

- Over an hour of born digital video shot by Major Matina Jewell during her UN deployment to Patrol Base Kham, including footage of aerial bombing, Katyusha rockets and explosions around the patrol base. The footage documents the outbreak of war between Hezbollah and Israeli forces. Also acquired was footage of the drive in which Major Jewell was critically injured. Her story and the footage were featured in the ABC's *Australian Story*.
- 11 hours of digital footage shot by ABC correspondent Thom Cookes in Afghanistan 2008 and 2009. Cookes's coverage of the Sorhk Lez patrol is the first moving images recorded by a correspondent of Australian troops under fire in Afghanistan.
- 27 interviews conducted by Mal Booth, former Head of the Memorial's Research Centre, during his curatorial deployment to Iraq in November, 2008, greatly increasing representation of recent conflict in the oral history collection.
- Two recordings of test firing and commentary, recorded in South Vietnam, 1971, inside the turret of the Centurion tank now located in the Memorial's grounds. For the recording, commentary was provided by Trooper Kim Bayly, who also provided an oral history interview regarding his time with the tank.

Research Centre

- Diaries of Major Frederick Tubb VC, covering his service on Gallipoli and the Western Front.
- Papers of Captain Stanley Woods MC and Captain Lionel Matthews GC, who were prisoners of wars in Changi and Sandakan.
- Second World War diary and papers of Sister Ethel Jessie Bowe, who later became Matron-in-Chief of the Australian Army Nursing Service.
- Donation of maps from Defence Imagery and Geospatial Organisation (DIGO) 1,550 items assorted recently produced map series and sheets covering Australian periods of operations including peacekeeping operations.
- Collection of manuals and written records of Explosive Ordnance Disposal and Technical Services Joint Logistics Command (500 items) from Defence Explosive Ordnance Services in Orchard Hills (OW09/28).
- Collection of published material collected by Dr Peter Pedersen, Head of the Research Centre, during a three-week curatorial deployment to MEAO in January–February 2011 (includes deployment packs and briefing material) (PUB01715).

APPENDIX 6

Special Touring Exhibition

Total visitation: 192,797 to 30 June 2011

	From	To
<i>This company of brave men: the Gallipoli VCs</i>		
1 State Library of South Australia, Adelaide, SA	26/06/2010	08/08/2010
2 Shrine of Remembrance, Melbourne, Vic.	13/08/2010	26/09/2010
3 Queensland Museum, Brisbane, Qld	01/10/2010	14/11/2010
4 Tasmanian Museum and Art Gallery, Hobart, Tas.	19/11/2010	17/12/2010

