



AUSTRALIAN WAR MEMORIAL  
ANNUAL REPORT 2015-2016





## AUSTRALIAN WAR MEMORIAL ANNUAL REPORT 2015-2016

Annual report for the year ended 30 June 2016,  
together with the financial statements and the  
report of the Auditor-General



AUSTRALIAN  
WAR MEMORIAL

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Cover:

Dedication of the sculpture *Elevation of the senses*, 8 October 2015.

Ewen Coates, *Elevation of the senses*. (detail) (AWM ART96850)

Australian War Memorial

GPO Box 345

Canberra, ACT 2601

Australia

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



The Hon Dan Tehan  
Minister for Veterans' Affairs  
Minister Assisting the Prime Minister for the Centenary of ANZAC  
Minister Assisting the Prime Minister for Cyber Security  
Minister for Defence Personnel

Dear Minister

In accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) we have pleasure in submitting the 2015-16 Annual Report of the Australian War Memorial.

It has been prepared in accordance with the requirements of Section 46 of the PGPA Act, which requires the Minister to present a copy of the report to Parliament.

A handwritten signature in black ink, appearing to read "Kerry Stokes".

Mr Kerry Stokes AC  
Chairman of the Council

A handwritten signature in black ink, appearing to read "Brendan Nelson".

Dr Brendan Nelson  
Director

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

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## ACCEPTANCE OF THE REPORT

The Council of the Australian War Memorial presents the 2015-16 Annual Report and annual performance statements of the Australian War Memorial, as required under Sections 39 and 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In accordance with a resolution of the Council of the Australian War Memorial, passed on 1 September 2016, the members of Council accept the 2015–16 Annual Report of the Australian War Memorial is based on properly maintained records; accurately reflect the performance of the entity; and comply with subsection 39(2) of the PGPA Act.

Mr Kerry Stokes AC  
Chair of Council

Ms Jillian Segal AM  
Chair of Finance, Audit, and Compliance Committee

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

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# INTRODUCTION TO THE REPORT

The Annual Report of the Australian War Memorial for the year ended 30 June 2016 was produced in the format for an annual report for a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*. The report has been constructed to reflect the Memorial's outcome and outputs structure and to address government reporting requirements.

## PART ONE

**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 2015–16.

## PART THREE

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

## PART FOUR

**Annual Performance Statements** 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](http://www.awm.gov.au)

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# HIGHLIGHTS

The year in figures ...

## Visitors:

- More than **1.232 million** visitors came to the Memorial, its storage facility in Mitchell, and its touring exhibitions
  - **1.084 million** to the Memorial
  - **3,008** to the storage facility in Mitchell
  - **145,264** to touring exhibitions
- More than **130,680** school student visitors
- More than **340,000** visitors made their first visit to the Memorial
- High attendances at ceremonies:
  - **153,242** at the Last Post Ceremonies
  - **55,000** at the Anzac Day Dawn Service
  - **11,500** at the Anzac Day National Ceremony
  - **3,900** at the Remembrance Day National Ceremony
- More than **130,200** visitors attended Memorial public programs, facilitated programs and special events
- At least **12** free highlight tours were conducted by voluntary guides each day
- Media coverage to an audience of more than **33.719 million** during the Anzac Day period

## Collection:

- More than **17,560** items acquired for the National Collection
- More than **423,940** National Collection items that can be accessed via online public databases

## Education:

- **97** Memorial Boxes loaned to **453** schools across the country and used by more than **54,400** students
- More than **5,231** students participated in school wreathlaying ceremonies
- Professional development sessions provided to **115** school teachers and librarians, representatives of other cultural institutions, and tourism industry professionals

## Research and online access:

- More than **5.495 million** visits to the website
- Almost **77,500** followers on Facebook
- More than **1.9 million** views of Memorial photographs on Flickr
- More than **32,760** visitors to the Reading Room accessed more than **18,830** collection items
- More than **14,840** research enquiries were answered

Their Royal Highnesses the Prince of Wales and the Duchess of Cornwall after the Remembrance Day National Ceremony with the Chairman of the Council of the Australian War Memorial, Rear Admiral Ken Doolan, AO RAN (Retd), and Elaine Doolan.

Chairman of the Council of the Australian War Memorial, Rear Admiral Ken Doolan, AO RAN (Retd), and Governor General Peter Cosgrove at the Remembrance Day National Ceremony.

The Honourable Malcom Turnbull MP, Prime Minister of Australia attends the Remembrance Day National Ceremony.

The Honourable Dan Tehan, Minister for Veterans' Affairs (centre) attends the Last Post Ceremony.





Alex Seton's *As of Today ...* is a sculptural monument that commemorates the Australian soldiers who lost their lives while serving in Afghanistan.



## GOVERNANCE

As the Director of the Australian War Memorial, Dr Brendan Nelson, noted in his address to the crowd gathered for the 2016 Anzac Day Dawn Service:

*With a sense of awkward humility, abiding reverence, and overwhelming pride, we pause here at the Australian War Memorial – free and confident heirs to a legacy born of idealism, forged in self-sacrifice, and passed now to our generation.*

*We gather in renewed commitment to one another, our nation, and the ideals of mankind.*

As the Centenary of the First World War moves into its second year, we are faced with continued challenges, as well as great opportunities.

100 years ago Australians were engaged in battles from Gallipoli in the east, to France and Belgium in the west. As a nation, we faced the awful reality of the campaign on Gallipoli, where the men who fought forged a name for themselves as some of the bravest and best, while on the Western Front the enormity of that Great War was yet to become apparent.

100 years later, the Australian War Memorial has been able to continue to tell the stories of the Australian men and women who fought for the great ideals of our young nation in the First World War, who took up the fight again in the Second World War, and then again in the conflicts that have

presented our nation with new challenges in the 70 years since that time.

The Australian War Memorial in 2015–16 has taken up the challenge of telling these stories and allowing Australians of all ages, in all parts of our country, to commemorate the efforts of these men and women. The Council of the Australian War Memorial has continued to reaffirm its commitment to the stories of men and women who have given everything for our nation in the 100 years since the First World War, and is working to ensure that Australians are able to commemorate their sacrifice for the next 100 years.

At the Australian War Memorial in Canberra, we have built on the legacy of 2015 by continuing to offer new ways for Australians to understand the Australian experience of war. That Australians came to the 2016 Anzac Day Dawn Service in greater numbers, notwithstanding the record attendance at the Centenary Dawn Service, is clear evidence that as a nation we continue to honour the service and sacrifice of those who have gone before. That significant numbers attended the 2015 Remembrance Day service, despite the pouring rain, is still further tribute.

Dr Brendan Nelson AO and Mr Kerry Stokes AC Chairman of the Council of the Australian War Memorial attend the opening of the Anzac Centenary Print Portfolio at Parliament House.

The most significant battles fought during the Gallipoli campaign – Lone Pine, The Nek, and Sari Bair – were commemorated in front of near-record attendance at the Memorial's daily Last Post ceremonies. The evacuation of the Gallipoli Peninsula was commemorated a few days before Christmas, on 20 December, marking 100 years since the end of the conflict that has defined Australian soldiers for 100 years.

While 2015 was the first year of the Centenary of the First World War, in this year the Australian War Memorial also commemorated the 70th anniversary of Victory in the Pacific, which brought the Second World War to a close. Commemorating the end of the most destructive conflict in human history, we remembered the lives of the men and women who participated, and the future those who celebrated the end of that conflict were gifted.

On Remembrance Day 2015 we acknowledged one of the soldiers in that conflict, Captain Reginald 'Reg' Saunders MBE, who served in the Second World War and the Korean War, was awarded an MBE for his service, and was the first Indigenous Australian to receive a commission as an officer in the Australian Army. Captain Saunders has been honoured by the Australian War Memorial with a gallery, the Captain Reg Saunders Gallery and Courtyard, named for him and his service.

This year was significant for the Australian War Memorial in other ways as well. Record numbers of Australians and international visitors walked through the front gates, spurred by the centenary of the start of the First World War and the magnificent new First World War galleries.

The 2015-16 financial year has been one of great challenge, but also of great promise. As with other Australian government agencies, the Memorial continues to operate in a tight fiscal environment, ever conscious of upholding our mission and our values. We have continued to work successfully with partners in the private sector, and convey the thanks of the Council of the Australian War Memorial to BHP Billiton Sustainable Communities, Seven Group Holdings, the Seven Network, Lockheed Martin, Boeing Australia, BAE Systems, Qantas, Kingold, and Thales. Of course the commemoration efforts of the Australian War Memorial would also not be possible without the support of the De Lambert Largesse Foundation, RSL and Services Clubs across the nation, and the associations of individual services and units.

There have been a number of changes to the Council of the Australian War Memorial during 2015-16. We farewell two members: the Honourable Graham Edwards AM, and Ms Gabrielle Trainor. Mr Edwards and Ms Trainor have been invaluable in their tireless work for the Council, their vision for the future of the Australian War Memorial, and their deeply-held belief in the role of our Memorial within Australian society. We have also welcomed Mr James McMahon to the Council, and at the beginning of 2016-17

will welcome Wing Commander Sharon Bown (Retd) and Corporal Daniel Keighran (Retd). With the addition of Mr McMahon, Wing Commander Bown, and Corporal Keighran, I am assured that the Australian War Memorial will continue to tell the stories of the Australian experience of war to new generations for years to come.

Special tribute should also be paid to Rear Admiral Ken Doolan AO RAN (Retd) whose steadfast leadership of the Council of the Australian War Memorial has guided this great institution for the past three years. Rear Admiral Doolan has guided the Memorial through significant changes to its operations and galleries, and has ensured that it will have a special place in the heart of Australians for many years to come. Rear Admiral Doolan's efforts have been tireless, and his continued work as a member of the Council pays further tribute to his dedication to the Australian War Memorial. On a personal note, I was honoured to accept the legacy as Chairman of the Australian War Memorial from Rear Admiral Doolan.

As we begin another financial year, the Council of the Australian War Memorial will continue to look towards our future as we put in place the means to continue to tell the stories of Australians at war. Work has begun in earnest to write the *Official history of Australian peacekeeping, humanitarian and post-Cold War operations*, the *Independent history of the medical legacies of the Vietnam War*, and the *Official history of Australian operations in Iraq and Afghanistan, and Australian peacekeeping operations in East Timor*. Plans are also in place to ensure that our galleries continue to remain relevant and engaging for all Australians.

However, we cannot rest on the laurels of the past. The Council of the Australian War Memorial will continue to work with the government to ensure that the Australian War Memorial has the facilities available to tell not only the stories of conflicts long past, but recent conflicts and, with a somewhat heavy heart, those that might occur in the future. As Australians, we owe it to the men and women who participate in future conflicts to tell their stories alongside those of the men who waded ashore on Gallipoli on 25 April 1915, or who flew missions over Germany as a part of Bomber Command in 1943.

Finally, I extend my sincerest thanks, on behalf of the Council, to the Director of the Australian War Memorial, Dr Brendan Nelson, and the dedicated staff that he leads for their hard work, dedication, and initiative. I thank all of them, paid employees and volunteers, for what they do for our nation. Along with every visitor to the Memorial, the Spirit of Anzac Centenary Exhibition, or the Memorial's website, they carry a commitment to our nation and the ideals of mankind, and we remain truly thankful for this.

**Mr Kerry Stokes AC**  
**Chair**

## 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 *Public Governance, Performance and Accountability Act 2013*, which imposes key reporting, financial, and pecuniary obligations on the Memorial and its Council members. Many of these are modelled on provisions which apply under corporations law, particularly those for directors.

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



## COUNCIL OF THE MEMORIAL

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

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

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

Dr Brendan Nelson AO, Director, Australian War Memorial and Rear Admiral Ken Doolan, AO RAN (Retd) in the Commemorative Area after attending the Remembrance Day Last Post Ceremony.

# 1 COUNCIL PERFORMANCE

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

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

Details of Council membership, Council committee membership, and terms of reference for committees are in Appendix 1.

Profiles of Council members can be found in Appendix 2.



Council of the Australian War Memorial 2016

Front Row (L to R): The Honourable Graham Edwards AM; Mr Kerry Stokes AC (Chairman); Brigadier Alison Creagh CSC (Retd); The Honourable Dr Brendan Nelson AO (Director, Australian War Memorial); Ms Jillian Segal AM; Vice Admiral Tim Barrett AO CSC RAN; Major General Greg Melick AO RFD SC.

Back Row (L to R): Ms Gabrielle Trainor; Rear Admiral Ken Doolan AO RAN (Retd); Air Vice Marshall Warren McDonald AM CSC (representing Air Marshal Leo Davies AO CSC); Ms Josephine Stone AM; Mr Les Carlyon AC; Mr James McMahon DSC DSM.

Absent: Lieutenant General Angus John Campbell DSC AM.



## CORPORATE OPERATIONS

This past year has been one of many anniversaries, significant additions to the collection, and moving ceremonies. As commemorations of the Centenary of the First World War continue, the Memorial remembered the battles of Lone Pine, the Nek, the August Offensive, and the evacuation from Gallipoli with moving Last Post ceremonies.

In contrast, the spectacle of two Chinook helicopters hovering over the Australian War Memorial for over 20 minutes was one which excited staff, visitors, and Canberra residents. After landing close to the Memorial's annex at Mitchell, I was proud to accept the key to CH-47D Chinook A15-202 "Centaur" as it became a part of the National Collection.

The redeveloped First World War galleries continue to attract a steady flow of visitors, with audio handsets providing an enhanced experience of the exhibition. After opening to the public in July, the last surviving German tank of the First World War, A7V No. 506 "Mephisto" has also been a popular must-see for visitors. This sole surviving tank of its type will be on display until March 2017. The powerfully visual temporary exhibition *Reality in flames: modern Australian art and the Second World War* explores how modern Australian artists have responded creatively to the Second World War.

Telling the story of current conflicts is a major priority for the future development of the Memorial, and is critical for those who have served or are currently serving in regions of conflict. With limited space, the Memorial has expanded the *Australians in Iraq 2003* exhibition, displaying powerful black and white images of service personnel and the landscape by official photographer David Dare Parker. Plans are underway to further tell the story of conflicts in the Middle East Area of Operations, including investigations into additional space for Afghanistan. The personal stories recorded in *Afghanistan: the Australian story* continue to create a strong emotional connection with visitors. Additional stories have recently been recorded to enhance the exhibition and will become part of a DVD that is soon to be released.

I am grateful to the families, museums, and associations that have loaned the Memorial rarely seen Victoria Cross medals. Over the next few years, the Memorial is hoping to display as many of the 100 VC medals awarded to Australians as possible, alongside their stories. These simple medals, created from metal and a single-coloured ribbon, represent extraordinary courage and tenacity in the face of extraordinary danger.

We honoured the life and service of Captain Reginald 'Reg' Saunders MBE. The Western Gallery and Courtyard was renamed the Captain Reg Saunders Gallery and Courtyard. With Captain Saunders' daughter and other family members in attendance, Indigenous historian and academic Dr Jackie Huggins presented the keynote address, with a special presentation by singer-songwriter John Schumann.

On Remembrance Day 2016, it will be 75 years since the opening of the Memorial. This magnificent building has been a dominating feature of the Canberra landscape, but is showing signs of wear – in particular, the sandstone sculptures in the Commemorative Area. Master stonemasons were commissioned to carve replicas, using the original maquettes, in a temporary workshop on site, designed with a window so visitors could view the re-creation of these iconic sculptures. The western side of the Commemorative Area is complete, along with refreshed garden beds, and plans are underway to complete the eastern side.

Two new memorial sculptures were dedicated within the Sculpture Garden. As one of his first public engagements as Prime Minister, the Honourable Malcom Turnbull MP attended the unveiling of the *War correspondents memorial*. This curved granite oculus, designed by architects Johnson Pilton Walker, honours the journalists, photographers, film and sound crews, writers, and artists who have travelled to war zones to record the horrors of battle and the Australian experience of war. In October, Dr Harry Cooper and Tania Kernaghan participated in the dedication of the *Elevation of the senses* sculpture by artist Ewen Coates. This striking sculpture conveys the vital role and contribution of dogs and their handlers in war, and highlights the deep bonds that are forged between the two, as well as the mutual dependence on which their work is based. A number of dogs and their handlers attended the dedication ceremony and stayed for the moving Last Post Ceremony which commemorated the service of Sapper Darren Smith and his explosive detection dog Herbie.

The Memorial's former travelling exhibition program continued despite budgetary restraints. Through the generous support of Wesfarmers, *Remember me: the lost diggers of Vignacourt* travelled to Perth, Albany, Kalgoorlie, and Geraldton in Western Australia. This very moving exhibition drew over 54,000 visitors in Western Australia, while total visitation for the tour to date is 178,000. Similarly, Thales Australia supported the *Ben Quilty: after Afghanistan* exhibition to tour Darwin, Townsville, and Castlemaine. The exhibition series *Australians on the Western Front, 1916–1918* is a joint project with the RSL and Services Clubs Association and the Memorial. Commencing in February, the exhibition has toured eight venues so far. The popular exhibition, *A camera on Gallipoli: the photographs of Charles Ryan*, which features a selection of remarkable images taken by Sir Charles Ryan in Egypt and on Gallipoli in 1914 and 1915, visited six venues in digital and graphic formats.

Strong positive visitor feedback continues as the *Spirit of Anzac Centenary Experience* tours around Australia. Popular in both regional and major cities, the response from local communities is universally positive, with many expressing their appreciation in the most glowing terms. Additional funding for this project was welcome, and has allowed it to continue to all planned venues.

Beyond exhibitions, the Memorial continues to produce major publications – in particular, official histories of Australia's involvement in war and other operations. With financial support from government, the *Official history of Australian operations in Iraq and Afghanistan, and Australian peacekeeping operations in East Timor* will be completed under the auspices of the Australian War Memorial, and I welcome Professor Craig Stockings as the Official Historian to lead his team of six authors and many researchers as they commence this six-to-seven-year project. Dr Peter Yule has been appointed to write the *Independent history of the medical legacies of the Vietnam War*, due for publication in 2020. Specialist epidemiologist Dr Michael Fett has been appointed to assist this project, which will identify health impacts and consequences of the war, and veteran's post-war experiences. Work continues on volumes I, IV, V and VI of the *Official history of Australian peacekeeping, humanitarian and post-Cold War operations*, which are due for completion in stages during 2016 and 2017.