Travelling Exhibitions

Total Travelling Exhibitions visitation: 3,475,943 to 30 June 2011

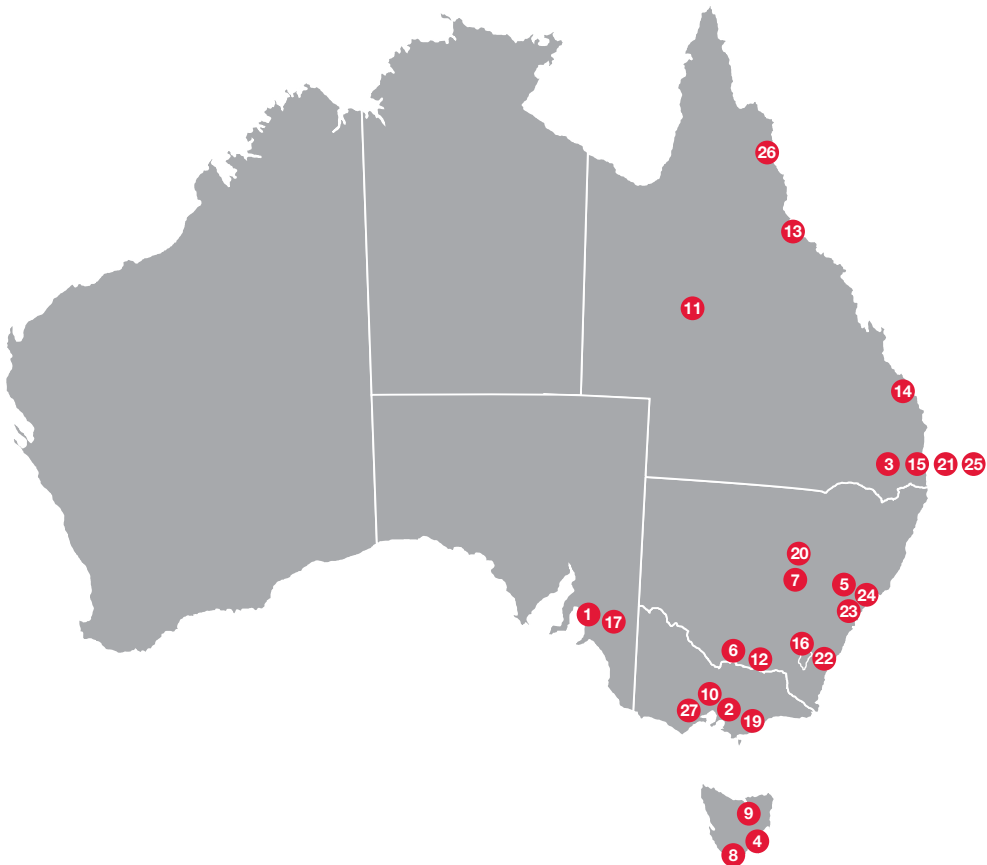
	From	To
<i>A digger's best friend: an A to Z of animals in war</i>		
5 Eskbank House and Museum, Lithgow, NSW	17/05/2010	25/07/2010
6 Peppin Heritage Centre, Deniliquin, NSW	10/08/2010	15/09/2010
7 Parkes Shire Library, Parkes, NSW	22/10/2010	21/11/2010
8 Rosny Schoolhouse and Barn, Rosny, Tas.	02/12/2010	16/01/2011
9 Launceston LINC, Launceston, Tas.	24/01/2011	06/03/2011
10 Castlemaine Historical Society, Castlemaine, Vic.	20/05/2011	28/06/2011
<i>A is for Animals: an A to Z of animals in war</i>		
11 Qantas Founders Museum, Longreach, Qld	18/06/2010	05/09/2010
12 Albury Regional Library Museum, Albury, NSW	23/09/2010	14/11/2010
13 Museum of Tropical Queensland, Townsville, Qld	21/01/2011	13/03/2011
14 Hervey Bay Regional Gallery, Hervey Bay, Qld	25/03/2011	07/05/2011
15 Queensland Museum, Brisbane, Qld	03/06/2011	28/08/2011
<i>Framing conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green</i>		
16 Australian War Memorial, Canberra, ACT	21/05/2010	18/08/2010
17 Flinders University City Gallery – State Library of Adelaide, SA	23/10/2010	05/12/2010
18 Embassy of Australia, Washington, USA	19/04/2011	01/07/2011
<i>Icon and archive: photography and the world wars</i>		
19 Monash Gallery of Art, Wheelers Hill, Melbourne, Vic.	18/04/2010	11/07/2010
20 Western Plains Cultural Centre, Dubbo, NSW	04/02/2011	01/05/2011
<i>Of love and war</i>		
21 State Library of Queensland, Brisbane, Qld	05/11/2010	06/03/2011
<i>Perspectives: John Cattapan and eX de Medici</i>		
22 Australian War Memorial, Canberra, ACT	02/10/2010	17/02/2011

Sidney Nolan: the Gallipoli series

23 S.H. Ervin Gallery, Sydney, NSW	28/05/2010	27/06/2010
24 Gosford Regional Gallery & Arts Centre, Gosford, NSW	17/07/2010	05/09/2010
25 University of Queensland Art Museum, Brisbane, Qld	18/09/2010	14/11/2010
26 Cairns Regional Gallery, Cairns, Qld	11/12/2010	06/02/2011
27 Geelong Gallery, Geelong, Vic.	19/02/2011	01/05/2011