The Official War Art Scheme is one of the longest running and largest commissioning programs in Australia. Initiated during the First World War, the Memorial has continued this tradition by commissioning the artist Dr Dacchi Dang to produce work depicting the experience of Vietnamese and Australians during the Vietnam War. Turkish artist Köken Ergun has been commissioned to develop a film-based work exploring the shared Turkish–Australian legacy of Gallipoli. The David Jolly commission capturing the centenary Dawn Service on Gallipoli, is complete and currently on display in the Captain Reg Saunders Gallery.

Families continue to visit the Memorial to view specific names projected onto the dome of the Hall of Memory at night. Each name from the First World War Roll of Honour, which contains more than 60,000 names, will appear for 30 seconds on up to 30 occasions over the four years of the centenary period. Since the project commenced in August 2014, it is estimated that approximately 1,500 visitors have gathered and paused through the night and predawn darkness to see a particular name. The Roll of Honour Soundscape, which voices the names and ages of those on the First World War Roll of Honour, has seen additional names added to the recording. Schools and students have been eager to contribute to this commemorative project, and I thank the ABC radio stations for their ongoing support by providing the recording studios to make this project possible.

Students remain one of the Memorial's key audiences. The Memorial continues to produce high-quality education programs, as a strong part of the Australian national

curriculum, to ensure that young people continue to engage, connect, and think critically about our history. These programs link strongly to classroom learning, focusing on the individual experience of war in the context of broader conflicts. School children who visit the Memorial contribute to the Commemorative Cross project by inscribing individual wooden crosses with personal tributes during their visit. The crosses are then delivered to Australian ambassadors and high commissioners in 39 countries, to be placed on Australian war graves and memorials.

Rain did not dampen the enthusiasm of visitors on Remembrance Day 2015. Many turned out to welcome His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall who jointly laid a wreath at the Stone of Remembrance. His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd), Governor-General of the Commonwealth Australia, and the Honourable Malcolm Turnbull, Prime Minister of Australia, were also in attendance. Of most importance, Dr Jackie Huggins delivered the first commemorative address by an Indigenous Australian. She spoke movingly of her family's service to our nation through two world wars.

After extraordinary numbers at last year's Anzac Day centenary ceremonies (128,000), 55,000 paused in pre-dawn darkness this year. This far exceeded the 37,000 who attended in 2014 and suggests interest continues to grow. Images from the First World War photographic collection were projected onto the façade of the Memorial from dusk until 5.15 am. Prior to the service, Lieutenant Commander Desmond Woods, Air Commodore Stephen Osborne, and Lance Corporal Daniel Haddad read excerpts from letters and diaries, the first two taken from conflicts spanning a century, and the final readings focusing on contemporary experiences. At 5:30 am the silence was broken and the Dawn Service commenced with Sergeant Norman Daymirringu, Elder of the Manharngu people, playing the didgeridoo. Sergeant Daymirringu later commenced the National Ceremony, which this year saw a change in format, with the Turkish reading of President Ataturk's 1934 message of reconciliation, delivered by Major General Abdullah Baysar. Strong numbers attended the veterans' march, and the commemorative address was delivered by the Prime Minister, the Honourable Malcolm Turnbull MP.

The Last Post Ceremony conducted every evening at the Memorial is one of the Memorial's most meaningful and poignant offerings. The Memorial's staff have invested immense commitment in this simple, nightly ceremony. Last Post ceremonies are increasingly a means by which military units and associations commemorate anniversaries or service. Requests from families and veterans' associations continue to grow, with an average of around 300 requests annually. In addition to commemorating First World War events, many other significant anniversaries and milestones were commemorated over the last 12 months, including: the 75th anniversary of the Siege of Tobruk and the Battle of Bardia;

the 70th anniversary of Victory in the Pacific; 65 years since the Battle of Kapyong; and the 25th anniversary of the end of the Gulf War. Ceremonies also acknowledged 75 years since the establishment of the Women's Auxiliary Australian Air Force, and 115 years since the colonial armies were merged to form the Commonwealth Military Forces.

The ever popular *Big things in store* was held again in September, with the Memorial annex at Mitchell opening its doors to the public. Over 2,000 visitors took the opportunity to see a wide range of collection items, including large technology items that are unable to be displayed in the current galleries. One large technology object now on display for visitors to the Memorial is a Bushmaster Protected Mobility Vehicle. Sitting alongside the Centurion tank, this iconic Australian-made vehicle saw operational service in Iraq in 2005 and 2006, and Afghanistan from 2006 to 2010.

In late July, soil was collected from the base of the Lone Pine tree in the Memorial grounds and transported to Gallipoli, where it was added to other soils from Gallipoli battlefields. The soil was cleansed in a smoking ceremony and returned to Australia. An Indigenous Soil Return Ceremony was held in November to replace the cleansed soil at the base of the tree. This ceremony is based on a traditional Indigenous Australian ceremony; just as the Unknown Australian Soldier represents the bringing home of the physical remains of all Australians, the returning of soil symbolises a spiritual homecoming.

Sound financial management practices are in place and we will continue to manage our operations within the Memorial's available funding. Considerable effort is being invested in seeking government and non-government sources of support for the Memorial. In this context, I thank those companies and individuals who have partnered with the Memorial and contributed to its work as the soul of the nation. We are very grateful to our generous supporters and partners, including BHP Billiton Sustainable Communities, Mr Kerry Stokes AC, Seven Group Holdings, the Seven Network, Boeing Australia, Qantas, Lockheed Martin, BAE Systems, Thales Australia, Kingold, RSL Victoria, RSL Queensland, RSL New South Wales and Services Clubs, and the De Lambert Largesse Foundation. I also thank the Commonwealth Government, the Department of Veterans' Affairs, and ministers, Senator the Honourable Michael Ronaldson, the Honourable Stuart Robert, and the Honourable Dan Tehan MP for their ongoing support.

My appreciation goes to Rear Admiral Ken Doolan AO RAN (Retd) who retired as Chair in November 2015. Appointed to Council in 2009, he served as Chair from March 2012. Admiral Doolan, with the strong support of his wife Elaine, was very active in Memorial events and ceremonies, and his leadership and support to management is deeply appreciated. Mr Kerry Stokes AC was appointed Chair in November, and I thank him and all members of Council for their leadership, oversight, strategic direction, and guidance.

This has been a busy year for the Memorial, and little would have been achieved without the talent, enthusiasm, and commitment of the Memorial's staff and our many volunteers in their various capacities. I thank them and acknowledge their professional and passionate contributions. This year marks 40 years since the delivery of the first free guided tour. Fittingly, the Voluntary Guides were awarded the Team Award in the Education, Science and Technology category of the 2016 ACT Volunteer of the Year Awards. The Memorial currently has 150 credited volunteers who undergo rigorous training and reassessment to provide professional and informative interpretive services to visitors.

In particular, I thank my Assistant Directors Rhonda Adler and Leanne Patterson from Corporate Services, Tim Sullivan from the National Collection branch, and Anne Bennie in Public Programs for their support, expertise, commitment, and leadership. It is their work that has delivered so much and prepared the Memorial so well for its future in service to the nation.

The achievements and dedication of staff, I believe, is reflected in the news that the world's top online travel reviewer, TripAdvisor, ranked the Australian War Memorial as the Number One Landmark in Australia and the South Pacific in the 2016 TripAdvisor Travellers' Choice awards, ahead of Sydney's Opera House and Harbour Bridge. This is as much a tribute to the service and sacrifice of the men and women whose lives we honour as it is to our staff and volunteers.

Australians can be immensely proud of each and every one of them. I certainly am.

A nation reveals itself in subtle but powerful ways. We honour most the idealism and heroism of the everyday Australian. Enshrined in stained glass windows standing sentinel above the Tomb of the Unknown Australian Soldier are 15 values informing character:

RESOURCE CANDOUR DEVOTION CURIOSITY INDEPENDENCE  
COMRADESHIP ANCESTRY PATRIOTISM CHIVALRY LOYALTY  
COOLNESS CONTROL AUDACITY ENDURANCE DECISION

These values stem not only from the men and women of 100 years ago, but are found in those who today continue to serve others in the Australian Defence Force. Their stories need to be told, and will be told. As we respond to emerging, unseen horizons, the Memorial will continue to tell the Australian experience of war. Charles Bean, when putting the case to parliament for a permanent war museum and memorial reminded them "how precious to those who died in the dawn of Ypres and elsewhere, was the thought that, whatever happened, their homeland would remember them".

We do remember them - they will not be forgotten.

**Dr Brendan Nelson AO**

**Director**



The Australian War Memorial's Corporate Management Group at the Commemorative Roll, (L to R): Mr Tim Sullivan, Assistant Director, Branch Head National Collection; Ms Leanne Patterson, Acting Assistant Director, Branch Head Corporate Services; Ms Anne Bennie, Assistant Director, Branch Head Public Programs; and Director Dr Brendan Nelson AO.

Chinook A15-202, a CH-47D Model Chinook helicopter, is the latest acquisition of the Australian War Memorial (detail).



## CORPORATE SUMMARY

### **Purpose**

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

### **Mission**

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

### **Vision**

Our vision is for the Memorial to:

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

### **Values**

The Memorial is committed to the Australian Public Service values:

### ***Impartial***

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

### ***Committed to service***

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

### ***Accountable***

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

### ***Respectful***

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

### ***Ethical***

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

## PLANNING AND REPORTING FRAMEWORK

The Memorial is a statutory authority within the Veterans' Affairs portfolio, and is responsible for functions in accordance with the requirements of the *Australian War Memorial Act 1980*, the *Public Governance, Performance and Accountability Act 2013*, 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 2015–16 has been provided by the Memorial's Corporate Plan. The plan includes, among other things, the outcomes to be achieved by the Memorial, as well as its vision, corporate priorities, and values. The Corporate Plan, approved and regularly reviewed by Council, provides the framework for drafting the annual Business Plan and its related budget. This identifies the outputs that relate to the priorities: all Memorial activities are linked directly to these outputs with associated performance targets. Performance information related to these outputs is contained later in this report.

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

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

## LOCATION

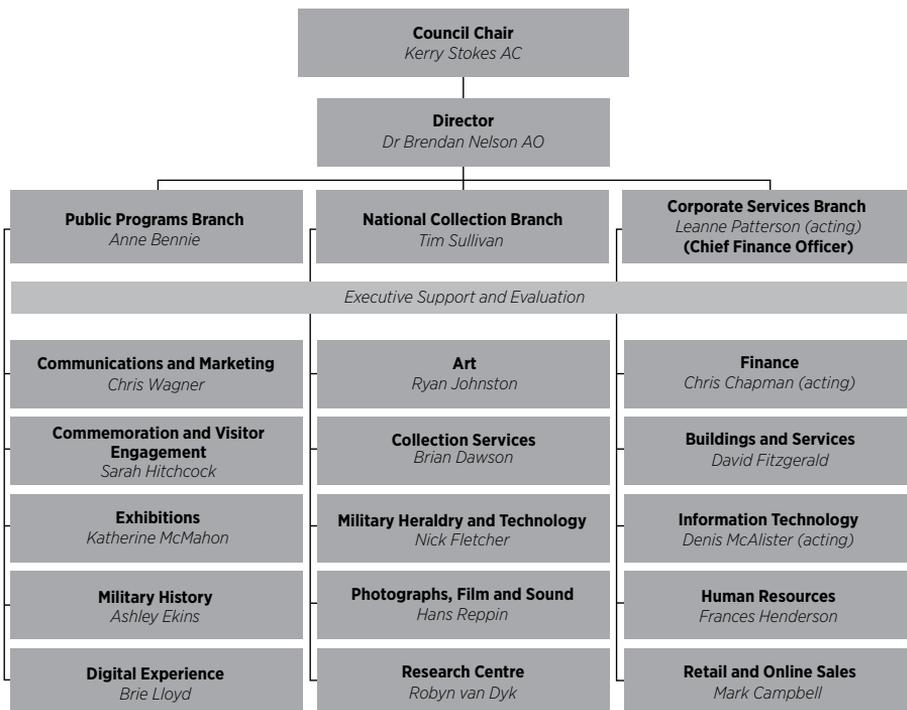
The Memorial's main site is located at the northern end of Anzac Parade, in Campbell in the Australian Capital Territory, with storage and collection facilities approximately nine kilometres away in Mitchell.

## ORGANISATION CHART AND SENIOR STAFF

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

Project teams for particular tasks are established as required. These draw on staff from sections across the Memorial and are managed and coordinated by the Memorial's senior executive committee, the Corporate Management Group (CMG), which comprises the Director and three assistant directors. CMG meets weekly and is responsible for overall leadership and management and implementation of strategies and policies, and for the regular review of performance. For all financial matters, the Chief Finance Officer attends CMG and also has direct access to the Director as necessary.

Profiles of senior staff are at Appendix 3.



As at 30 June 2016

## BRANCH DESCRIPTIONS

### National Collection

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

The Memorial's collection is an invaluable resource comprising the historical and cultural artefacts of Australia's experience of war and our involvement in peacekeeping, humanitarian, and other operational service. It underpins the Memorial's capability to tell the stories of Australian service in exhibitions and other public programs, 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 manages a particular collection type and provides management information services to provide the essential historical and cultural contact of the collection. The National Collection branch comprise Art; Military Heraldry and Technology; Photographs, Film and Sound; the Research Centre; and Collection Services. Curators in these areas are responsible for researching and developing the collection; ensuring that it is accessible, well documented, and appropriately stored and conserved; and that its significance is understood. National Collection staff provide the intellectual input to the curatorial development and interpretation of exhibitions and public programs, deal with public and official enquiries, engage in archival research and access, and make collection material available online. Collection Services staff provide expert services in conservation, storage, movement, and physical handling of the collection, as well as management of the collection management system. The branch also manages the Roll of Honour and Commemorative Roll, national and international loans of Memorial material, and donations of historically significant material.

The Branch maintains liaison with the Australian Defence Force and its history and heritage units through the Collections Coordination Group (CCG), which enables the Memorial to maintain its traditions of collection in the field during current operations.

### Public Programs

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

The branch develops and undertakes activities to enhance commemoration at the Memorial and throughout the Australian community. It does this by conducting major ceremonies to mark anniversaries relating to Australia's experience of war, in particular Anzac Day and Remembrance Day, and by producing and conducting the daily Last Post Ceremony to remember those individuals who lost their lives in conflict. Through the exhibitions program the branch contributes to the remembrance and understanding of the

Australian experience of war by developing and maintaining world-class museum exhibitions incorporating multimedia and interactive displays, relics, photographs, and works of art. The Memorial's goals are further supported through a program of changing temporary displays and exhibitions in the Special Exhibitions Gallery. The Memorial's Touring Exhibition program has been able to continue due to much-appreciated support from sponsors.

The Public Programs branch conducts research to identify the needs and expectations of visitors and 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 historians. The branch develops and implements education programs that are linked with national education curriculum, both for delivery on site and as part of its outreach strategy. A focused digital experience has commenced to provide a deeper and more connected Memorial experience through further development of the website and use of social media channels.

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; and researching and writing the official history of Australia's involvement in peacekeeping, humanitarian, and post-Cold War operations.

The Public Programs branch has also had the responsibility for coordinating many Memorial activities in relation to the Centenary of Anzac.

### Corporate Services

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

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

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

## FOCUS ON ...

Grief is an intensely personal response. Yet at the Last Post Ceremony it merges with solemnity to become part of the nation's response to the loss of the more than 102,000 men and women listed on the Roll of Honour. As Project Officer for the Last Post Ceremony I am privileged to work closely with families whose common hope is that their loved ones are remembered as individuals. These are the first principles of the ceremony: the story of one who died in uniform, the family and friends that were left behind, and a nation that must never forget the perils of war.

As a history and English teacher, I was working in the Memorial's Education Section in early 2013 when the Director introduced changes to the closing ceremony, which would become known as the Last Post Ceremony. I am proud to have been a part of the project since its inception. With my husband and daughter serving in the Royal Australian Navy, I feel very grateful to work in a job that pays tribute to those in uniform and the families that support them.

Our two-person team, Jennifer Surtees and I, coordinate the planning of each ceremony including liaison with families, veterans, and Defence. We work alongside the Military History Section for the stories, Multimedia for the production of images and broadcasting of the ceremony, and the Visitor Services team, whose empathy and professionalism ensures the daily delivery of a world class commemorative ceremony.

I am also honoured to work closely with our current Australian Defence Force members. There can be no more powerful representation of service and sacrifice than to stand in the Commemorative Area and witness one who is currently serving read the story of one who has served before.

The most rewarding part is knowing that in some small measure I am helping to ensure that we have not forgotten those that have died in uniform, that we are united in recognising the cost of service to families, and that the individual stories of those on the Roll of Honour become part of the nation's memory, now and for future generations.

**Jodi Hammond**

**Project Officer, Last Post Ceremony**

The Last Post Ceremony began around the time I started work at the Memorial as a historian. In my first few weeks it was suggested I might like to write "a few stories" to contribute to the project. Three years later, I have researched and written more than 670 stories for the project and have coordinated the production of another 1,000 by my colleagues in the Military History Section.

The Last Post Ceremony project is not just an exercise in understanding the lives of the soldiers and their experience; this project has opened a window into the day to day lives of ordinary Australians. It has been incredibly rewarding to take a name from the Roll of Honour and discover the life and character of that person. We are able to present to the public the stories of individuals who had families, friends, hobbies, and personalities, and who gave their lives in service of our nation.

While at times the project can become somewhat repetitive, a visit to a Last Post Ceremony quickly demonstrates the resonance these stories have with the public. No other historians have such an immediate example of the impact of their work. We are very lucky to be working on this project.

**Meleah Hampton**

**Historian, Last Post Ceremony**



Jodi Hammond and Meleah Hampton attend the Last Post Ceremony with the family of Captain Robert Charles Page, Z Special Unit, Second World War.



## ANNUAL PERFORMANCE STATEMENTS

### OUTCOME AND OUTPUTS STRUCTURE

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

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

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

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

#### External programs

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

#### Internal programs

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

A Bible given to Arthur Edwin Cooper prior to his embarkation for the First World War by the Bakers Road Methodist Church in Melbourne.

## OVERALL PERFORMANCE AGAINST THE OUTCOME

*... we are out to make our war museum, our war gallery, our war library, if possible, not merely fine museums for Australia, but the finest that the world contains.*

Charles Bean, Memorial founder.

We have different audiences with sometimes mutually exclusive characteristics but they are almost singular in their desire to see and experience everything the Memorial has to offer. As our audiences change the Memorial strives to evolve, taking sophisticated approaches to interpretation, communication, and commemoration. These approaches will be evident throughout this report.