Bring in Your Memorabilia days

State Library of Queensland, Brisbane, Qld in association with <i>Of love and war</i>	19/02/2011
Geelong Gallery, Geelong, Vic. in association with <i>Sidney Nolan: the Gallipoli series</i>	02/04/2011
Western Plains Cultural Centre, Dubbo, NSW in association with <i>Icon and archive: photography and the world wars</i>	01/05/2011
Hervey Bay Regional Gallery, Hervey Bay, Qld in association with <i>A is for Animals: an A to Z of animals in war</i>	07/05/2011



APPENDIX 7

Staff Publications, Lectures, and Talks

- George Bailey “Caring for outdoor metal objects”, article, *Heritage Matters: The magazine for New Zealanders restoring, preserving and enjoying our heritage*, 24, September 2010
- Craig Berelle, Mel Hunt, Kerrie Leech, Guy Olding “Charles Sturt University study visit”, talk, Charles Sturt University, Australian War Memorial, 5 August 2010
- Shelley Blakely “Australian prisoners of war in the First World War”, public talk, Australian War Memorial, 30 September 2010
- Craig Blanch “Out from the trenches”, article, *Wartime*, 54, April 2011
 “The Hall of Valour”, talk, ABC Late Night Live competition winners, Australian War Memorial, 8 April 2011
 “The Hall of Valour”, talk, “The two Murrays” 2UE tour group, Australian War Memorial, 5 June 2011
- Jean Bou “Jifjafa, a desert raid”, article, *Wartime*, 51, July 2010
Australia’s Palestine campaign, book, Australian Army History Unit, 2010
 “First and last: Australia’s carrier air power goes to Korea”, article, *Wartime*, 53, January 2011
 “Cambodia and Somalia”, lecture, ADFA undergraduates, ADFA, Canberra, 25 May 2011
- Jennifer Brian “Preventive conservation programs at the Australian War Memorial”, talk, University of Canberra Preventive Conservation Students, Australian War Memorial, 28 February 2011
 “Musical instruments made out of necessity”, talk, ANU School of Music, Australian War Memorial, 16–17 June 2011
- Peter Burness “Fuel in their veins”, article, *Wartime*, 51, July 2010
 “With bomb and bayonet”, conference paper, *Gallipoli: A Ridge Too Far*, Australian War Memorial International History Conference, Australian War Memorial, 5 August 2010
 “The Gallipoli VCs”, lecture, The Shrine of Remembrance, Melbourne, 13 August 2010
 “Developments at the Memorial”, talk, Rotary Sunrise Club, Hotel Kurrajong, Canberra ACT, 10 November 2010
 “Commemoration, public mourning: a private grief”, article, *Men’s health peer education*, Department of Veterans’ Affairs, vol. 9, no. 4, December 2010
 “The new Hall of Valour”, article, *Wartime*, 53, January 2011
 “The tragedy of two brothers”, article, *Wartime*, 54, April 2011
 “Bungendore and the Boer War”, dedication address, Bungendore NSW Boer War Memorial, Bungendore, NSW, 29 May 2011
- Eric Carpenter “The enigma of codes and ciphers”, public talk, Australian War Memorial, 1 October 2010
- Eric Carpenter and David McGill “Research Centre collections and services”, talk, Simpson prize winners and accompanying teachers, Australian War Memorial, 28 February 2011
- Danielle Cassar and Chris Goddard “The Military Heraldry and Technology Collection”, talk, Military Museum Curators Course, Australian War Memorial, 14 October 2010
- Catherine Challenor “Was it possible that the sailor washed up on Christmas Island in 1942 could be from HMAS Sydney II?: How the analysis of fragments of clothing found on the body contributed to the unravelling of one of the most enduring mysteries of the Second World War”, conference paper, *Australian Institute for the Conservation of Cultural Material Textile Special Interest Group Symposium*, National Gallery of Australia, Canberra, 16–18 March 2011
- Andrew Currey “First World War maps”, public talk, Australian War Memorial, 7 October 2010

- Ashley Ekins “The battle of Fromelles”, Commemorative Closing address, Australian War Memorial, 19 July 2010
- “A ridge too far: the obstacles to allied victory”, conference paper, *Gallipoli: A Ridge Too Far*, Australian War Memorial International History Conference, Australian War Memorial, 5 August 2010
- “44th anniversary of the battle of Long Tan”, Vietnam Veterans’ Day, Commemorative Closing address, Australian War Memorial, 18 August 2010.
- “Leaving Gallipoli: perceptions from the Turkish Side”, article, *Wartime*, 53, January 2011
- “‘Chewing Cordite’: self-inflicted wounds among soldiers of the Great War”, book chapter, *War wounds: medicine and the trauma of conflict*, Ashley Ekins and Elizabeth Stewart (eds), Exisle Publishing, Auckland, March 2011
- “60th Anniversary of the battle of Kapyong”, Commemorative Closing address, Australian War Memorial, 25 April 2011
- “The history of the Australian War Memorial and Charles Bean’s vision”, talk, Canberra International Music Festival, Australian War Memorial, 19 May 2011
- Ashley Ekins and Elizabeth Stewart (eds) *War wounds: medicine and the trauma of conflict*, book, Exisle Publishing, Auckland, March 2011
- Mike Etzel “Light weapons utility”, lectures, Department of Defence, Australian War Memorial, 22 and 29 March and 5 April 2011
- Linda Ferguson “Changes to the National Capital Attractions Association Index”, talk, National Capital Attractions Association meeting, National Museum of Australia, Canberra, 7 July 2010
- “The Australian War Memorial’s online activities and vision for the future”, talk, Co-operative Research Centre – Galleries, Libraries, Archives, Museums seminar, Queensland University of Technology, Brisbane, 12 July 2010
- “Best practice in evaluation in cultural institutions”, talk, Cultural Management Development Program, Mary McKillop House, Lyneham, ACT, 18 August 2010
- “Audience advocacy and evaluation at the Australian War Memorial”, lecture, Museum, Collection and Heritage Management course, Australian National University, Canberra, 19 August 2010
- “Strategy and tactic: A postmodern response to the modernist museum”, chapter, in *Hot topics, public culture, museums*, Fiona Cameron and Lynda Kelly (eds), Cambridge Scholars Publishing, Newcastle upon Tyne, November 2010
- Georgina Fitzpatrick “‘As a drop of dew vanishes on the execution place’: Death Sentences, Japanese war criminals and the Australian military in the aftermath of the Second World War”, conference paper, Reviewing History, Australian Historical Association Biennial Conference, University of Western Australia, Perth, 8 July 2010
- “War crimes trials and Australian military justice in the aftermath of the Second World War”, conference paper, *Untold Stories: Hidden Histories of War Crimes Trials*, University of Melbourne, Melbourne, 14 October 2010
- “War crimes trials: ‘Victor’s Justice’ and Australian military courts in the aftermath of the Second World War”, conference paper, *Owning the Past*, 29th Annual Australian and New Zealand Law and History Conference, Whitley College, Melbourne, 13 December 2010
- Nick Fletcher “Battlefield tourism to the Western Front”, talk, Southern Cross Travel Club, Southern Cross Club, Woden ACT, 2 September 2010
- “Collection in action – collecting current conflicts”, conference paper, *Interesting Times: New Roles for Collections*, Museums Australia National Conference, University of Melbourne, Melbourne, 30 September 2010
- David Gist “When the Melbourne went to Hollywood”, article, *Wartime*, 51, July 2010