In the push and pull of modern life, finding the time to pursue personal interests or enjoy leisure time can be challenging. The 2015 Centenary of Anzac created significant impetus for people to travel to Canberra, contribute their solemn presence to the Memorial's commemorative ceremonies, and acknowledge the experiences of Australian military personnel through their time and interest in the Memorial's galleries.

The 2015–16 financial year includes the second half of the Centenary of Anzac commemorations and the start of the post-centenary period for the Memorial. The number of visitors walking through the front doors has increased on last year, as those who did not come over the last two years now make a return visit. The number of people motivated to visit specifically by the Centenary of Anzac decreased by 13 per cent to 28 per cent, but general visits grew by seven per cent – public interest in our military history is not on the wane. To see the Memorial in general is still the main reason people are coming, with 86 per cent citing this in the annual general visitor survey.

The Memorial's contribution to Canberra was in the spotlight this year, with audience research highlighting the contribution made to the local community. When interstate Memorial visitors are asked what their main purpose was for visiting Canberra, "to see the Memorial" is typically in third place, behind holiday/leisure and to visit friends or family. This year, visiting the Memorial moved up and was the second most prominent reason (26 per cent) followed by "to visit friends or relatives" (19 per cent). As another measure of satisfaction, visitors were asked as part of the general visitor survey if they would return again to the Memorial. An overwhelming 92 per cent said that they would return.

The Memorial's growing national and international presence was expressed through unsolicited feedback provided through the TripAdvisor website, with patrons of the website voting to rank the Memorial number 23 of the top 25 landmarks in the world, above the Sydney Opera House.

## COMMEMORATION PERFORMANCE INDICATOR

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

The Memorial's main satisfaction performance areas received consistently high ratings from our visitors. Given the Memorial's focus on the Centenary of Anzac for half of this financial year it is rewarding and not surprising that the two most highly rated areas this year were the First World War galleries and the commemorative areas, with satisfaction ratings of 93 and 92 per cent respectively.

Public attendance at the Memorial's Anzac Day Dawn Service and National Ceremony was lower than in the centenary year. It was, however, the highest on record excluding 2015.

The Anzac Day Dawn Service has been becoming a focus for public commemoration since 2003. An estimated 55,000 people attended the service and 11,500 attended the Anzac Day National Ceremony. A resulting combined 66,500 people paid their respects at one of the Memorial's major ceremonies this year.

Public attendance at the Memorial's outdoor ceremonies is typically affected by the weather. Remembrance Day 2015 was very wet and rainy, but attendance matched the previous year at an estimated 3,900. This was owing to the presence of His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall at the National Ceremony.

The Last Post Ceremony is still increasingly popular, with total attendance up another six per cent on the previous financial year. A total of 153,242 visitors attended the moving daily commemorative ceremony this financial year.

Good attendances were also recognised at other special commemorative services held throughout the year.

3,240 people attended dedicated wreathlaying ceremonies (60 per cent decrease on 2014–15, but 61 per cent increase on 2013–14).

5,800 students attended school wreathlayings (24 per cent increase on 2014–15, and 21 per cent increase on 2013–14).

There were five plaque dedication ceremonies this year, with 565 attending (290 per cent increase on 2014–15, and 77 per cent increase on 2013–14).

## ACCESSIBILITY PERFORMANCE INDICATOR

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

There was a three per cent increase in first-time visitors and growth in the categories of visitors who had not visited for 2–5 years (five per cent increase) and 5–10 years (six per cent increase). A six per cent increase was recorded in the typically strong category of visitors who have not visited for over ten years. This was matched by a decrease in visitors who had recently visited the Memorial (within one and two years). General public attendance at the Memorial has increased by seven per cent this year, although attendances numbers in other categories (ceremonies, events, and schools) were good but reduced in comparison to the previous year. These remain strong results. Many programs recorded an increase on 2013–14 results, with records being second only to the Centenary of Anzac 2015 year.

Overall, a combined total of 1.087 million people visited the Memorial's main site or storage facility at Mitchell. A further 145,264 visitors attended one of the Memorial's touring exhibitions at other venues.

The school audience is also significant, and this financial year 130,689 students visited the Memorial's main site at Campbell. This is a six per cent decrease on the previous financial year, but a four per cent increase on 2013–14. With the exclusion of the outlying 2015 Centenary of Anzac year, the school audience is the highest recorded.

This financial year saw changes to the typical demographic profile of visitors to the Memorial during the commencement of the Centenary of Anzac period.

Once again, 97 per cent of the Memorial's visitors were satisfied with their visit and 96 per cent rated the Memorial as either exceeding or meeting their expectations.

## KNOWLEDGE AND UNDERSTANDING PERFORMANCE INDICATOR

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

The Memorial has continued tracking visitor perceptions of the importance of the Australian experience of war in creating and shaping the Australian identity through a dedicated question in the general visitor survey. This year there was an eight per cent increase in visitors believing that the experience of war was very important to extremely important – from 75 to 83 per cent.

The recently added display of the Mephisto tank stirred great interest from visitors who either came especially to see the tank or fortuitously encountered it on their visit. Ninety-five per cent could recall at least one piece of information from the display. Visitor recall was the highest for aspects of the crew and the conditions they experienced, especially as visitors tried to imagine 26 men within the tight confines of the tank. Also memorable were its age and rarity, insights into First World War technology and weaponry, and the story told by its exterior etchings, wartime graffiti and bullet strikes.

*I was made far more aware of mechanisation and the dangers posed by it.*

*I think it would be fairly terrifying to be confronted with such a weapon.*

*Was fascinated by participation and appreciative of contribution to western front.*

Visitor comments, general visitor survey 2015–16

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

The Memorial's commemorative program continued to grow, with a significant increase in the number of ceremonial requests received in addition to the scheduled annual commemorative calendar.

On Saturday 15 August 2015, the Memorial marked the 70th Anniversary of the end of the Second World War in the Pacific with a ceremony to recognise this significant moment in history and honour the service and sacrifice of the more than one million Australians who served in the Second World War.

A rainy Remembrance Day marked the 97th anniversary of the armistice that ended the First World War. In attendance at the National Ceremony were His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall who jointly laid a wreath at the Stone of Remembrance. The commemorative address was delivered by renowned Indigenous academic and historian, Dr Jackie Huggins AM.

Following the National Ceremony, the Memorial's Western Gallery and Courtyard were renamed the Captain Reg Saunders Gallery and Courtyard in honour of the service of Captain Reginald Saunders MBE, the first Aboriginal Australian commissioned into the army. Dr Jackie Huggins AM delivered a moving keynote address, which was followed by a special performance by singer-songwriter Mr John Schumann to an audience comprised of senior defence personnel, dignitaries, and members of the Saunders family.

Monday 25 April saw the 101st anniversary of the Gallipoli landings commemorated at the Anzac Day Dawn Service

and the National and Last Post ceremonies. As in previous years, a series of collection imagery, battle names from various conflicts, and portraits of the 42 Australian servicemen who were killed as a result of their service in Afghanistan were projected onto the Memorial façade from dusk until dawn on 23 and 24 April. Prior to the Dawn Service, Lieutenant Commander Desmond Woods, Air Commodore Stephen Osborne, and Lance Corporal Daniel Haddad read moving excerpts from letters and diaries of servicemen and servicewomen who served in conflicts spanning a century. The final readings included Lance Corporal Haddad's personal reflection on his deployment to Afghanistan.

In the stillness of the morning, the Dawn Service commenced at 5:30 am with a digeridoo performance by Sergeant Norman Daymirringu, Patrol Commander of Arnhem Squadron, North West Mobile Force and Elder of the Manharrngu people. The Director of the Australian War Memorial, Dr Brendan Nelson, delivered a moving commemorative address to the 55,000 visitors assembled on the parade ground and surrounds.

The National Ceremony was attended by 11,500 visitors and veterans who participated in the Anzac Day march. The commemorative address was delivered by the Prime Minister of Australia, the Honourable Malcolm Turnbull MP, who also reviewed the veterans' march with Vice Chief of the Defence Force, Vice Admiral Ray Griggs AO CSC RAN representing the Chief of the Defence Force. In recognition of the centenary of the Returned and Services League of Australia (RSL), the veteran's march was led by the National President of the RSL, Rear Admiral Ken Doolan AO RAN (Retd) accompanied in the unity of Anzac by the New Zealand Defence Advisor, Air Commodore Shaun Clarke ONZM, of the Royal New Zealand Air Force.

To conclude the commemorations, the story of Lance Corporal Philip de Quetteville Robin, 10th Battalion, AIF, who was killed in action on Gallipoli, was read by Ben Roberts-Smith VC MG to an audience of 922 visitors assembled in the Memorial's Commemorative Area.

The Anzac Day National Service commemorating the 101st Anniversary of the Gallipoli Landings attracted a diverse array of visitors, all of whom came together to remember those Australians who served and died in war.





Remembrance Day events marking the 97th anniversary of the Armistice which ended the First World War were attended by high level dignitaries including His Royal Highness the Prince of Wales and Her Royal Highness the Duchess of Cornwall; His Excellency General, the Honourable Sir Peter Cosgrove, AK MC (Retd), Governor-General of the Commonwealth of Australia, and Her Excellency Lady Cosgrove; Rear Admiral Ken Doolan AO RAN, (Retd); and the Chairman of the Legacy Australia Council, accompanied by Junior Legatees.



## Annual performance statement: commemorative ceremonies

### DELIVERABLE 1

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

#### RESULT

Attendance at the three major commemorative ceremonies held during 2015–16.

1. Anzac Day Dawn Service: approximately **55,000** visitors (128,700 last year)
2. Anzac Day National Ceremony: **11,500** visitors (31,500 last year)
3. Remembrance Day Ceremony: **3,900** visitors (3,900 last year)

### DELIVERABLE 2

**At least ten other commemorative ceremonies.**

#### RESULT

Commemorative ceremony	Number	Attendees
Major ceremonies	3	70,400
Other ceremonies (incl. special commemorative events and wreathlayings)	26	8,555
Plaque dedications	5	565
Head of state visits	1	25
VIP visits (incl. tours and wreathlayings)	95	1,005
<b>School wreathlayings</b>	120	5,231
<b>Last Post ceremonies</b>	364	153,242
<b>Total</b>	<b>614</b>	<b>293,023</b>

### DELIVERABLE 3

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

#### RESULT

The school wreathlaying program continues to be an engaging and meaningful commemorative experience for students visiting the Australian War Memorial. The program enables students to participate in a ceremony in the Tomb of the Unknown Australian Soldier and includes a guest veteran to provide a personal perspective on service and sacrifice. The opportunity to ask questions of the veteran is a valuable learning experience for the students.

Throughout the year **120** ceremonies were attended by **5,800** students, and 15 of these ceremonies were attended by a member of parliament who greeted and spoke to students from their electorates. In March 2016, two additional ceremonies per week were offered to school groups, on Wednesday and Thursday afternoons, taking the number of school wreathlaying ceremonies available for booking to five each week

Funding support provided by the Department of Veterans' Affairs enables this commemorative program to continue to be delivered.

*On behalf of the 2016 Frank MacDonald Memorial Prize Tour Group, I offer a belated but none-the-less sincere thank you for the time you spent with us at the Australian War Memorial (AWM) on 9 February 2016. The highlight of the day for many of the group was partaking in the wreath laying ceremony and your informative explanation of the features of the Hall of Memory.*

*The day trip to the AWM constitutes an integral part of our program and will remain as one of the many wonderful memories from the tour for each group member. We sincerely appreciate your involvement.*

*I would like to take this opportunity to advise that the staff we dealt with on the day were fantastic.*

Joan W.

## DELIVERABLE 4

### The Last Post Ceremony on a daily basis.

#### RESULT

The Last Post Ceremony continues to be one of the most important commemorative programs in the Memorial's calendar. Since its inception in 2013, there have been more than **700** requests, averaging around **300** personal requests from families and veterans' associations each year. In the last year, more than **150** family requests were delivered, and more than 10 annual association Last Post ceremonies were facilitated. In addition, the ceremony now marks important annual anniversaries.

In the last 12 months, more than **50** significant anniversaries were commemorated at the ceremony. Approximately **200–250** ceremonies each year deliver specific requests for families, associations, or significant anniversaries.

Each significant anniversary is enhanced by the additions of Australia's Federation Guard, choirs, VIP attendees, and selected readers from Australian Defence Force. Of note, the Chief of Defence Force Air Chief Marshal Mark Binskin AC read the Roll of Honour story and recited the Ode for the 70th Anniversary of Victory in the Pacific. Recipients of the Victoria Cross for Australia continue to volunteer to read at the ceremony, Corporal Ben Roberts-Smith most recently participated in the 2016 Anzac Day Last Post Ceremony.

VIP attendance has markedly increased. Visits have included Australian and foreign service chiefs, heads of state, ambassadors, high commissioners and senior diplomatic officers, and national sporting teams. The ceremony is well supported by visiting school students, who regularly raise attendance levels by up to **300–400** at each ceremony.

The ceremony is an opportunity for visitors to engage in commemoration on a personal level, whether it be through laying a wreath or hearing the stories of the men and women of the Roll of Honour read aloud by a uniformed member of the Australian Defence Force – to hear where they were born, educated, whether they married, became parents, where they worked before enlisting, how they served and how they died; at its heart lies the individual story of life and loss, service and sacrifice. Their stories may be different, but just as Charles Bean intended, they are all equal in death.

## 2015–16 Portfolio Budget Statement and Corporate Plan: Key performance indicators

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

#### RESULT

Just over **70,400** people attended commemorative ceremonies during 2015–16.



Remembrance Day Last Post Ceremony.

## OTHER COMMEMORATIVE ACTIVITIES

### School engagement in commemoration

In addition to engagement in learning activities ranging from the Discovery Zone, an experiential learning area, to facilitated education programs, visiting students also increasingly participated in commemorative ceremonies. In 2015, 887 students and teachers attended the Remembrance Day National Ceremony, with 102 students participating in the poppy-laying component of the program. In 2016, 51 students and teachers attended the Anzac Day National Ceremony. Students continue to be active participants in wreathlaying during the daily Last Post ceremonies.

*On behalf of the students, staff and wider community of Young High School can I thank you and the team at the Australian War Memorial for the invitation and opportunity to participate in the National Remembrance Day Ceremony.*

*This was indeed an amazing and memorable day for all our students and staff, and to represent NSW in the period of centenary commemorations was truly special. Our students treasured the day and the experience, and it was extremely pleasing to see some of our quieter and less confident students rise to the occasion and shine on the day.*

*The smiles, discussion and pride they displayed after participating in such a special event were fantastic and a reminder of why working with young people is so rewarding. As for the weather, well it just added a special touch to the ceremony.*

Keith D., Young High School, NSW

*We arrived back safely to Guluguba late Friday night after a wonderful trip to Canberra. Of course being part of the Remembrance Day ceremony will always be a highlight and memorable occasion for all, including the parents and small community who watched it at home. I even had an email from a past pupil of Guluguba who attended the school in the 1960s, to say what a special moment it was for her to hear the school name and see the students representing the youth.*

Pauline K., Guluguba State School, QLD

### Additions to the Roll of Honour

In a private ceremony held on 10 November the name of a serviceman who lost his life following his service in Afghanistan, Sapper David Wood, was added to the Roll of Honour. Family members and Defence personnel were in attendance.

### War correspondents memorial dedication

On Wednesday 23 September 2015, the C.E.W. Bean Foundation dedicated a memorial in honour of war correspondents in the Sculpture Garden of the Australian War Memorial. The dedication ceremony included addresses by the Honourable Malcolm Turnbull MP, Prime Minister of Australia, and Mr Kerry Stokes AC, C.E.W. Bean Foundation Patron and Chairman of the Council of the Australian War Memorial. This unique memorial commemorates the achievements and sacrifice of those who have entered war zones to report and interpret the Australian experience of war and peacekeeping operations, and is dedicated to the journalists, photographers, film and sound crews, writers, and artists who have and continue to record the story of Australians in conflict.

### Explosive detection dog and handler sculpture dedication, *Elevation of the senses*

The Memorial conducted a ceremony to dedicate the explosive detection dog and handler sculpture *Elevation of the senses* in the Memorial grounds on Thursday 8 October 2015. This unique sculpture was made possible through the generous financial support of Doug and Monique Thompson, and commemorates the role and contribution of these dogs and their handlers to Australia's involvement in conflicts from the Vietnam War through to more recent conflicts in Afghanistan. The dedication ceremony included addresses by Mr Doug Thompson OAM, sculptor Mr Ewen Coates, and Dr Harry Cooper OAM, a poetry reading by Mr Nigel Allsop, and a musical performance by Ms Tania Kernaghan. A number of military dogs and their handlers were in attendance from the Royal Australian Air Force Explosive Detection Dogs and the Australian Army Explosive Detection Dog Section of the School of Military Engineering. Following the dedication, a special Last Post Ceremony was held to commemorate Sapper Darren Smith and his explosive detection dog Herbie who were killed in action together in Afghanistan in 2010.

### Army indigenous soil return ceremony

On 23 July 2015, the Memorial hosted Indigenous members of the Australian Army together with representatives from the Indigenous community who conducted a ceremony in the grounds of the Memorial, during which soil was collected from the Lone Pine tree. This soil was taken to Gallipoli and combined with soil collected from the battlefields as part of the August commemorations to mark the 100th anniversary of Gallipoli. The soils were blessed and cleansed as part of a traditional ceremony at Lone Pine and the soil returned to Australia. On Thursday 26 November 2015, a ceremony was held signifying the return of the soil to the Lone Pine tree in honour of those Indigenous Australians who lost their lives on Gallipoli.



## Flowers of war project

The Australian War Memorial is partnering with the Anzac Centenary Arts and Culture Fund, the Department of Veterans' Affairs, and other Australian and international groups to support the *Flowers of war* project, directed by Mr Chris Latham, which produces a program of commemorative musical performances in Australia and Western Europe during the centenary. The music program comprises arrangements of original scores by composers who served in the Great War, many of whom lost their lives. As well as the performances, which will be recorded, the project will produce illustrative collateral drawn from the Memorial collections and other cultural institutions in Australia and Europe.

A range of ceremonies are held at the Memorial, including wreathlayings, plaque dedications, and memorial services honouring anniversaries and events.