- Janda Gooding
- “Gallipoli revisited”, article, *The Sydney Papers Online*, 7, 1 July 2010
- “Walking the ground”, conference paper, *Gallipoli: A Ridge Too Far* Australian War Memorial International History Conference, Australian War Memorial, 6 August 2010
- Steve Gower
- “Challenges at the Australian War Memorial”, talk, Legacy Club Canberra meeting, Canberra, 12 July 2010
- “Throssell VC, Service of other old scholars and the meaning of ANZAC”, talk, Prince Alfred College, Kent Town, SA, 7 September 2010
- “The Gallipoli VCs”, talk, opening of *This company of brave men: the Gallipoli VCs*, Queensland Museum, Brisbane, 30 September 2010
- “Marketing and branding”, talk, Australian Marketing Institute lunch, National Press Club, Canberra ACT, 21 October 2010
- “Looking back, looking forward”, Anniversary Oration, Australian War Memorial, 11 November 2010
- “Concluding remarks” talk, Cultural Management Development Program, Australian War Memorial, 26 November 2010
- “ANZAC spirit and high level performance at sport”, talk, ACT U19s Cricket Squad, Australian War Memorial, 2 December 2010
- “Leadership and management within a statutory authority”, talk, SA Regional Skills Leadership Course, Australian War Memorial, 22 March 2011
- “Developments at the Australian War Memorial”, talk, Annual Ex-Service Lunch, Australian Club, Melbourne, 31 March 2011
- “Evolution of the R-R Merlin aero engine and its performance”, talk, Rolls-Royce Owners’ Club, Australian War Memorial, 9 April 2011
- “Sport and war”, talk and panel discussion, National Sports Museum, Melbourne Cricket Ground, Melbourne, 14 April 2011
- “The significance of ANZAC Day”, talk, Ipswich Girls Grammar School Annual Community Ceremony, Ipswich, Qld, 20 April 2011
- Warwick Heywood
- “The art of contemporary war”, article, *Capital*, 47, July–August 2010
- “Identity and place in conflict: the war art of Shaun Gladwell and collaborative artists Lyndell Brown and Charles Green”, conference paper, *Imaging Identity* symposium, National Portrait Gallery and the Humanities Research Centre, Australian National University, Canberra, 16 July 2010
- “*Framing conflict* tour for CIT students”, talk, CIT students, Australian War Memorial, 22 July 2010
- “*Framing conflict* tour”, talk, Wagga Wagga promotional tour, Australian War Memorial, 23 July 2010
- “*Framing conflict*”, talk, Australian National University Print Media students, Australian War Memorial, 2 August 2010
- “*Framing conflict*”, talk, Australian National University post-graduate students, Australian War Memorial, 14 August 2010
- “The Haunted Lotus: contemporary art from Kabul”, talk, Cross Art Projects, Sydney NSW, 30 October 2010
- “Commissioning artists for zones of conflict”, talk, Collaborations and exchange with Asia seminar, Museum & Gallery Services Queensland and the University of Queensland Art Museum, University of Queensland, Brisbane, 25 November 2010
- “*Framing conflict*”, talk, Flinders University Gallery, Adelaide SA, 14 December 2010
- “*Framing conflict*”, talk, Australian Embassy, Washington DC, USA, 11 April 2011