## VIP visits

The Memorial conducted over 90 VIP visits in 2015-16 including the visit by Their Royal Highnesses the Prince of Wales and the Duchess of Cornwall, and one visit by a head of state or head of government, His Excellency Dr Jakaya Mrisho Kikwete, President of the United Republic of Tanzania and Her Excellency Mama Salma Kikwete.

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

## OUTPUT 1.2 THE NATIONAL MEMORIAL AND GROUNDS

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

### Overview

The Memorial buildings and grounds, in addition to the Roll of Honour and Hall of Memory, are maintained as an important commemorative area.

The memorial to war correspondents has been installed within one of the identified locations in the Western Precinct, and the sculpture to commemorate the role of explosive detection dogs has been installed in the Eastern Precinct. The five-year cycle for an update of the Campbell Site Development Plan has commenced, with the Johnson Pilton Walker review to be completed in 2016.

Enhancements to the Roll of Honour, including re-waxing of panels and the addition of names previously not included or incorrectly spelt, have been implemented. Cleaning of the Memorial's façade and conservation of sandstone within the Commemorative Area and the grounds were also completed. Work to improve way-finding and presentation of the Commemorative Roll has commenced and is expected to be completed in late 2016.

Heritage and aesthetic considerations of the Commemorative Area remain important, as they enhance the visitor experience. These considerations are carefully managed in alignment with the Memorial's Heritage Management Plan.

The Commemorative Area is undergoing major refurbishment. The original stoneworks and sculptures have been badly weathered and are being replaced to preserve the appearance and heritage value of the site. The project to replace the gargoyles has been generously supported by the Department of Environment through a \$1 million grant from the Protecting National Historic Sites program.

### Annual performance statement: the national memorial and grounds

#### DELIVERABLE 1

**The Memorial heritage building, Commemorative Area, and surrounding grounds maintained and presented to the highest standard.**

#### RESULT

High-quality building, garden, and grounds presentation remains a top priority for the Memorial. A maintenance program was continued to ensure that the grounds and buildings are presented to the highest possible standard. Replacement of trees and other plantings was undertaken as required, as was maintenance of all sculptures and memorials, buildings, and the Pool of Reflection.

As part of the Commemorative Area reconstruction project, new drainage and planter boxes have been installed on the western side. This will reduce the risk of damage to the building due to failing waterproofing and inadequate drainage. These modifications will be replicated on the eastern side once the carved sculpture commission is complete in late 2016.

Detailed garden maintenance of the Commemorative Area and the Memorial courtyard continues to be performed weekly to keep these high-profile formal gardens at their best. The maintenance regime for the Pool of Reflection in the Commemorative Area and for the National Service Memorial Fountain in the courtyard continues at a high standard and has reduced conservation requirements.

#### DELIVERABLE 2

**Access to the Memorial and visitor facilities of the highest standards.**

#### RESULT

The implementation of the Campbell Site Development Plan continued. Various minor new site developments for visitor amenities were undertaken this year. Design work has commenced for legislative-compliant handrails and an access ramp in the Commemorative Area. This work has been designed in line with heritage and building code requirements.

Design and documentation has commenced on the southern commemorative area stairs to provide handrails and lighting for evening and night events.

The western lower gallery (Korea) emergency exit will be upgraded to provide code-compliant egress stairs. This work has been designed sympathetically with existing external stairs already installed on site and will be Disability Discrimination Act (DDA) compliant. The structure is currently being manufactured off site to be installed by September 2016 with minimal heritage impact.

Additional locations for 16 new light poles across the Campbell Site have been approved. These poles will provide seven new security camera points. These safety and security improvements are expected to be completed by November 2016.

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### **DELIVERABLE 3**

#### **Building works that comply with relevant standards, codes, and regulations.**

##### **RESULT**

All building works at the Memorial are undertaken in accordance with relevant standards, codes, and regulations.

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### **DELIVERABLE 4**

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

##### **RESULT**

Heritage specialists have continued to provide advice as required for building works in heritage-sensitive areas.

A maintenance and conservation regime for the stonework in the Memorial building continues on a regular basis. Over the course of this year, this worked included the removal of algal deposits from the sandstone, and conservation and repair of chipped and damaged stone.

The Roll of Honour panel re-waxing program was completed in December 2015. The Second World War, Post-1945, and Operational Service panels were re-waxed in March 2015, and the First World War panels were completed in December 2015. In addition to improving the aesthetics of the panels, the reapplication of wax will protect them from corrosion.

A regular maintenance regime for the Lone Pine tree (*Pinus halepensis*) continues to assist with its longevity. A replacement *Pinus halepensis*, derived from a seed taken from the original Lone Pine, was planted by Their Royal Highnesses The Duke and Duchess of Cambridge on Anzac Day 2014. It is anticipated that this tree will have grown to a suitable size when the original Lone Pine reaches senescence. The new pine remains in a very healthy state, assisted by the fence and bird netting.

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### **DELIVERABLE 5**

#### **Timely completion of works to minimise impact on visitors.**

##### **RESULT**

All minor works at the Memorial, including regular maintenance, cleaning, and conservation of the main building, are scheduled out of hours where possible and in consideration of significant public events. Any major works that may be disruptive are scoped and planned to ensure that work on intrusive elements is scheduled at the most appropriate times, that alternative arrangements for visitors are made, and that the public is informed.

The two-year Commemorative Area Reconstruction Project is funded by a \$1 million grant from the Department of the Environment's Protecting National Historic Sites program. It aims to preserve the Commemorative Area's historic, aesthetic, and social values by ensuring that its architectural form, fabric, and details remain as intact as possible.

The area's significance and values have been preserved by removing deteriorating portions of sandstone, especially the string course and sculptural elements of the east and west walls, and reconstructing them with matching sandstone. Improving the cloisters' and gardens' drainage preserves their functionality and protects the reconstructed stonework and the Memorial's lower galleries from water damage.

As of 30 June 2016, all stone for the string courses and 25 of 26 sculptural elements had been re-carved. The sculptures carving was captured on time-lapse film, and the stonemason's traditional skills will be recorded when the 26th sculpture is carved. Removal and replacement of the string course and sculptures along the Commemorative Area's western wall was completed in March 2016. Removal and replacement of the eastern wall's string course is scheduled for January–March 2017.

The work of reconstructing the Commemorative Area's western garden, including significant improvements to the garden's drainage, water-tightness, and planters, was finished by mid-April 2016. Additional works to ensure the Commemorative Area's water-tightness, including replacing deteriorated grout in the granite pavement and the Pool of Reflection, is scheduled for completion between December 2016 and April 2017. All works are scheduled for completion by 30 June 2017.

**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

A total of **1,080,000** people visited the Australian War Memorial.

### Other related activities

#### *Plaque dedication program*

Five commemorative plaques were installed during the year. To date, 212 commemorative plaques have been installed in the Memorial's grounds. All commemorative plaque records were released to the Memorial's website this year, with each record including a site map featuring a photograph and description of the plaque, along with its general location within the grounds.

#### *Roll of Honour*

The Memorial's bronze Roll of Honour panels were updated for accuracy, with seven in situ amendments made to the panels. The Afghanistan panel was recast to include the name of Sapper D.M. Wood.

In addition to the re-waxing of the panels, three supplementary panels and two First World War panels were recast and installed.

## 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.*

Planning for the new storage facility at the Treloar Resource Centre at Mitchell is well advanced, with construction planned to begin in the first half of 2017. The new facility will provide 5,000 square metres of new space for large technology objects (LTOs) and enable greater flexibility in the storage, movement, and conservation of the collection. With a major re-equipping of the Australian Defence Force's air, land, and sea capability occurring during current operations around the world, several aircraft types and heavy and armoured fighting and infantry mobility vehicles are being retired over a short period. Acquisitions include an F/A-18 Classic Hornet, a Squirrel helicopter, Blackhawk and Seahawk helicopters, the forward section of a Lockheed C-130 Hercules, elements from the decommissioned HMAS *Sydney IV* and HMAS *Tobruk*, and armoured and infantry mobility vehicles.

The first of these major acquisitions arrived in 2016. The Boeing-Vertol CH-47D Chinook A15-202 had been identified in 2009 for eventual transfer to the Memorial. It had lengthy and distinguished service in peacekeeping and humanitarian operations and three deployments in Afghanistan where it sustained damage from enemy small-arms fire. During the transfer to the Memorial, which included a last lap of Canberra, supporting material, film, photographs, and interviews with crew members and others who have worked with the Chinook were collected. We are particularly grateful to the Department of Defence's Capability Acquisition and Sustainment Group (CASG) and serving personnel

of the Australian Army's 5th Aviation Regiment for their extraordinary support and capability in making the transfer possible.

Through the Collections Coordination Group (CCG) the Memorial maintains a close and effective liaison with the Australian Defence Force and its history and heritage units in identifying material from recent and current operations for the Memorial's collection. This relationship includes the deployment of Memorial staff to operational areas – for example, conducting video and oral interviews in Adelaide with members of 7RAR as it prepared to deploy to the Middle East, to be followed up on 7RAR's return and potentially in the field during deployment.

The procedures for donation of items to the Memorial were reviewed to provide a more efficient service to donors and better security for the collection. The review showed that more than half the material offered was returned because it did not fit the Memorial's collection needs, duplicated examples already in the collection, represented risk because of condition, or was not original material. The new procedures enable online assessment which helps the potential donor describe the material and its context, as well as providing guidelines on what the Memorial collects and faster turnaround of the transfer of ownership documentation.

New art commissions made to enrich the contemporary interpretation of Australian service involved two new partnerships. A partnership with the 4A Centre for Contemporary Asian Art in Sydney commissioned the artist Dr Dacchi Dang to produce a major new body of work exploring Vietnamese–Australian experiences of the Vietnam War, and a partnership with the Istanbul-based organisation

Protocinema commissioned renowned Turkish artist Köken Ergun to develop a film-based work exploring the shared Turkish–Australian legacy of Gallipoli.

In April 2016 the Anzac Centenary Print Portfolio was launched at Parliament House. Featuring work by five Australian and five New Zealand artists reflecting on the legacy of the First World War, the portfolio was one of the most ambitious commissioning projects in the Memorial's history. Later this year it will be displayed at the Museum of New Zealand Te Papa Tongarewa.

David Jolly was commissioned to capture the 2015 centenary Dawn Service on Gallipoli in a series of six paintings on glass, as well as documenting his visit with photographs, drawings, film, and sound recordings as a comprehensive recording of the artist's experience amongst thousands of Australians at this most significant of moments in the centenary.

Alex Seton's commissioned work, *As of today ...*, comprising carved marble folded flags in memory of each of the 42 Australians on the Afghanistan Roll of Honour is now on display.

Commissions to build a richer collection of works relating to the Indigenous Australian experience of war included working with remote art centres to commission artists, including Gabriel Nodea, Susan Wanji Wanji, Patrick Freddy Puruntatameri, Andrew Snelgar, Clair Bates, and Glenda Nicholls, as well as five printmakers from the Badu Art Centre.

Two major commissioned public sculptures have been delivered: the *War correspondents memorial* by Johnson Pilton Walker, and *Elevation of the senses*, a sculptural tribute to explosive detection dogs and their handlers by Ewen Coates. Three public sculptures are in planning for 2017 and 2018: one of General Sir John Monash, one recognising the contribution of families during wartime, and one recognising Aboriginal and Torres Strait Islander service.

A new online, interactive project to be launched in late-2016 will virtualise Charles Bean's original, but unrealised, plans for the exhibition of First World War official war art, while mapping the journeys undertaken by each of the artists. The launch will coincide with the centenary of the Official War Art Scheme.

As well as providing curatorial and intellectual input into the range of public programs, exhibition developments, and commemorative events, National Collection staff facilitated the *Big things in store* open day at Mitchell in September.

Several new collaborations and partnerships have helped significantly in building the archival collections and the knowledge to interpret them more effectively. Stronger working relationships have been developed with the Department of Defence and the National Archives of Australia through working groups, including the Operational Records Working Group (ORWG) which began in November 2015. The ORWG is the principal liaison to manage the release of records from the Department of Defence to the Memorial.

The releases are consistent with the Defence Records Authority, and are managed by the Memorial within the terms of its agreement with the National Archives of Australia (NAA). The group meets quarterly and consists of members of the Defence History units, Headquarters Joint Operations Command (HQJOC), members of Defence Information Access, Records Management Policy, Military Strategic Commitments, and the National Archives of Australia.

Through the *Anzac connections* project, the Memorial's archival collection metadata is open and linkable to several centenary projects. The sharing of this data will expand the reach of the Memorial's collections and facilitate broader commemoration and understanding of the First World War. An MOU with the University of New South Wales Canberra enables access to data from its AIF project database, the most authoritative resource in relation to AIF personnel. The *Anzac connections* project will provide a vital online capability in linking First World War collection records across the nation's cultural institutions through a unique linkable identity for all Australians who served in the First World War. *Anzac connections* also involves the digitisation of historic First World War collections of letters and diaries which are brought online with contextual information.

Requests for stories, quotes and anecdotes that help relate the thoughts, activities, and responses of Australians during the First World War have increased significantly in the centenary, particularly relating to the Western Front. Together with the #DailyDigger Twitter project, *Anzac connections* provides relevant biographies, links to digitised letters and diaries, and a daily narrative of the First World War using personal quotes. Using digitised personal accounts and unit war diaries, the Research Centre published a day by day account of the activities of all battalions on the Gallipoli Peninsula during the evacuation operations in 1915.

The Memorial has a wonderful collection of sheet music, including original compositions and arrangements by Australians in war, popular songs sung by soldiers and their sometimes risqué reworkings of these songs to recount their experience. These collections are gradually being digitised with interpretive context, and selections are being recorded to give sound to what has been silent in our collection for so long.

The Memorial is in the second year of an Australian Research Council Linkage Grant with the Australian National University (ANU) researching Australians in Borneo during the Second World War. The project will produce new research perspectives on the activities of Australian special operations personnel operating behind the lines, prisoners of war, particularly at Sandakan, and the major campaigns in 1945.

A project to document official records relating to recent conflicts and the peacekeeping official histories is underway. Collections include United Nations-sponsored Australian missions to Namibia (Untag), the former Yugoslavia (Unprofor/SFOR), and Gulf War I (operations Damask,

Habitat, Pollard, and Sandglass). These collections are now indexed to the item level and available for researchers on the RecordSearch database. Activities of the SAS and Navy Clearance Teams, Foreign Affairs, and the Prime Minister and Cabinet (PM&C) are recorded in this collection along with correspondence, interviews, and opinion polls from the period.

Records of Maritime Headquarters (MHQ) First Gulf War 1990–91 and Operation Damask moved into the open period and became publicly available in January 2016. This series has been documented to the item level and includes naval signals, situation reports, and intelligence reports, as well as personnel, medical matters, supply and logistics, and logs of diplomatic messages that were forwarded to Maritime Headquarters to keep them informed of the diplomatic situation in the Gulf. AWM175, another fully documented series on RecordSearch, covers Defence Foreign Affairs briefings and ministerial press releases from 1959 to 1980. Topics covered include commissioning and decommissioning ships, promotions and appointments, and reporting of the Vietnam War.

A team of over 100 volunteers has been assisting to index, transcribe, and check the information contained in the First World War nominal roll dating from 1919. Once completed, the data will be available on the Memorial's website.

The Memorial's film digitisation capability was improved with the acquisition of a new scanner which will enable high-resolution and preservation scanning of the film collection. The First World War collection and the narrow gauge Vietnam material will be high priorities for digitisation.

An internship arrangement with 1st Joint Public Affairs Unit (JPAU) and the Photo Film and Sound Section will help to build a shared capability in skills and awareness of collecting needs for personnel in the field which covers the activities of Australians on operations and the ADF's activities around the world.

In collaboration with the Australian Geospatial-Intelligence Organisation (AGO), the Australian War Memorial developed the *Gallipoli, Afghanistan and the future: 100 years of mapping* exhibition at Russell Offices, Canberra. The exhibition contrasted the techniques for mapping Gallipoli 100 years ago to those used in the war in Afghanistan. AGO donated several maps created for use by Australian personnel in Afghanistan and a detailed description of their development. The exhibition displayed a map annotated and signed by Daniel Keighran VC, and an oral history with him recounting the action that took place at Derapet on 24 August 2010 and for which he was awarded the Victoria Cross.

The restoration of the Second World War Lockheed Hudson bomber is well advanced and will be completed in September 2016. The project has involved the in-house fabrication of structural elements in the aircraft and its full re-assembly.

The textile collection has been treated to prevent moth damage following the discovery of clothes moth in the store. As well as developing new preventive procedures, the store has been refurbished and sealed, a new, more efficient compactus storage system installed, and the collection repacked.

All known radioactive items in the collection are being surveyed and new procedures implemented to ensure risk mitigation associated with the safe handling and storage of radioactive materials.

The preventive maintenance program for the large technology objects and vehicles has been remodelled to ensure the systematic maintenance of stored vehicles. The HMAS *Australia* gun and HMAS *Brisbane* bridge and turret were repainted, correcting uneven fading which occurred since the Brisbane was installed.

The damaged stone plinth surrounding the *Australian serviceman* sculpture and the water membrane have been replaced to ensure the long-term conservation of the sculpture.

The Evacuation series of nine small dioramas and the Gallipoli table removed from the old First World War galleries have been structurally stabilised for long-term storage.

Almost 4,000 photographic negatives were tested to identify film base in preparation for appropriate housing in the nitrate and acetate stores.

The Digital Assets Management System (DAMS) was enhanced in 2015–16 with improved digital capability including automatic indexing, transcription, and other web publishing features. There were 167,797 new digital assets ingested into the DAMS this year; 15,157 pages from the Research Centre collections were scanned for preservation; 1,612 additions and amendments were made to biographical roll records, including 427 consolidated profile records; 193 library items were rehoused for improved collection preservation; and 38.21 shelf metres of official records were rehoused.

## Annual performance statement: the National Collection

### 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

The objects in the National Collection are the artefacts of more than a century of conflicts. Its range includes works of art, large technology objects, letters and diaries, uniforms and medals, photographs, film, and sound recordings.

The key focus for the Memorial is to acquire a collection that helps to tell the stories of Australian experiences in conflict. As well as continuing to collect material relating to historical conflicts, the Memorial collects artefacts of recent and current operations and conflicts to be able to tell the stories of those operations in the future.

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

### 2015–16 Portfolio Budget Statement and Corporate Plan: Key performance indicator

**The existence of an outstanding National Collection provides the necessary foundation for other programs to be able to occur. The KPIs for the effectiveness of this program are:**

#### KPI 1

**The number of new items acquired, in accordance with the Collection Development Plan.**

#### RESULT

Total number of acquisitions: **17,560**. (This includes 15,014 items in the collection, 231 library books and 2,315 items added to RecordSearch.)

#### KPI 2

**The number of items disposed of, in accordance with the Collection Development Plan.**

#### RESULT

**5,648** items were disposed of in accordance with the Collection Development Plan:

- one artwork that was deemed inconsistent with the Memorial's objectives
- three private records collections were returned to the donor as they did not relate to wartime experiences and were placed with an educational institution
- five photographic exhibition prints were disposed of from the *Icon and archive* travelling exhibition
- 5,175 VHS copies were inferior duplicates that were replaced with high quality originals
- 464 sound copies were inferior duplicates that were replaced with high quality originals.

#### KPI 3

**The number of items for which documentation has been enhanced or corrected.**

#### RESULT

Documentation was enhanced or corrected for **390,248** items (463,517 last year).

380,801 enhancements or corrections were made to items in the collection, 361 amendments for library items, and 9,086 amendments to RecordSearch items.

**KPI 4**

**At least 80 per cent of the collection in storage that meets conservation standards for environmental conditions.**

**RESULT**

- Photographs, Film and Sound – 83.95 per cent
- Art – 99.90 per cent
- Military, Heraldry and Technology – 85.52 per cent
- Research Centre collections – 100.00 per cent.

**KPI 5**

**Number of collection items that can be accessed through the Memorial's online public databases.**

**RESULT**

A total of **423,944** items in the National Collection meet Collection Access System (CAS) requirements for public access through online public databases.



Mr Tim Sullivan, Assistant Director, Branch Head National Collection, Australian War Memorial and Professor Suzanne Miller from the Queensland Museum at the launch of Mephisto, the only surviving German First World War tank.

Trent Parke, *WW1 Avenue of Honour* exhibition.

Mr John Bullwinkel and family donate the medals of Lieutenant Colonel Vivian Bullwinkel, who served as a nurse during the Second World War.

The handover of the guitar that singer-songwriter John Schumann used to write the song "I was only 19" was part of the Memorial's commemoration of the 50 year anniversary of the Battle of Long Tan.

Ms Mandy Paul from History South Australia hands over Major Paul Badcoe's VC medal group.





Mr Peter Greste, war correspondent and Mrs Shirley Shackleton, widow of Greg Shackleton of the Balibo Five, lay wreaths at the dedication of the *War correspondents memorial*.

Artist Mr John Reynolds at the launch of the Anzac Centenary Print Portfolio at Parliament House.

Artist Rosie Ware – whose artwork was on display – and family visit the Australian War Memorial.

Mr David Jolly attended the centenary Anzac Day Dawn Service on Gallipoli and captured his experience with a series of paintings.



## OUTPUT 1.4 EXHIBITIONS

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

### Overview

#### **Permanent galleries**

A wide range of small exhibitions and displays were completed in the Memorial's permanent galleries during the year.

A display of photographs and the medal group of Captain Reginald Saunders was completed in November 2015 as part of the dedication of the Captain Reg Saunders Gallery and Courtyard (formerly the Western Courtyard and Gallery).

Following its display in the Special Exhibition Gallery alongside *Ben Quilty: after Afghanistan* (12 December 2014 to 17 June 2015), *Alex Seton: as of today ...* was placed on permanent display in the Memorial's main circulation corridor.

Six medal groups were added to the Hall of Valour as part of an initiative to display as many Australian Victoria Cross medal groups as possible during the centenary period. These were: Lieutenant Frederick Bell (South Africa), Lieutenant Colonel Harry Murray (First World War), Private Reginald Inwood (First World War), Private John Jackson (First World War), Private James (Heather) Gordon (Second World War), and Major Peter Badcoe (Vietnam).

Nine displays of artworks on paper were completed, featuring in each of the permanent galleries. Three displays were completed in the Research Centre Reading Room: two focusing on First World War soldiers, and one on the Australian Women's Army Service. A series of photographs related to Iraq (2003–09) by official photographer David Dare Parker was installed in the Conflicts: 1945 to today galleries.

Two centenary-related art commissions were placed on display. The tapestry titled *Avenue of Remembrance*, commissioned by the Memorial in conjunction with the Australian Tapestry Workshop, was placed on display in the central stairs. Artworks by David Jolly produced for the Gallipoli Centenary Commission were placed on display in the Captain Reg Saunders Gallery.

A Bushmaster Protected Mobility Vehicle was acquired with the support from a generous sponsor of the Memorial, Thales, in December 2015. A permanent external display of the vehicle on the western side of Anzac Hall adjacent to the Centurion tank was completed in April 2016.

A minor renewal of the Memorial's external way-finding signage was completed to ensure optimal site presentation for the centenary period. The renewal involved re-skinning of existing signage infrastructure and will extend the life of signage for a further three to five years.

A project to update the recent conflicts, exit corridor, and entry corridor areas of the Conflicts 1945 to today galleries

commenced and is due for completion by September 2016. The recent conflicts area currently presents four themes with equally weighting: Iraq: the first Gulf War (1990–91), between the wars (Operation Habitat, late-1990s), Iraq: the Second Gulf War (2003–09), and Afghanistan (2001–present). The exit and entry corridors have traditionally been used for the display of contemporary art. The planned update will present conflicts in the Middle East Area of Operations (MEAO) holistically with a more accurate presentation of their comparative significance. The MEAO display will encompass the recent conflicts area and the exit and entry corridors, enabling greater space for this story.

A strong focus on maintaining the high standard of the Memorial's 10,000 m<sup>2</sup> of exhibition space was continued throughout the year. Major maintenance tasks included the rebuild of audio and intelligent lighting systems for major sound and light shows in Anzac Hall, progression of the systematic installation of highly efficient LED lighting throughout the permanent galleries, and the installation of a permanent glass and bronze balustrade on the north and south facades of the Ascot boat display in the *Australia in the Great War* exhibition – this followed a number of incidents involving visitors tripping and falling around the display.

#### **Temporary exhibitions**

The temporary First World War exhibition *Mephisto: the Devil's chariot* opened in Anzac Hall on 27 July 2015. This exhibition features the A7V tank "Mephisto", the only German manufactured tank from the First World War still in existence. Mephisto is internationally significant both technically and historically. It was captured in 1918 near Villers-Bretonneux by the 26th Infantry Battalion AIF and returned to Australia in July 1919. To commemorate the centenary of the First World War, the Memorial collaborated with the Queensland Museum to display Mephisto outside Brisbane for the first time since it was transported from Europe at the end of the First World War. The exhibition will conclude in March 2017.

The Special Exhibition Gallery featured one temporary exhibition: *Reality in flames: modern Australian art and the Second World War* (3 July 2015 to 4 September 2016). This is the Memorial's first exhibition dedicated exclusively to exploring how Australian modernist artists responded creatively to the Second World War. It features 90 works of art from important Australian artists including Albert Tucker, Frank Hinder, Joy Hester, Sali Herman, Donald Friend, and Colin Colahan. The Memorial's Special Exhibition Gallery was the fourth venue for *Reality in flames*, which had previously travelled to three venues in New South Wales as part of the Memorial's Travelling Exhibitions program. Development of two further exhibitions planned for display in the Special Exhibition Gallery commenced during the year. *For Country: for Nation* will focus on the wartime experience of Aboriginals and Torres Strait Islanders; and *Special Forces* (working title) will tell the history and role of Australian Special Forces from the Second World War to present day.

## Touring exhibitions

*Remember me: the lost diggers of Vignacourt* toured to four Western Australia Museum (WAM) venues: WAM Perth, WAM Albany, WAM Kalgoorlie, and WAM Geraldton. The exhibition achieved total visitation of 63,571 while on display in Western Australia. In November 2015, the Memorial allocated funding to enable an 18-month, six-to-eight-venue extension of the tour.

*Ben Quilty: after Afghanistan* toured to three venues: Museum and Art Gallery Northern Territory; Perc Tucker Regional Gallery, Queensland; and Castlemaine Art Gallery and Historical Museum, Victoria. The exhibition achieved total visitation of 88,374.

As a joint initiative with the RSL and Services Clubs Association, the Memorial developed a touring First World War exhibition series titled *Australians on the Western Front, 1916–1918*. The series comprises three companion exhibitions – *Australians in France 1916*, *To Flanders fields 1917*, and *Advancing to victory 1918* – which will tour to RSL clubs in NSW during 2016, 2017, and 2018. Two sets of the *Anzacs in France 1916* exhibition commenced travelling to metropolitan and regional club venues in February 2016.

A small number of venues displayed the 2015 centenary exhibition *A camera on Gallipoli: the photographs of Charles Ryan*. One venue displayed the graphic version and five venues displayed the digital version.

### Annual performance statement: exhibitions

#### DELIVERABLE 1

**Permanent exhibitions developed and maintained to the highest standard.**

#### RESULT

During the past year, 27 exhibitions and smaller displays were developed and implemented in the Memorial's permanent galleries. Key exhibitions included *Mephisto: the devil's chariot*, *Reality in flames: modern Australian art and the Second World War*, and the external display of the Bushmaster Protected Mobility Vehicle.

In addition to new exhibitions and displays, a strong focus on maintaining the high standard of presentation in the Memorial's existing 10,000m<sup>2</sup> exhibition space continued. Key achievements included a renewal of external way-finding signage, the rebuild of audio and intelligent lighting systems for major sound and light shows in Anzac Hall, and the progression of the systematic installation of highly efficient LED lighting throughout the galleries.

Satisfaction ratings for the Memorial's permanent galleries which have included development or upgrade works were as follows:

- 99 per cent satisfied with Commemorative Area (82 per cent very satisfied)
- 99 per cent satisfied with First World War galleries (81 per cent very satisfied)
- 98 per cent satisfied with Anzac Hall (81 per cent very satisfied)
- 93 per cent satisfied with *Reality in flames: modern Australia and the Second World War* (69 per cent very satisfied)
- 97 per cent rated the *Mephisto* display as very good or good (63 per cent very good).

#### DELIVERABLE 2

**Travelling exhibitions exhibited at different venues across Australia**

#### RESULT

During the past year, four touring exhibitions were exhibited at 21 host venues across Australia, reaching a total of 145,264. These exhibitions were:

- *Ben Quilty: after Afghanistan*
- *Remember me: the lost diggers of Vignacourt*
- *A camera on Gallipoli: the photographs of Charles Ryan*
- *Australians on the Western Front: 1916–1918 series. Anzacs in France, 1916.*

A complete list of exhibitions and associated host venues is provided in Appendix 6.

**Attending a memorial exhibition is a deliberate act to find out more about the Australian experience of war. The KPIs for the effectiveness of this program are:**

## 2015–16 Portfolio Budget Statement and Corporate Plan: Key performance indicators

### KPI 1

**The total attendance figure at the Memorial exhibitions and travelling exhibitions.**

#### RESULT

Over **1.2 million people** have engaged with Memorial exhibitions. Just over one million have viewed the Memorials on-site exhibitions and almost 150,000 have attended Memorial touring exhibitions in cities and regional towns around Australia.

### KPI 2

**Qualitative or quantitative evidence about increases in visitors' understanding.**

#### RESULT

Audience research, including tracking, observations and interviews, was performed on Anzac Hall this year, with the results of the study indicating that this Hall is both impressive and educational for our visitors, with 33 per cent using positive adjectives ranging from excellent through to fantastic, another 31 per cent described it as amazing, awesome, impressive, or powerful. 28 per cent said it was educational, fascinating, informative or realistic while 13 per cent noted that they found it moving, emotional, reflective or sad.

*Amazing. The scale of everything really helps to put war into perspective.*

*Realistic and effective, thought provoking, hauntingly real.*

*It is about the progression of war. From small planes to big the advancement of weapons.*

Visitor comments, general visitor survey 2015–16

### KPI 3

**Qualitative or quantitative evidence of affective or attitudinal change.**

#### RESULT

A dedicated survey reviewing the Mephisto tank showed that it was a drawcard for many visitors (36 per cent of those interviewed at the display said they came especially to see it) and held their attention. First impressions included excited adjectives such as “awesome” and “amazing”, followed by those commenting on the unexpected size or scale of the tank. The third largest group of comments were adjectives relating to its intimidating or impressive presence.

The survey also provided the following results:

- 52 per cent of those interviewed said they looked closely at most to all of the display, followed by 37 per cent who had a closer look at some things
- 63 per cent said they read all of the interpretive text and 76 per cent looked at all of the technical diagrams
- 71 per cent agreed that the display gave them a better understanding of the Australian experience of war
- 95 per cent agreed that it demonstrated the dramatic impact of technology in land warfare
- 92 per cent agreed that the display improved their knowledge about the introduction and use of the A7V tank, in particular Mephisto
- 84 per cent agreed that it provided a realistic insight into Australian encounters with the Mephisto tank on the Western Front
- 95 per cent could recall at least one piece of information from the display. Aspects of crew and conditions were the most highly recalled, with age and rarity, insights into First World War technology and weaponry, and the story told by exterior etchings, wartime graffiti, and bullet strikes also proving memorable.

## OUTPUT 1.5 INTERPRETIVE SERVICES

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

### Overview

During 2015–16 more than **265,065** general visitors and students engaged in the Memorial's interpretive programs and events. These activities highlighted the National Collection, and provided opportunities for audiences to participate in the operations and activities of the Memorial. The existing program of regular gallery and collection talks and behind the scenes curator tours has expanded and diversified in content, with increasing numbers of Memorial staff contributing and sharing their expertise with the public. Several external experts also delivered public lectures throughout the year.

The late-night openings of the Commemorative Area continued on selected evenings in January. Visitors were

able to view the illuminated Hall of Memory, allowing them additional opportunities to pay respects to the fallen during the Centenary of Anzac.

Popular programs such as the weekly story-time for preschoolers, museum theatre performances during school holidays, and summer film screenings in January continued to attract strong audience numbers. Following a successful initial season of performances for school students in 2014, Starrs Productions returned in 2015 with a First World War-themed work, *Fightin' the Kaiser*, performed by Brett Hunt.

**130,689** students visited the Memorial in the reporting period, with 82 per cent undertaking facilitated education programs linked to the Australian curriculum.

The successful Soldiers in Residence program continued in 2015–16, providing the opportunity for current serving Afghanistan soldiers to learn about the back- and front-of-house operations of the Memorial. The soldiers also participated in the delivery of programs to visitors to the museum.

### Annual performance statement: interpretive services

#### DELIVERABLE 1

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

#### RESULT

In 2015–16, **529** public program activities in the galleries were delivered to **18,491** visitors. This year has seen a further increase in delivery by many sections across the Memorial. Programs included: Hands-on History, which allows visitors of all ages to handle artefacts and objects while discovering associated personal stories; collection-focused gallery talks; curator-led tours of the special exhibition; behind the scenes art, multimedia, and military heraldry and technology tours; school holiday craft workshops; professional museum theatre performances of *Radio Silence* and *Last Letters* during school holidays; guest lectures from notable historians; and summer film screenings, featuring a films selected according to the theme of women in war.

A select list of staff-presented public talks is provided in Appendix 7.

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

Visitors regard the Memorial's interpretive programs and events very highly:

*We went on a conducted tour and really enjoyed the experience. It was good to look around with someone with so much knowledge. We were very impressed with the exhibits and had a particular interest in the Vietnam and Afghanistan exhibits as we had relatives who have served in those conflicts.*

Visitor comments, general visitor survey 2015–16

*I would like to take the opportunity to say how much we have enjoyed all the tours we have taken at the War Memorial. I would rate your talks and tours program very highly.*

Jennifer W.

*The Defence students thoroughly enjoyed their day at the Australian War Memorial and they mentioned that the tours were a definite highlight. It is so important to be able to pass on to the younger generations the Australian stories and oral history of the past and for visitors to see and learn something different each time they visit the Memorial.*

Diana H.

## DELIVERABLE 2

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

#### RESULT

Facilitated education programs at the Australian War Memorial are key educational activities for Australian schoolchildren, from preschool to Year 12. In total, **130,689** students visited the Memorial during the reporting period, of which **103,800** (79 per cent) participated in a facilitated program. The Memorial's 12 facilitated education programs link to statements in the Australian curriculum for both History, and Civics and Citizenship, and are designed to assist students to remember, interpret, and understand the Australian experience of war and its enduring impact on Australian society. The centenary Commemorative Crosses project continues to be incorporated into the Anzac Legacy education program.

*Thank you to all the staff that spoke to and took our girls around the War Memorial. The staff were just fantastic and our teachers were very impressed with their knowledge and the time they spent explaining things to our girls ...*

*I also hear from the girls that they enjoyed their visit. One group especially spoke of a Vietnam veteran who took their group around and spoke of his experiences. They were very impressed, so thank you.*

Libby B., Abbotsleigh, NSW

*Just wanted to say a very big thank you for making our visit to the War Memorial today so wonderful. Your program that was adapted for our year level was excellent and certainly addressed everything that we have been investigating into. Kathleen was my guide and she was excellent with the children and very knowledgeable too.*

*So, thanks again.*

Prudence A., ACT Education, ACT

*Thank you for hosting our Year 6 Students from St. Andrew's Anglican College. Our guide provided us with crosses so we could write messages of thanks to our Australian fallen and was very complimentary and supportive of the student's messages ... Can I just say that any time spent with your staff is so worthwhile as their knowledge and storytelling puts the memorabilia in context and makes them and the people they are related to come alive.*

Conny B., St Andrew's Anglican College, QLD

*I would just like to give a thumbs up to Nicholas who took our young people on a tour today, our teens are often difficult to manage however it was great to have a guide that was knowledgeable and with great youth work skills.*

James C., CALM ACT

*Thank you for all of your help with our excursion. The children and the adults all thoroughly enjoyed it. I've received lots of comments about what wonderful storytellers the guides are and many of the children have said they can't wait to go back again and look at more of the displays.*

*We are very lucky to have such an incredible place just down the road from us!*

Remana D., North Ainslie Primary School, ACT

## DELIVERABLE 3

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

#### RESULT

The Memorial Box program remains a consistently requested and highly regarded outreach resource. The redevelopment of Box 3: Aboriginal and Torres Strait Islander wartime service was completed in March 2016, with an additional six boxes created to meet the demand for material. A series of online resources and activities was developed to complement the physical content of these boxes.