- Kassandra Hobbs “Loans program at the Australian War Memorial”, talk, CIT Certificate IV students, Australian War Memorial, 4 May 2011
- Penny Hyde “Family history at the Australian War Memorial”, public talk, Australian War Memorial, 25 September 2010
 “WAAAF records in Australian War Memorial”, public talk, Australian War Memorial, 6 October 2010
- Ian Jackson “‘Duplication, rivalry and friction’: the Australian Army, the Government and the Press during the Second World War”, conference paper, *Information Warfare: Shaping the Stories of Australians at War*, UNSA@ADFA, Canberra, 26 November 2010
- Karl James “Those ‘army-navy’ freaks”, article, *Wartime*, 51, July 2010
 “The six-year war”, article, *Capital*, 48, November–December 2010
 “The Grecian disaster”, article, *Wartime*, 54, March 2011
 “The great siege”, article, *Wartime*, 54, March 2011
 “The Rats of Tobruk”, talk, Kiama Lions Club, Kiama Leagues Club, Kiama, NSW, 14 April 2011
 “Overwhelmed and overrun”, article, *Army News*, 23 July 2011
- Bernard Kertesz “Sharing the umbrella: a decade of the Disasters ACT Network”, article, *Continuity Forum News*, Edition 20, October 2010
- Bridie Macgillicuddy “Painting on the inside”, article, *Wartime*, 52, October 2010
 “War artist at work: Frank Norton”, article, *Wartime*, 54, April 2011
 “No place for a woman: the struggle to serve on the front line”, article, *Capital*, 51, May–June 2011
- Lee-Anne McConchie “Repatriation of prisoners of war in the Second World War”, public talk, Australian War Memorial, 5 October 2010
- Jennie Norberry “Behind the scenes tour”, talk, Libraries Australian Forum, Australian War Memorial, 19 October 2010
 “Research Centre collections and services”, talk, Lake Tuggeranong College students, Australian War Memorial, 24 March 2011
- Guy Olding “Commemoration: headstones and cemeteries, First World War”, public talk, Australian War Memorial, 29 September 2010
- Guy Olding, Kerrie Leech, Sue Ducker, and Craig Berelle “Research Centre collections and services”, talk, Military Museum Curators Course, Australian War Memorial, 11 October 2010
- Leanne Patterson “Capital considerations: valuing restoration versus maintenance”, talk, *Seeing the Values in Large Technology Heritage: the conservation and curation of “big things”*, Australian National University, Canberra, 25 March 2011
- Peter Pedersen “I thought I could command men. Monash and the assault on Hill 971”, conference paper, *Gallipoli: A Ridge Too Far*, Australian War Memorial International History Conference, Australian War Memorial, 5 August 2010
 “Monash and the August Offensive”, talk, The Shrine of Remembrance, Melbourne, 4 October 2010
 “Writing the guide”, talk, Wiley Publishing Annual Conference, Melbourne, 3 June 2011

- Aaron Pegram “There will be no live VCs in 8 Group”, article, *Wartime*, 51, July 2010
 “Nachtjager postscript”, article, *Wartime*, 51, July 2010
 “70th anniversary of the Battle of Britain”, Commemorative Closing address, Australian War Memorial, 15 September 2010
 “Bold bids for freedom”, article, *Wartime*, 52, October 2010
- Cherie Prosser “Artist on the medical front line: official war artist Nora Heysen documented the significance of Australian medical research”, article, *Wartime*, 51, July 2010
 “Artist on the medical front line”, article, *Wartime*, 51, July 2010
 “Colin Colahan: capturing Australian identity abroad”, article, *World of Antiques & Art*, February–August 2011
- Cherie Prosser and Ian Clark “The war on malaria and Nora Heysen’s documentation of Australian medical research through art between 1943 and 1945”, article, *Medical Journal of Australia*, April 2011
- Hans Reppin “Tour of digital facilities” talk, Cooma TAFE Digital Photography Students, Australian War Memorial, 2 August 2010
- Pen Roberts “The Research Centre collections with special reference to Vietnam conflict material”, talk, Allan Wood and American Vietnam Veteran of the Year John Kinzinger, Australian War Memorial, 7 February 2011
 “The Private Records Collection”, talk, Charles Sturt University Students, Australian War Memorial, 4 April 2011
- Dianne Rutherford “An officer’s first duty”, article, *Wartime*, 52, January 2011
- Robyn Siers and Heather Tregoning-Lawrence *We’ll meet again: Australian stories of love in wartime*, book, Australian War Memorial and Department of Veterans’ Affairs, March 2011
Forever yours: stories of love and friendship, book, Australian War Memorial and Department of Veterans’ Affairs, March 2011
- Elizabeth Stewart “The EMU: getting the bloody job done”, article, *Wartime*, 51, July 2010
 “Australia’s newest Victoria Cross”, article, *Wartime*, 54, March 2011
 “Surgery under fire: civilian surgical teams in Vietnam”, book chapter, *War wounds: medicine and the trauma of conflict*, Ashley Ekins and Elizabeth Stewart (eds), Exisle Publishing, Auckland, March 2011
 “Surgery under fire: Australian and New Zealand civilian surgical teams in Vietnam”, conference paper, Royal Australasian College of Surgeons Congress, Adelaide, 1 May 2011
- Paul Taylor “The Australian War Memorial’s exhibition *Rats of Tobruk, 1941*”, talk, Woden Valley RSL, Eddison Day Club, Irish Club, Weston, ACT, 25 February 2011
 “Fallschirmjager helmet”, article, *Wartime*, 54, April 2011
 “The role of an Assistant Curator, Military Heraldry and Technology at the Australian War Memorial” talk, North Canberra Probus Club, St Margaret’s Hall, Hackett, ACT, 12 April 2011
 “*Rats of Tobruk, 1941* exhibition”, public talk, Australian War Memorial, 15 June 2011
- Alana Treasure “Synchrotron micro-FTIR spectroscopic analysis of iron gall inked parchments”, talk, Synchrotron Science for Cultural Heritage Materials workshop, Australian Synchrotron, Melbourne, 9 September 2010
- Alana Treasure, George Bailey, Catherine Challenor, and Dudley Creagh “Review of the analysis of relics associated with HMAS *Sydney II*”, article, *Nuclear Instruments and Methods in Physics Research A: Proceedings of the 11th International Symposium on Radiation Physics*, 1 July 2010
- Alana Treasure, George Bailey, Catherine Challenor, and Vincent Otieno-Alego “The truth is in there: analysis of grave relics to help solve a mystery linked to the loss of HMAS *Sydney II*”, article, *Australian Institute for the Conservation of Cultural Material Bulletin*, 1 May 2011