The **97** themed boxes, administered by state agents, contain a variety of items, including case studies of personal stories and hands-on items such as uniforms, badges, and objects. In 2015–16, **453** schools and community organisations borrowed a Memorial Box, with approximately **54,400** users. Secondary schools make up around 50 per cent of all borrowers, with primary schools at 37 per cent, and community groups such as public libraries, aged care facilities, and after-school care groups making up the remainder.



The Indigenous Service Memorial Box contains hands-on artefacts, primary source material, and uniforms which are linked to carefully selected photographs, case studies, and teacher notes.

Funding from the Department of Veterans' Affairs has enabled the program to continue, with new Memorial Box agents established in Unley, Gawler, Port Augusta, and Broken Hill to meet demand in these areas.

A survey of all Memorial Box borrowers indicated high satisfaction with the program, with an average rating of 8.2 out of 10. Feedback is routinely sought from participants in the Memorial Box program:

*Thanks for providing us these educational boxes which helps to make learning meaningful to students.*

Northfield Public School, SA

*Thanks for allowing students out west to experience hands-on resources.*

Wentworth Public School, NSW

*The students really connected with the Australian forces involved in the Vietnam War and totally engaged in their stories. Thank you for providing such amazing resources.*

Cornerstone College, SA

#### **DELIVERABLE 4**

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

#### **RESULT**

Consolidation of the content on the Memorial's education webpages continued in 2015-16, making the website better able to meet the needs of teachers and schools. Additions to the pages include learning resources on the Western Front campaign, and classroom showcases containing examples of student work. Learning activities were also developed to accompany *the Spirit of Anzac Centenary Experience*, featuring items on display in the touring exhibition. Online resources linked to the Memorial Box program remain popular, with the first of a planned suite of video clips now available.

Audiences continued to engage via social media, with over **3,300** users now "liking" the "Education at the Australian War Memorial" Facebook page. Posts sharing information on commemoration, the stories of women in war, and Aboriginal and Torres Strait islander wartime service have reached more than **70,000** people.

*Fantastic resource – I particularly like the wonderful images.*

*What a courageous woman Dr Phoebe Chapple was a beautiful story. Thank you for sharing – lest we forget*

Facebook comments

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

#### **KPI 1**

**The total attendance figure at Memorial programs (not including commemorative ceremonies).**

#### **RESULT**

<b>Type</b>	<b>Number</b>	<b>Attendees</b>
Education programs	1,954	103,800
Public programs (incl. interpretive programs, gallery talks, and tours)	529	18,491
Tours (incl. public highlight tours and privately conducted tours)	4,525	64,982
Events	16	4,297
Off-site programs (incl. Memorial Box loans)	453	54,400
Off-site tours (incl. Mitchell precinct tours)	30	841
Off-site events	5	1,537
<b>TOTAL</b>	<b>7,512</b>	<b>248,348</b>

Each day a minimum of **12** free highlight tours of the Memorial were conducted by voluntary guides. These attendance numbers are included within "Tours".

#### **KPI 2**

**Qualitative or quantitative evidence about increases to participants' understanding.**

The Museum audience is diverse with equally differing needs and expectations for a memorable visit. Public programs help enliven exhibitions and provide a personal connection for those who prefer a more social and interactive learning experience.

#### **RESULT**

Satisfaction ratings for Memorial interpretive programs are attained through the general visitor survey. Talks and presentations, theatre performances and Guided tours received the highest satisfaction ratings this year:

- 93 per cent were satisfied with guided tours (69 per cent very satisfied)
- 96 per cent were satisfied with talks and presentations (69 per cent very satisfied)
- 85 per cent were satisfied with family programs and activities (55 per cent very satisfied)
- 88 per cent were satisfied with Hands-on History programs (56 per cent very satisfied)
- 95 per cent were satisfied with museum theatre performances (69 per cent very satisfied).

*Just wanted to say thank you for such a positive experience at the AWM today!*

*Today was the first time I had visited with my four year old son ... I have been many times before, but this was the first time as a Mum, and I was thoroughly impressed with the preschool aimed story time and all the crafts available today.*

*My son, who normally can't sit still, was so engrossed with the stories. It was a pleasure to watch him listen to stories of war he could comprehend. We then went to the discovery space which I literally had to drag him out of! What a fantastic space for children to get hands on and explore our history in the way they learn best ... by touching everything!!*

*Since having children I have enjoyed doing the public program rounds of our museums and galleries. Today has been the first time I have been blown away with the programs offered – perfectly hitting the target audience and making a content which could be very hard for young children to comprehend accessible, engaging and non-threatening. Thank you, we can't wait to visit again.*

Jessica C.

*He does a wonderful job, bringing credibility, compassion and comprehensive knowledge to his presentation.*

*I think the whole visitor experience ... is greatly enhanced by volunteer guides.*

Philip T.

### KPI 3

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

#### RESULT

The general visitor survey asks respondents to specify what they enjoyed most about their visit, to which a large range of responses are received, often relating to particular exhibits of interest, public programs, or overall experience.

Five per cent of responses to the open question referred to guided tours proving a memorable or popular feature of their visit. Responses typically cite the knowledgeable and personable qualities of the Memorial's guides.

*The guided tours by "Steve" was very informative and made the memorial to us immigrants more relevant.*

*Thoroughly enjoyable. Everything was well presented and informative. The volunteer tour guide, John, was excellent. This memorial is a national treasure.*

*A beautifully resourced site, very knowledge WW1 tour guide.*

*Well presented. Fantastic tours. Interactive & interesting.*

*Comprehensive coverage, clear displays excellent interactive information stations.*

*The volunteer guide made our time so very interesting.*

Visitor comments, general visitor survey 2015–16

### Other interpretive activities

#### Simpson Prize

In collaboration with the History Teachers' Association of Australia and the Department of Education and Training, the Education team researched, developed, and hosted online the 2016 Simpson Prize question. This First World War-themed, national essay-writing competition is for secondary students. Links to relevant source material from the Memorial's collection were provided to assist students with their research and writing.

#### Professional development

Education delivered four professional development sessions throughout the year to 75 school teachers, librarians, and pre-service teaching students. The aim of these programs is

to equip teachers to better use the Memorial's collection and historical content in the classroom.

Education also hosted familiarisation visits for **15** colleagues from other cultural institutions, along with **25** representatives from the tourism industry.

*I would like to express my sincere gratitude for facilitating our visit last week. We all found the visit to be informative and I will be able to report back to our development team some key concepts and ideas from the AWM. The printed collateral will also be incredibly beneficial. I was particularly taken with the promotional AWM Education resource poster for schools, I hope in time we could do something similar.*

Sophie L., Sydney Living Museums, NSW

*I wanted to thank you for showing us around. It really was beneficial for us to hear how your programs run.*

James, Powerhouse Museum of Applied Arts and Sciences, NSW

**Performances**

In August 2015 the Education Section hosted a successful two-day performance season of Starrs Productions' *Fightin' the Kaiser*, performed in the BAE Systems Theatre by Brett Hunt. Some **600** students attended four shows.

**Florance Foundation visit**

The annual Florance Foundation visit of junior Legatees to the Memorial was hosted in April, this year facilitating **13** students on gallery tours and at the National Ceremony on Anzac Day. Following their visit, the students and their families rated their experiences at the Memorial very highly:

*We are enormously grateful and proud that my son was able to honour his Dad, and other servicemen and women, through his involvement in the Anzac Day services. These opportunities and experiences are well beyond the realm of possibility for me to provide for him and I feel humble that Legacy act in this capacity for my family.*

Legatee family feedback



Dr Brendan Nelson AO congratulates Mr Kerry Stokes AC on receiving an Australian War Memorial Fellowship from Rear Admiral Ken Doolan AO RAN (Retd).

Chinook A15-202 prepares to leave RAAF Base Townsville for its final flight to Canberra where it became part of the Australian War Memorial's National Collection.



## OUTPUT 1.6 PROMOTIONS AND COMMUNITY SERVICES

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

### Overview

The Memorial continues to focus on the provision of innovative and integrated marketing campaigns to ensure it disseminates information to both traditional and new audiences.

During this reporting period, the Memorial increased the focus on the digital environment with the creation of a stand-alone Digital Experience Section. The mandate of this section is to build capability to deliver digital engagement and deepen the connection with audiences through purposed content and initiatives within growing digital channels.

Through this new digital focus, forming part of integrated social media, marketing and public relations activity, the Memorial endeavours to appeal to and capture the interest of all audience segments within the wider community, to help the Australian public understand the enduring impact of war on our society.

The key priority for the Digital Experience Section over the next reporting period will be to redevelop and relaunch the Memorial public website with an improved user experience focused on rich media and a streamlined search journey. The range and depth of web content and National Collection items will become more accessible and engaging for our online audience whilst interactive experiences such as the Last Post Ceremony will be featured more prominently on the site.

### Annual performance statement: promotions and community service

#### DELIVERABLE 1

**An engaging website with accurate information.**

#### RESULT

There was a 48 per cent increase in visits to the website this year. April 2015, always our busiest month, saw a 108 per cent increase in traffic compared to April 2014. From 22 to 26 April 2015, including the 100th anniversary of the Anzac landings on Gallipoli, there were more than **883,000** sessions on the website, up 103 per cent for the same period in 2014.

There were less overall visits to the website than the previous reporting period (down 25.51 per cent). However this can be largely attributed to the 2015 Anzac Centenary commemorations, which accounted for larger than usual traffic volume across all channels.

The average user average session duration on the website of four minutes and 20 seconds demonstrates our users are spending a significant amount of time researching the content on the website. Our average session duration is 54 per cent higher than the industry average.

Anzac Day commemorations and events drove a high volume of traffic to the website with close to one million sessions over the month of April (966,587) which is a significant percentage of overall web traffic for the year.

Mobile and tablet access to the website increased over the period, accounting for 36.14 per cent of total users (an increase on last year's total mobile and tablet users of 35.33 per cent). Desktop sessions as a percentage of overall visitors reduced from 64.67 per cent to 63.86 per cent. The increase of tablet and mobile device use is consistent with the global trend and provides important insights into designing any new digital initiatives with a mobile first approach.

On Anzac Day 2016, 55 per cent of users accessed the website from a mobile device (an increase of 17 per cent on the previous year).

A process of continual improvement is being conducted on the single search feature on the site, which allows users to search for information about people, places, objects, and events across all digitised material from a single location. This year has seen a 62 per cent increase in views of collection items, with **3.29 million** visitors looking at this material compared to 2.09 million last year. There was a 31 per cent increase in visits to the biographical information on the website, with **12.9 million** views compared to 9.87 million last year.

The Memorial's social media presence continued to gain uptake and engagement. Facebook followers over the period grew by 15,432 (an average of 300 new followers a week). Facebook posts over the period reached an audience of 13,892,768, including an audience of 1,696,132 actively engaging with posts.

## DELIVERABLE 2

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

#### RESULT

The Memorial has consistently provided high-quality service to media in day-to-day engagement and the delivery of major anniversaries, events, and visits, resulting in overwhelmingly positive media coverage.

The Memorial continues to build upon its strong existing relationship with print, online, television, and radio media, working proactively to inform media about events and exhibitions at the Memorial, and to create media stories and opportunities around significant anniversaries, visits, and new acquisitions.

The Memorial liaised closely with the media about significant events and dates in order to manage on-site activity smoothly, ensuring that media could report on events effectively and without disruption. This maximised the coverage for the Memorial, particularly in live television.

The launch of the Memorial's summer campaign received significant media coverage which reached a cumulative audience of 28,235,312 and had an advertising space rate of \$9,287,558.

#### Remembrance Day and Anzac Day statistics

An analysis of media coverage produced between 5 and 30 November 2015 found **1,322** media items.

The month of April saw a total of **1,260** media items, with a total of **939** media items recorded in the week leading up to and including Anzac Day (20–27 April).

The effect and reach of the Memorial's media and marketing strategy can be demonstrated through the findings of the general visitor survey. More than half (52 per cent) of surveyed respondents recalled seeing or hearing something about the Memorial in the months preceding their visit. This demonstrates an eight per cent increase in media exposure compared to last year. Television was the most effective means of communication (58 per cent), followed by word of mouth (44 per cent), newspaper (29 per cent), the Memorial website (15 per cent), tourism brochures (14 per cent), and radio (14 per cent). (As respondents may nominate multiple forms of media in the survey, these figures do not add up to 100 per cent.)

## DELIVERABLE 3

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

#### RESULT

The Memorial has undertaken a number of extensive, integrated marketing campaigns this year, largely supported by the ACT Government's major event funding program. This program was designed to drive visitation to the ACT based on an allocation of funds on a dollar-for-dollar marketing spend basis.

This additional funding allowed the Memorial to increase brand awareness, showcase a number of touring, temporary and permanent exhibitions, and promote existing public programs through commemorations, anniversaries, educational programs, tours, talks, launches and events.

Activities undertaken in support of exhibitions saw the on-site promotion of *Ben Quilty: after Afghanistan, Reality in flames: modern Australian art and the Second World War*, and the Western Australian touring exhibition *Remember me: the lost diggers of Vignacourt* which toured Perth and other regional centres within Western Australia.

Specific communications and marketing activity also supported two major commemorative ceremonies on the 2015–16 calendar: Remembrance Day 2015 and Anzac Day 2016.

Activities underpinning each of these commemorations included a broad public communications and promotional advertising strategy focusing on the local management, organisation, and logistics of each event. Media support for and coverage of Anzac Day 2016 was extensive, with this year also marking the centenary of the Returned and Services League of Australia.

Three major advertising campaigns supported the Memorial's mission and purpose to remember, interpret, and understand the Australian experience of war.

The winter campaign featured *Mephisto – rarest tank in the world*, accompanied by extensive media and promotion of this and other items within the National Collection. Promotion of Mephisto was key to attracting visitors over the winter and school holiday period.

The Memorial's summer campaign – *Sights, sounds and stories* – focused on a number of public and educational programs offered during the summer period, highlighting after-hours Commemorative Area visits, talks, tours, children's activity groups and on-site film series.

The commencement of the third and final campaign, *1916 The Western Front*, commenced in February 2016, and led to further marketing and promotional activity designed to relay the stories of those Australians who fought and died at the Western Front, particularly at Fromelles and Pozieres in 1916.

All three campaigns recognise and acknowledge ACT Government support, through the Special Event Fund, in driving interstate visitation of the Memorial.

Throughout the year, the Memorial has continued to play an active role in supporting industry and affiliated tourism partners VisitCanberra (leisure tourism) and Canberra Convention Bureau (business tourism). Familiarisation visits, which included inspections of function space and attendance of Last Post ceremonies, were conducted with domestic and international media and business event planner groups.

One of the more significant highlights of the end of the year was the Memorial being named Australia's number one landmark in Australia and the South Pacific by TripAdvisor, ahead of the Sydney Opera House, in a ranking generated by reviews from visitors to the Memorial.

### 2015–16 Portfolio Budget Statement and Corporate Plan: Key Performance Indicators

**Effective promotion of the Memorial provides the necessary foundation for other programs to function effectively. The KPIs for the effectiveness of this program are:**

#### KPI 1

**Number of visits to the Memorial's website.**

#### RESULT

During the reporting period there were **5,495,313** visits to the Memorial website. 58.6 per cent of these visits were from new visitors.

#### KPI 2

**Number of people to make their first visit to the Memorial.**

#### RESULT

In the general visitor survey, 35 per cent of visitors stated that it was their first time at the Memorial. It is estimated that **340,000** people visited the Memorial for the first time during the financial year.

#### KPI 3

**Number of positive media items, including television, radio, online, and print media.**

#### RESULT

A total of **13,792** media items were recorded during the year, with 99.99 per cent of them positive.

## Other promotion and community services activities

### *Friends of the Memorial*

Friends of the Memorial is the Memorial's membership program, which offers a range of benefits and member-only events. Memberships are available to individuals and families, as well as clubs and organisations. The program has approximately 1,800 active members.

The Friends of the Memorial program ran a variety of events during the year, the most popular being a tour of the Mitchell storage facility which was booked out. Other events included behind the scenes art tours and research workshops, with a talk on the Boer War collection receiving high attendance.

Friends also attend Remembrance Day and Anzac Day ceremonies. Over 500 Friends of the Memorial attended the National Ceremony on Anzac Day.

### *Memorial branding – Centenary of the First World War*

The centenary brand has been widely used in support of many Memorial and community non-commercial initiatives across Australia. The brand adorns much of the Memorial's marketing and media presence, enhancing the commemoration of significant anniversaries throughout the remaining years of the Centenary of Anzac.

### **Roll of Honour soundscapes**

The Memorial continues to focus on the Roll of Honour Soundscape project through the *Remember me* smartphone application. Designed to engage primary school-aged children throughout the centenary period, this program aims to record primary school students speaking the names and ages of the more than 60,000 Australians who died during the First World War. These recordings are then played in the First World War section of the cloisters in the Commemorative Area of the Memorial. Further promotional activity of the project occurred this year to ensure continued public awareness and engagement.

### **Commemorative crosses**

The Memorial's Commemorative Crosses project provides primary school-aged children with an avenue to mark their respect for those Australians who died in active service. Students are provided blank crosses, on which they write individual reflections on those Australians who have sacrificed their lives in war and other conflicts. The crosses are then collected and reviewed prior to distribution to embassies and private individuals for use in commemorative activities in Australia and overseas.

This year a total of **2,874** inscribed crosses were sent to the embassies of the USA, Belgium, China, Egypt, Ghana, Greece, India, Indonesia, Iran, Israel, Korea, Japan, Papua New Guinea, South Africa, the Netherlands, and Timor-Leste.



Students from Arcadia Public School, NSW, lay a wreath on the Tomb of the Unknown Australian Soldier.

Students from Morningside State School, Queensland, place a wreath on the Tomb of the Unknown Australian Soldier.



## 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.*

A wide range of research and dissemination activities was undertaken during the year, including publication of military history books and articles, media broadcasts, individual research projects, family history workshops, website provision of digitised official and private records, and the provision of military history information and research assistance through the Research Centre enquiry service and the Military History Section.

The 2015 centenary of the Gallipoli landings generated unprecedented interest in the Memorial's collections and stories which has flowed on into this year as the Memorial commemorates other major military events. The Memorial has assisted enquiries in record numbers, from people using the collections to trace their families' military history through to those performing academic research, writing books, or producing documentaries.