- Alana Treasure and David Keany “Insights into artists from the Australian War Memorial”, talk, *12th Australian Institute for the Conservation of Cultural Material Paintings Symposium*, Samstag Gallery, University of South Australia, Adelaide, 21 October 2010
- Robyn van Dyk “Digital Asset Management”, conference paper, *Australian Library and Information Association Online Conference*, Sydney, 2 February 2011
- “Using Section 200AB of the Copyright Act”, conference paper, *Australian Digital Alliance Conference*, National Library of Australia, Canberra, 4 March 2011
- “Australian food production during the Second World War”, talk, CIT Horticulture and Propagation students, Australian War Memorial, 14 April 2011
- Robyn van Dyk and Gary Oakley “Indigenous service database”, conference paper, Information Technology and Indigenous Communities Symposium, Australian Institute of Aboriginal and Torres Strait Islander Studies, Canberra, 14 July 2010
- Alexandra Walton “A soldier on leave, 1943–44”, article, *World of Antiques & Art*, 79, August 2010–February 2011
- Diana Warnes “eX de Medici and a fragile state”, conference paper, *Tradition and Transformation*, Art Association of Australia and New Zealand conference, Adelaide, 2 December 2010
- Diana Warnes and Laura Webster “*Perspectives: Jon Cattapan and eX de Medici*”, talk, Canberra Secondary Art Teachers, Australian War Memorial, 21 September 2010
- “*Perspectives: Jon Cattapan and eX de Medici*”, public talk, Australian War Memorial, 6 October 2010
- “*Perspectives: Jon Cattapan and eX de Medici*”, talk, Canberra Tourism, Australian War Memorial, 1 November 2010
- “The way art is contextualised by institutions, exhibitions and critical writing”, talk, ANU Post Graduate students, Australian War Memorial, 8 February 2011
- Laura Webster “Sidney Nolan: the Gallipoli series”, public talk, University of Queensland Art Museum, Brisbane, 18 September 2010
- “Harold Septimus Power, official war artist work”, talk, Australian Carriage Driving Club, Australian War Memorial, 18 April 2011
- “Official war art at the Australian War Memorial”, talk, Sydney Mechanics School of Art, Sydney NSW, 19 April 2011
- “Commissioning artworks: the Australian War Memorials official war art scheme”, talk and panel forum, Museums Australia ACT Branch, Museum of Australian Democracy at Old Parliament House, Canberra, 30 June 2011
- Laura Webster and Diana Warnes *Perspectives: Jon Cattapan and eX de Medici* exhibition catalogue, Canberra, 1 August 2010
- Lola Wilkins “Sidney Nolan: the Gallipoli series”, talk, Cairns Regional Gallery visitors, Cairns, Qld, 10 December 2010
- “Women artist and war: from the collection of the Australian War Memorial”, talk, Launceston Club members, Launceston Club, Launceston, Tas., 25 March 2011
- “Sidney Nolan’s Gallipoli lament”, talk, Geelong Gallery friends, Geelong Gallery, Geelong, Vic., 1 April 2011
- “Through women’s eyes: Australian women artists and war”, talk, Australian Decorative & Fine Arts Society Newcastle, The Hunter School of the Performing Arts, Newcastle, NSW, 20 June 2011
- Nick Zihrul “Support linings: a comparative assessment of materials and methods for text and image clarity”, conference paper, *Australian Institute for the Conservation of Cultural Material 6th Book, Paper and Photographic Materials Symposium*, National Gallery of Victoria, Melbourne, 17 November 2010

APPENDIX 8

Staffing Overview as at 30 June 2011

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

	Ongoing Full time		Ongoing Part time		Non-ongoing Full time		Non-ongoing Part time		Casual		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
APS Level 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
APS Level 2	17.0	15.0	0.0	0.0	5.0	4.0	0.0	0.0	0.0	0.0	41.0
APS Level 3	13.0	7.0	0.0	1.9	6.0	8.0	0.0	1.3	0.3	0.7	38.2
APS Level 4	13.0	9.0	0.0	0.0	3.0	14.0	0.6	0.4	0.0	0.0	40.0
APS Level 5	7.0	8.0	0.7	0.0	0.0	5.0	0.0	0.0	0.0	0.0	20.7
APS Level 6	18.0	13.0	0.0	3.5	3.0	4.0	0.4	0.8	0.0	0.0	42.7
AWM BBB	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.8	0.0	0.0	3.8
AWM BB 1	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
AWM BB 2	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
AWM BB 3	9.0	9.0	0.0	1.1	3.0	12.0	0.0	2.5	0.0	0.0	36.6
AWM BB 4	2.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	3.0
EL 1	13.0	12.0	0.5	0.8	1.0	0.0	0.8	0.0	0.0	0.0	28.1
EL 2	8.0	9.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	17.0
SES	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0
Stat Off Holder	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Sub-totals	106.0	87.0	1.3	7.3	22.0	47.0	1.8	5.8	0.3	0.7	
TOTALS	193.0		8.5		69.0		7.6		1.0		279.1

Total Ongoing	201.5
Total Non-ongoing	76.6
Total Casual	1.0
Total Staff	279.1
Total Females	147.8
Total Males	131.3

Performance-based Pay

Under the AWM Teamwork Agreement 2007–10 staff were eligible for the productivity bonus of up to 2 per cent for successful participation in the 2009–10 Business Management and Performance Feedback Scheme. The total payment to staff was \$328,726.17.

The Memorial's ninth cycle of performance-based pay for Senior Executive Service Officers covered the period 1 July 2009 to 30 June 2010. Four officers received a combined total of \$88,369.95.

People Development and Training Report 2010-11

A total of 1,113 person days were spent in formal training during 2010-11 and 282 staff (148 females and 134 males) participated in eligible training activities during the year.

The People Development formal expenditure rate* for the Australian War Memorial for 2010-11 was 2.59 per cent. Total People Development expenditure was \$494,654.

Salary for participants	\$268,334
People Development staff salary	\$81,584
People Development administration (course costs, etc.)	\$111,169
Studybank costs (reimbursement of fees/expenses and salary)	\$33,567
TOTAL	\$494,654

* Expressed as a percentage of the annual 2010-11 salary expenditure of \$19,061,827, which comprised of 26 pay periods.

APPENDIX 9

Major Sponsors

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

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GLOSSARY

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

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