### **Official history of Australian operations in Iraq and Afghanistan, and Australian peacekeeping operations in East Timor**

In late 2015 the government approved the *Official history of Australian operations in Iraq and Afghanistan, and Australian peacekeeping operations in East Timor* project with a budget of \$ 12.7 million. Following a national recruitment process, Professor Craig Stockings was formally appointed official historian by the prime minister and commenced the project in March 2016. The official historian is responsible for authoring the multi-volume history project by July 2022.

Six volumes are planned: one on Iraq, two on East Timor, and three on Afghanistan. Recruitment of the project team, consisting of five authors, six researchers, and a project support officer, has been completed. Professor Stockings will also author a volume. Work has commenced with some interviewing being conducted. The process by which the project will gain timely access to necessary Defence and other government department records will be governed by an inter-departmental Official History Records History Steering Group. The project team will be accommodated in secure facilities at the Memorial for the duration of the project.

### **Independent history of the medical legacies of Vietnam War**

The *Independent history of the medical legacies of the Vietnam War* has been commissioned by the Memorial Council and is being led by Dr Peter Yule, a research fellow at the School of Historical and Philosophical Studies at the University of Melbourne. As part of this independent study, Dr Yule will document and examine the existing medical studies and research and undertake new oral history

interviews to enable the authoring of a broad history on the medical legacies of the Vietnam war.

### **Anzac connections**

*Anzac connections* is progressively delivering new collections to the website, improved search and discovery, and new and improved ways for people to interact with the collection. The project is delivering data in a more useful format, with new crowd-sourcing tools, including transcription.

Collections of First World War letters and diaries continue to be digitised and published on the website. Collections relating to musicians serving in the First World War and the musical experiences of service personnel formed part of this year's selection, with sheet music being digitised and progressively released to the website.

The *Anzac connections* platform continues to be used for identifying and publishing linkages between the Memorial's online collection data to improve context and access to the Memorial's collections. Biographies of service personnel continue to be published online with a total of 60 completed this year, including all members of the 13th Battalion Band. The platform enables the Memorial to open its collection to the public and make it readily available for research and other public purposes.

This year the Memorial participated in several data projects including providing its First World War dataset for *WWI Hack* which, in association with *GovHack2015*, brought together a community of creators to engage with digitised World War I collections in order to create new ways of thinking about the war and its legacy. The Memorial also provided its First World War data to the South Australian RSL Virtual Memorial project and has commenced working with Sydney University on its ARC-funded project *Expert nation: universities, war and the 1920s & 30s* to provide the project with a thesaurus, data and the ability to link to permanent URLs for events, places, and Australian military units.

The provision of stories, quotes, and anecdotes that help relate the thoughts, activities, and responses of Australians during the First World War has continued, particularly in relation to the Australian experience on the Western Front. The Memorial's *Anzac connections* project, together with the #DailyDigger Twitter project, provides relevant biographies, links to digitised letters and diaries, and a daily narrative of the First World War using personal quotes. The Research Centre also published an extensive day by day account of the activities of all battalions remaining on the Gallipoli Peninsula during the evacuation operations in 1915, using digitised personal accounts and unit war diaries.

A number of Roll of Honour and Commemorative Roll research projects were undertaken, including investigations into new cases for inclusion, many associated with First World War commemorative activities. Several panels of the Roll of Honour have been recast, and 31 names have been added. The name of Sapper David Michael Wood was added to the Roll of Honour in November 2015 under the Afghanistan conflict, and

a new supplementary panel for the First World War listing 30 names has been erected. The Commemorative Roll area in the Cloisters was updated in June 2016. Administration of the rolls, policy development research, and work on improving existing data and data structures also continued throughout the year.

Fieldwork in Borneo and research into the Memorial's collections continued in an ARC-funded project to understand the experiences of and relationship between Australians and the people of Borneo during the Second World War. This is part of a commitment to continue to engage in new research to better understand the international context of the Australian experience of war, especially in our region.

Research by staff to identify First World War soldiers on the Roll of Honour who were under 18 years of age at the time of their death is continuing. A list of identified boy soldiers is published on the website, with an additional 20 names added during 2015-16. Eight of these boy soldiers were identified as a result of information from the public in response to this list.

Other activities included participation by Memorial staff in the ADF's involvement in Operation Render Safe in Bougainville, and humanitarian operations in the Philippines.



Rear Admiral Ken Doolan AO RAN (Retd), The Honourable Julie Bishop MP, and Dr Brendan Nelson AO, Director of the Australian War Memorial, present an Australian War Memorial Fellowship to Dr Chau Chak Wing.



Professor David Horner AM and the Honourable Bob Hawke AC GCL (via Skype) at the talk commemorating the 25th anniversary of the end of the Gulf War.



Dr Lachlan Grant speaks at the launch of *The Changi* book.

## Annual performance statement: research, information, and dissemination

### DELIVERABLE 1

**Support for research about Australian military history, including:**

- a. **Official history of Australian peacekeeping, humanitarian and post-Cold War operations**
- b. **the annual Summer Scholars program**
- c. **a range of internal research projects.**

### RESULT

**a. Official history of Australian peacekeeping, humanitarian and post-Cold War operations**

The Memorial continues to deliver the six-volume *Official history of Australian peacekeeping, humanitarian and post-Cold War operations*, assisted by funding from the Department of Defence.

Three volumes have already been published by Cambridge University Press:

- Volume II *Australia and the 'new world order': from peacekeeping to peace enforcement, 1988-1991*, by David Horner, was published in 2011
- Volume III *The good international citizen: Australian peacekeeping in Asia, Africa and Europe, 1991-1993*, by David Horner and John Connor, was published in 2014
- Volume V *The good neighbour: Australian peace support operations in the Pacific Islands 1980-2006*, by Bob Breen, was published in 2016.

Three volumes are currently being finalised for publication as follows:

- Volume VI *In their time of need: Australia's overseas emergency relief operations 1918-2006*, by Memorial historian Steven Bullard, has been cleared by government departments and submitted to the publisher for anticipated release in 2017
- Volume IV *The limits of peacekeeping: Australian missions in Africa and the Americas, 1992-2006*, by Jean Bou, Bob Breen, David Horner and Garth Pratten, will be submitted for clearance by government departments in August 2016 and, subject to clearance, is expected to be submitted to the publisher in early 2017

- Volume I *The long search for peace: observer missions and beyond*, by Peter Londey, is due for completion of the draft manuscript at the end of September 2016, with submission to government departments for clearance in early 2017.

### b. The annual Summer Scholars program

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

Three scholars successfully completed research projects related to the Memorial's historical research, collections, exhibitions, and publications:

**Xavier Fowler** (University of Melbourne) – *Eight days that shook the Empire: the battle for Singapore in 1942*.

**Nicola Ritchie** (Monash University) – *Anathema overturned: Australian perceptions of the tank during the First World War*.

**Anton Donohoe Marques** (University of Melbourne) – *The Australian victory contingent, 1946: Australia, Britain, and celebrating the end of the Second World War*.

After editing, scholars' research reports are published on the Memorial's website. The scholars also delivered presentations on their findings at the conclusion of the program.

### c. A range of internal research projects

These included:

- A major investigation into Australia's involvement in post-Second World War Japanese war crimes trials, produced as a multi-volume law report series covering 310 trials, with a separate volume on their historical and legal significance (funded by an ARC grant in collaboration with the University of Melbourne). The volumes in the law report series are in production by the publisher, Martinus Nijhoff, in the Netherlands, and will be launched at the International Criminal Court in the Hague. The thematic volume will be released in September 2016.
- The Australian War Memorial is partnering with the Australian National University (ANU) in a major three-year ARC-funded research project researching Australians in Borneo during the Second World War.

The project, titled *Beyond Allied histories: Dayak memories of World War II in Borneo*, involves the ANU and the Memorial providing new research into how different groups of people experienced the Second World War in Borneo. The research team combines anthropological expertise from Dr Christine Helliwell of the College of Arts and Social Sciences at ANU with curatorial expertise from Robyn van Dyk, Head of the Research Centre at the Memorial, in a collaborative project. As well as a scholarly book and articles, the project will generate an exhibition that will focus on Australians who served and their relationships with the people of Borneo. Stories will be based on the Memorial's archive including original letters and diaries, and research developed from the ARC linkage project. There will be an accompanying digitisation/web program to promote the archival collections in the online environment.

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

- delivered research papers and public talks on aspects of Australian military history at seminars and conferences, and in association with Memorial exhibitions and other public programs
- provided military history advice for a wide range of corporate needs, including in-house training, media requirements, major commemorative functions, and official government programs
- contributed to the development of Memorial permanent and touring exhibitions
- published scholarly and popular articles on a wide range of Australian military history subjects.

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





Left: The Friends of the Memorial end of year function was hosted by Memorial Director, Dr Brendan Nelson. Memorial curators were on hand to explain Christmas-themed items from the collection.

Above: Rear Admiral Ken Doolan AO RAN (Retd) speaks at the opening of the Captain Reg Saunders Gallery and Courtyard.

The opening of the Captain Reg Saunders Gallery, attended by members of his family.

## DELIVERABLE 2

### A publishing program including:

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

## RESULT

### a. Curatorial Monographs

No curatorial monographs were published this year. A number of proposals were considered but did not attract interest from publishers and have not proceeded. Other avenues to disseminate curatorial research are being pursued.

### b. Military history publications

- *Attack on the Somme: 1st ANZAC Corps and the battle of Pozzières Ridge, 1916*, by Military History Section historian Dr Meleah Hampton, published by Helion & Company in June 2016 and launched in July 2016
- *Double diamonds: Australian commandos in the Pacific war*, by Military History Section senior historian Dr Karl James, published by NewSouth Publishing in June 2016 and launched in August 2016
- *Kokoda: beyond the legend*, edited by Military History Section senior historian Dr Karl James, in production by Cambridge University Press for publication in early 2017
- *Australia's war crimes trials 1945–51*, edited by Professor Tim McCormack and Narrelle Morris of University of Melbourne under ARC Linkage Grant with the Memorial, in production by Martinus Nijhoff, Netherlands, for publication in September 2016
- *Charles Bean's diaries from the Western Front*, completed by Military History Section senior historian Peter Burness under Lambert Gallipoli Fellowship funding for publication by NewSouth Publishing in early 2018
- *Korea: in from the cold*, edited by Military History Section historian Michael Kelly, compiled and edited for publication in 2017
- *For valour: Australians awarded the Victoria Cross*, by Military History Section senior historian Aaron Pegram and Military Heraldry and Technology curator Craig Blanch, being researched and compiled for submission to publisher NewSouth Publishing in July 2017
- *Official history of Australia in the war of 1914–1918*, facsimile reprint of the 12-volume series by high-resolution scanning of presentation 'rag paper' editions, digitised editions to be published by Allen & Unwin during 2018 as e-books and as print-on-demand volumes.

### c. *Wartime* magazine

Production of the Memorial's popular military history magazine, *Wartime*, continued during 2015–16. Four issues (numbers 71–74) were published, featuring high-quality, popular, and engaging articles. A high proportion of articles in *Wartime* were once again written by Memorial historians and other staff. The magazine continued its popular themed focus, featuring collections of articles on: the end of the Second World War (issue 71, winter 2015); Korea (issue 72, spring 2015); military command (issue 73, summer 2016); and the Somme (issue 74, autumn 2016).

### d. Exhibition and education publications

- The third publication in the Century of Service series, *Ancestry: stories of multicultural Anzacs*, developed by Robyn Siers and Carlie Walker of the Education section, published in collaboration with the Department of Veterans' Affairs, was shortlisted as a finalist for information book of the year in the 2016 Children's Book Council of Australia's Book of the Year Awards.
- The fourth book in the Century of Service series, which will focus on comradeship, will be published in the 2016-17 financial year.

## DELIVERABLE 3

### Access to collection items and military history information, including:

#### a. Reading Room facilities

#### b. An authoritative research enquiry service

#### c. An annual conference

#### d. Online research facilities

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

## RESULT

#### a. Reading Room facilities

The Memorial's Research Centre continued to attract large numbers of visitors throughout the year. Approximately **32,769** people visited the Reading Room, with **18,833** requests made for collection items. Reference officers delivered a face-to-face reference service, similar to the service which is delivered to remote clients via email, telephone, and mail. The demand for the Research Centre's facilitated visit service has risen 18 per cent over the last three years. This service enables clients to contact the Research Centre to organise record retrievals in advance of their visits and is heavily utilised by professional clients including writers, military historians, and academics. Many researchers also access digitised collections from the Reading Room. The availability of digitised records such as war diaries, Reports of Proceedings, and private records through *Anzac connections* has helped alleviate pressure on the retrieval of original First World War manuscripts which are in heavy demand over this centenary period.

#### b. An authoritative research enquiry service

Research Centre staff answered 14,841 enquiries made online or by telephone, email, or through the mail. In 2014-15 the Research Centre responded to 25,096 enquiries, a significantly higher than average number that was attributed to increased interest associated with the centenary of the start of the First World War and Gallipoli campaign. Telephone, email, and online enquiries vastly outnumber mail enquiries.

Military History Section staff answered more than **1,664** research enquiries during 2015-16. The enquiries include those made online, by telephone, and via mail from the public and the media, and through the minister's and prime minister's offices and other government agencies. Historians also answered a substantial number of mail and email enquiries sent to the editors of *Wartime*.

#### c. Annual conference

In 2015-16 planning was completed and all arrangements made for the Memorial's annual history conference "*1916: the cost of attrition*" to be convened on 20-22 July 2016. Marking the centenary of major events of the First World War in 1916, the event will be framed by two major commemorations at the Memorial: the centenary of the battle of Fromelles on 19 July and the centenary of the battle of Pozieres on 23 July.

#### d. Online research facilities

The provision of digitised collections and content are a high priority for the Memorial in facilitating broad access to its collections. Data clean-up has continued in 2015-16, creating cleaner and more accurate search results. Throughout this year the Memorial has invested in researching and understanding how people are searching and navigating the website. This research forms part of a web development project and provides an understanding of what people are looking for and how successful they are in finding relevant content.

The Memorial's online encyclopedia and information sheets support independent research by the public and assist staff with answers to frequently asked questions. Five new encyclopedia articles and three new information sheets were published to the website, and 18 articles were enhanced and updated. Encyclopedia pages received over 880,800 views during 2015-16. The "Anzac biscuits" entry was viewed the most, with this page receiving 44,653 hits.

The Memorial's library catalogue database, FIRST, has been integrated into the collection search capability of the website with researchers able to perform a single search across the Memorial's collections. The FIRST database is in the process of being upgraded with testing of this function underway. This upgrade is required to assist with redeveloping integration and consistency of displaying search results across the Memorial's collections. The upgrade is also required for the web development project which is researching improvements to the user experience of the Memorial's website.

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

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

#### 2015–16 Portfolio Budget Statement and Corporate Plan: Key performance indicator

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

##### KPI 1

#### Number of visits to the Research Centre Reading Room.

##### RESULT

Approximately **32,760** people visited the Reading Room in 2015–16. There has been a gradual decrease in visitor numbers since the Gallipoli anniversaries in 2015.

##### KPI 2

#### Number of collection items retrieved for and accessed by Reading Room clients.

##### RESULT

A total of **18,833** collection items were requested by Reading Room clients this year, and **18,374** items were retrieved and accessed. This is an increase from last year.

##### KPI 3

#### Viewing online research facilities.

##### RESULT

More than 28 million page views of the Memorial's website were recorded.

##### KPI 4

#### Number of research enquiries answered by Memorial staff.

##### RESULT

Memorial staff answered **14,841** research enquiries in 2015–16.

##### KPI 5

#### Total attendance at Memorial conferences.

##### RESULT

No conference was held during this financial year.

##### KPI 6 & 7

#### Number of lectures and conference papers given by Memorial staff and number of books and articles written by Memorial staff.

##### RESULT

During 2015–16, Memorial staff presented **21** conference papers (20 last year); delivered **37** lectures or off-site talks (42 last year); and completed **49** interviews (56 last year).

Memorial staff wrote or edited **three** books (seven last year), **17** book chapters (nine last year), and **55** articles including book reviews (27 last year) during the year.

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

**KPI 8****Sales figures for *Wartime* magazine and other publications produced by the Memorial in 2015–16.**

Result

<i>Wartime</i>	23,231
Books	1,975
Exhibition catalogues	346
Souvenir publications	13,233

\* Sales of books through the Memorial Shop and Online Shop only. Does not include sales through other book stores.

**Other research activities****Family history outreach**

The Research Centre continues to offer an outreach training program for researching family history. Workshops focus on how visitors can use the collections and services of the Australian War Memorial (and other institutional collections that relate to Australian military service) to discover their families' military service stories. This financial year has seen talks and workshops delivered to the Link-up Training Advisory Reference Group, Friends of the Memorial, and several visiting school and university groups.

**Bryan Gandevia Prize for Military History**

A generous bequest by the family and friends of the late Professor Bryan Gandevia in 2009 enabled the establishment of a prize to commemorate Professor Gandevia's contribution to the development of Australian military and medical history, and the historical research and publication activities of the Australian War Memorial. The Bryan Gandevia Prize of \$5,000 is one of the most generous awards for postgraduate studies in Australian history. It is awarded biennially to an outstanding honours, masters, or doctoral thesis on a significant subject within Australian military history, military-medical history, or military-social history.

Applications for the 2016 Brian Gandevia Prize for theses submitted, examined and passed since 1 July 2014, closed on 30 June 2016. The Military History Section will assess submissions in conjunction with external assessors and the winner will be announced and the prize awarded in the 2016–17 financial year.

**Honour rolls**

A number of Roll of Honour and Commemorative Roll research projects were undertaken, including investigations into new cases for inclusion, many of which were associated with First World War commemorative activities.

First World War panels 187 and 188 were recast to enable a change of order for the listed units and to remove former supplementary names. A new supplementary First World War panel listing 30 names was created and erected in the Cloisters. Second World War supplementary panels 12 and 13 were recast.

The name of Sapper David Michael Wood was added to the Roll of Honour in November 2015 under the Afghanistan conflict.

In June 2016, the Commemorative Roll area in the cloisters was updated. Two new Commemorative Roll books were installed along with a new commemorative plaque. Lighting and signage in the area has also been updated.

## OUTPUT 1.8 VISITOR SERVICES

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

### Overview

The Australian War Memorial continues to provide a world-class visitor experience and was ranked Number One Landmark in Australia and the South Pacific in the 2016 TripAdvisor Travellers' Choice awards.

A dedicated team of paid and volunteer staff are committed to the provision and delivery of front-of-house services of the highest standard. Visitor appreciation of this standard of service is evident in the many posts to TripAdvisor or letters and emails of appreciation received by the Memorial. The following comment was posted to the TripAdvisor website in June 2016:

*In a single word ... Magnificent!*

*My sojourn to Canberra was absolutely and completely about a long held desire to visit our wonderful War Memorial.*

*I arrived just in time to join the excellent guided tour which was very informative and is a terrific introduction to any first time visitor. Our group guide was fantastic.*

*During my visit, particularly meandering through the comprehensive WWI areas, I just found the exhibits to be so powerful and yet at the same time incredibly emotional.*

*Everyone involved with the AWM, The Director - Dr. Brendan Nelson & staff and the hundreds of volunteers must be congratulated. It was evident to me from just one visit that clearly everyone associated with the War Memorial shares the same passion to in some small way pay tribute and honour our Country's service men and women.*

*A very very special place !!*

TripAdvisor visitor comment

The commitment by front-of-house staff to maintain the highest levels of excellence in service ensures that the experience of visiting the Memorial is engaging and meaningful.

### Annual performance statement: visitor services

#### DELIVERABLE 1

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

#### RESULT

To ensure a memorable experience for the many visitors to the Memorial, a high priority is placed on the standard of service delivery by paid and volunteer front-of-house staff. Regular training and learning and development sessions are delivered and made available to staff and volunteers across the course of the year.

Staff are provided regular opportunities to attend military history lectures or gallery talks to enhance their core knowledge. Staff members also undertake scheduled emergency procedure and first aid training.

To assist the Memorial's voluntary guides to maintain a minimum level of proficiency and professionalism based on continuing professional development they undertake monthly "Continuing Training" and quarterly "Peer Group Training". Following from the success of the 2015 model, the Learning and Development program was re-introduced in February 2016. This financial year the Learning and Development program delivered over **21** sessions by experts from within the Memorial. This in-depth training covered Australia's involvement in conflicts, spanning over a century, and provided an opportunity for participants to refresh guiding techniques and customer service skills.

Staff assistance has a high satisfaction rating from visitors completing the general visitor survey, with a satisfaction rating of 97 per cent (74 per cent very satisfied). This is an increase on the 85 per cent satisfaction rating received in 2014-15.

## DELIVERABLE 2

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

#### RESULT

The Memorial is safe and well-presented, with appropriate public facilities such as restrooms, a first aid room, and parents' rooms. The majority of permanent front-of-house staff members are qualified in first aid. Further enhancements are planned for external signage to assist visitor with way-finding and outline conditions of entry.

- 88 per cent satisfied with way-finding signage (50 per cent very satisfied)
- 88 per cent satisfied with cloaking facilities (58 per cent very satisfied)
- 83 per cent satisfied with Poppy's Café (50 per cent very satisfied)
- 82 per cent satisfied with (54 per cent very satisfied)

## DELIVERABLE 3

### Opportunities for visitor feedback, such as service charter, visitors' book, and evaluation services.

#### RESULT

The Memorial welcomes feedback of all forms from our many visitors. A visitors' book is located in the Orientation Gallery and the Memorial Service Charter is available online.

In the 2015–16 reporting period **90** comments were added to the Memorial's visitors' book. The entries in the visitors' book included **81** compliments and **18** complaints (with some cross-over occurring). There were **41** compliments about staff, and **32** about the Memorial's exhibitions. Of the complaints, **14** were about the exhibitions, one about the mobility facilities provided, and one about staff. Written responses were provided to all entries as appropriate.

The Memorial maintained its evaluation and audience research oversight of the effectiveness of its programs through targeted reviews outlined in Output 1.10.

## 2015–16 Portfolio Budget Statement and Corporate Plan: Key performance indicator

### The provision of high-quality visitor services provides the necessary foundation for other programs to function effectively. The KPIs for the effectiveness of this program are:

#### KPI 1

#### At least 90 per cent of surveyed visitors believe that their visit had met or exceeded their expectations.

#### RESULT

This financial year 98 per cent of surveyed visitors stated that their visit to the Memorial had met or exceeded their expectations, with 62 per cent of these saying it had exceeded their expectations.

There was a higher result of women under 24 years of age and males 25–34 years of age finding the Memorial better than expected.

#### 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 the surveyed visitors 82 per cent believed that the Memorial's overall standard of service had improved since their last visit. A further 17 per cent of visitors believed the Memorial had maintained its overall standard of service.

## Other visitor services activities

### Volunteer services

The Memorial's volunteers continued to make a significant contribution, with more than 150 people offering up over 10,000 hours of their time, skills, and expertise to support front-of-house services and projects in curatorial and conservation areas. The volunteers' level of service and dedication is gratefully acknowledged by the Memorial and is appreciated by the many visitors who have benefited from the time they so freely give.

2016 marked the 40th anniversary of the formation of the Voluntary Guides and the delivery of the first guided tour of the Memorial. This financial year voluntary guides delivered over 4,000 free daily tours to almost 60,000 general visitors. Voluntary guides also delivered VIP and after-hours Commemorative Area tours (provided as part of the January 2016 late-night opening program) across the reporting period.

Fittingly, on 9 May 2016, the Voluntary Guides were awarded the Team Award in the Education, Science and Technology category of the 2016 ACT Volunteer of the Year Awards.

The Memorial continued to provide regular information and development sessions together with structured training, such as the Voluntary Guide 2016 Training and Development program.

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

Volunteer veterans participated in the Memorial's school wreathlaying program, engaging with students about their service experiences. 2016 saw the introduction of three additional school wreathlaying ceremonies per week. This successful program enhanced understanding of commemoration for participating school groups.



Rear Admiral Ken Doolan AO RAN (Retd) presents an Australian War Memorial Fellowship to Ms Margaret Beadman.

## INTERNAL OUTPUTS

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

### OUTPUT 1.9 CORPORATE GOVERNANCE

*The Council of the Australian War Memorial provides a strategic framework of policy and direction that guides the achievement of the Memorial's outcome*

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

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

Through the process of Council and committee meetings detailed papers and recommendations were presented by the Memorial's management. The major considerations and decisions undertaken by Council related to:

- implementation of a broader program of events related to the Centenary of the First World War
- progress in relation to the *Official history of Australian peacekeeping, humanitarian, and post-Cold War operations, the Official history of Australian operations in Iraq and Afghanistan, and Australian peacekeeping operations in East Timor, and the Independent history of the medical legacies of the Vietnam War*
- development of long-term National Collection storage solutions
- stakeholder consultation associated with the MV Krait
- planning for the *Spirit of Anzac Centenary Experience*.

PricewaterhouseCoopers (PWC) continued as the Memorial's internal auditor. Members of the Australian National Audit Office (ANAO) and PWC attended each of the Finance, Audit, and Compliance Committee meetings. A program of audits was approved by Council for the 2015-16 financial year and the outcomes of reviews undertaken were presented at each meeting.

Council membership changes during the year included the completion of terms for Mr Graham Edwards and Ms Gabrielle Trainor, and the reappointment of Rear Admiral Ken Doolan (Retd). Mr James McMahon, Wing Commander Sharon Brown (Retd) and Mr Daniel Keighran VC were all appointed for three-year terms. Mr Kerry Stokes AC was appointed Chairman of the Council in November 2015, replacing Rear Admiral Ken Doolan (Retd).

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

In accordance with its terms of reference, Council reviewed its performance in August 2016 via a survey completed by Council and the Memorial's executive. Overall, the results of the review indicate that performance of Council during 2015-16 was highly satisfactory with 19 of the 20 criteria achieving a score of four or more out of five.

## 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), consisting of the Director and three assistant directors, and a Senior Management Group (SMG) comprising all section heads and members of CMG.

During this past year, there were a number of important changes to CMG and SMG. After acting as director during January, Rhonda Adler commenced extended long service leave from February 2016. Leanne Patterson has been acting Assistant Director, Branch Head Corporate Services since 11 January 2016 while maintaining her responsibilities as Chief Finance Officer (CFO). Chris Wagner commenced as Head of Communications and Marketing in May 2016.

CMG meets weekly and considers a wide range of matters brought forward by its members or via papers from section heads. Quarterly reports are presented to monitor performance against the approved Business Plan and review management of identified business risks. The CFO presents a set of financial statements on a regular basis and is able to provide independent and direct advice to senior management. A corporate reserve was established to provide additional resources to deliver and support programs associated with the centenary period and other key commemorative activities. Funding from the general appropriation is being quarantined for this purpose. A number of temporary positions established in the 2015-16 financial year ceased at 30 June 2016 as planned.

The Priority Projects Steering Group continues to have strategic oversight of a range of corporate priorities and programs, monitoring resource management, and project delivery against the key indicators of scope, budget schedule, quality, and risk.

The Information Management Steering Group (IMSG) meets monthly and is key to determining the strategic direction of Information Management, information and communications technology (ICT), and web initiatives. This area of business continues to grow and underpins many of the Memorial's corporate objectives. The prioritisation of available resources is a major focus of IMSG. The Enterprise Architecture Review commissioned during 2013-14 was finalised in 2015-16.

It provides a clear understanding of the ICT requirements for the Memorial to meet its objectives and has identified priority areas for further ICT investment, subject to available resources.

The Assistant Director, National Collection, chairs the Reconciliation Action Plan (RAP) Working Group which has produced the Memorial's first *Reflect* RAP. The *Reflect* RAP is designed to identify and implement initiatives to help provide services to Aboriginal and Torres Strait Islander stakeholders, visitors, and users of our services. It will provide a framework for further development of information resources and services, employment strategies, and engagement with the diversity of Aboriginal and Torres Strait Islander histories, cultures, and military service.

A wide range of statistical information is collated and presented on a quarterly basis to access trends across business activities.

The Memorial continued its efforts to secure corporate sponsorship and support through grants. A number of corporate sector partnerships have been secured or are in the process of being negotiated, including significant long-term partnerships with existing supporters such as Boeing, BHP Billiton, Seven Group Holdings, Seven Network, Lambert De Largesse, BAE Systems, Lockheed Martin, Qantas, Thales, RSL and Services Clubs NSW, RSL Victoria, and RSL Queensland. These companies and organisations have partnered with the Memorial in delivering programs for Memorial visitors and students. Other individual supporters continue to provide financial support for the Memorial's projects and public programs.

SMG 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 number of project control groups (PCG) met on a monthly basis to monitor the performance of major projects. The focus of PCGs is to ensure projects are delivered according to their objectives, timeframes, and budgets. Major projects during 2015-16 include the upgrade of the Commemorative Area, and the development of the Memorial masterplan and the large technology object storage building.

### 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. Achievements are monitored and reported to CMG with quarterly reports submitted to Council.

## Risk management and business continuity planning

The Memorial's risk management and fraud control plans for 2014-17 were implemented during the year. Identified risks were monitored across the organisation, and specific risk management plans were developed for all major events and activities. Planning for emergency evacuation continued, with trial evacuations completed in all buildings several times during the year. CMG and Council received quarterly reports against the risk register and the fraud control plan's key performance indicators.

A review of the business continuity plan was conducted, and a desktop scenario undertaken by section heads in June 2016.

The Memorial participated in Comcover's annual risk management benchmarking survey in 2016 and achieved a risk maturity level of "integrated", as the Memorial has developed and implemented a risk policy and comprehensive risk management framework that is embedded in the operations of the entity and is assessed and updated regularly. The Memorial has maintained this target level, but has introduced additional measure to improve performance against elements of the risk management framework.

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

## Evaluation and visitor research

Audience perspective is an important feedback tool for Memorial programs and events. Audience research and evaluation provides current information on the nature and diversity of the Memorial's visitor profile and program delivery outcomes. This year research priorities were:

### Exhibition studies

- Anzac Hall visitor profile
- First World War galleries audio-guide
- *Afghanistan: the Australian story*
- Temporary exhibition: *Reality in flames: modern Australia and the Second World War*
- Temporary display: Mephisto

### Event evaluations

- *Big things in store*, Treloar Technology Centre, Mitchell
- Memorial conference: *1916: the cost of attrition*
- Anzac Day ceremonies attendance count
- Remembrance Day Ceremony attendance count.

### Performance review and indicators

- General visitor survey 2015-16
- Café catering performance survey.

The Memorial's automated people counter system was expanded this year to include Anzac Hall. This system provides a consistent, timely, and accurate record of people movements into the Memorial, Research Centre, Afghanistan gallery, and temporary exhibition space. This data is essential for grant and donation applications and acquittals.

## OUTPUT 1.11 RESOURCE MANAGEMENT

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

### Buildings and services

#### Buildings

Energy management continues to be a priority for the Memorial, and technical initiatives have maintained efficient energy consumption on the site. The refinement of the strategy for building climate control continues, with an emphasis on managing temperature and humidity parameters to meet the needs of collection material and energy efficiency. The Memorial has engaged ACTEW to conduct a 12-month energy optimisation audit, which is expected to generate savings on electricity consumption at the Campbell Site.

Further upgrades have been completed to the hot water boilers in the C.E.W. Bean Building, with new burners installed on both units to provide improved operational efficiency. Replacement of fluorescent and conventional lighting to energy efficient bulbs and LED technologies was undertaken in the Campbell and Mitchell precincts, which is expected to produce additional savings for the Memorial.

The project control group has progressed the next Mitchell Site Development Plan cycle to determine long-term site development and corporate storage priorities for the Memorial's future growth and acquisitions. The concept design for the first stage large technology object storage building is well underway. The Memorial's Mitchell properties comprise ACT and Commonwealth land, and discussions are underway to resolve any potential title issues which may impact the long-term redevelopment plans of the site.

Major accommodation projects have been undertaken in Campbell and Mitchell. Reconfiguration of the textile store at Treloar A has been completed, resulting in three separate storage rooms being converted to an open plan layout, with significant work being undertaken to seal the space to reduce the possibility for pest incursion into the collection. Demolition and design of new secure office space to accommodate the official histories project has commenced at the Campbell site, requiring some collection and staff relocation to accommodate the new project team. The construction, commissioning and fit-out of the space is expected to be complete by November 2016.

Several other projects were completed, including modifications to the multimedia scanning room to support

the installation of new digital film-scanning infrastructure, and installation of roof height safety systems at Poppy's Café and the Treloar F site.

### **Grounds**

Grounds maintenance contracts are managed to ensure outstanding grounds presentation at all times. Detailed grounds maintenance and horticulture contracts are managed separately to ensure professional services are delivered. A specialist gardener is contracted for garden maintenance of the Commemorative Area, Eastern Precinct, and memorials and sculptures throughout the Western Precinct to ensure these locations are presented at a high standard.

Additional underground electrical infrastructure for Anzac Day and Remembrance Day ceremonies was installed to improve the Memorial's ability to support audio visual presentations and broadcast media involvement in events conducted at the Memorial. This work reduces the risk to staff and visitors from accidents due to cables across roads and pathways.

A regular maintenance regime for the Lone Pine tree (*Pinus halepensis*) continues to assist with its longevity. A replacement pine, grown from a seed taken from the original Lone Pine tree, was planted by Their Royal Highnesses The Duke and Duchess of Cambridge on Anzac Day 2014. It is anticipated that this tree will have grown to a suitable size when the original Lone Pine reaches senescence. It is in a healthy state, and this is assisted by the fence and bird netting.

The official opening and dedication of the *War correspondents memorial* and *Elevation of the senses* sculptural tribute to explosive detection dogs and their handlers were held, with further planning and scheduling for future commemorative sculptures under development.

Several sections of cracked pedestrian footpath behind the Administration Building were replaced to eliminate trip hazards and pram/wheelchair access was installed in the gutter to improve access from the executive carpark to the Administration Building front entrance. An additional footpath behind Anzac Hall is planned to assist school group access, reduce trip hazards, and decrease red gravel wash-off onto roads and into drains during heavy rain.

### **Security (including emergency planning)**

Compliance with the Protective Security Policy Framework (PSPF) continues to be a focus for the Memorial. Regular security risk reviews are undertaken to ensure a strengthened focus on Memorial security arrangements, taking into consideration the national threat level.

Liaison with the Australian Federal Police (AFP) occurs for all high-profile visits and events. There is a particularly positive relationship with AFP (ACT Policing) for liaison, coordination, and the AFP's role in the Memorial's high-profile events and ceremonies such as Anzac Day and Remembrance Day.

New baggage inspection and cloaking arrangements were introduced in May 2016. Inspections are conducted by security staff with a focus on the Main Building public entry points. Electronic security infrastructure is currently being upgraded to increase security CCTV coverage of the Memorial precinct and access control arrangements for all Memorial buildings.

The Emergency Planning Committee (EPC) met four times during 2015–16. Planning and conducting emergency evacuation drills for all Memorial buildings has continued, with improvements identified and implemented.

### **Workshop services**

The Memorial's workshop supports a wide range of Memorial activities. Work this year included trades support for the *Reality in flames: modern Australian art and the Second World War* exhibition. Works continued with the conservation of the Evacuation series dioramas that were removed from the First World War exhibit during its redevelopment, with workshop staff designing and manufacturing conservation-approved protective storage and travel crates. Workshop staff provided assistance with the preparation and installation of the Mephisto tank exhibition in Anzac Hall, fit-out of the new Memorial Boxes, preparation and installation of commemorative plaques and sculptures, bookshop storage room fit-out, refurbishment of the Captain Reg Saunders Gallery, a wide range of building works, preparations for ceremonies, gallery maintenance, furniture construction, and general building and grounds maintenance works.

### **Document control centre**

Mail Room duties have continued in relation to records management, including retrieval and rehousing of physical paper files and scanning incoming mail to the electronic records management system (maintained in SharePoint since 2011).

In order to improve efficiencies on paper files retrieved from Mitchell, Treloar D Building, the 1988–89 paper files are now stored in the Research Centre with 1990 soon to be archived. Only limited paper files created in 1991–92 are still housed at Treloar D storage facility.

Mailroom and loading dock security and safety in relation to potential security threats that may arise from incoming deliveries and/or mail are an ongoing focus. Development and review of mailroom policies and procedures continues to ensure best practice mail tracking and receipt while addressing security requirements.

### **Finance**

#### **Financial planning and monitoring**

The Memorial has a well-established internal budget development and management process which includes oversight of a number of components to ensure corporate priorities are funded to an appropriate level. Many new projects and activities related to the centenary of the First

World War were funded from an internal reserve, with potential allocations forecast over several years to ensure adequate resourcing during the centenary period 2014–18.

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

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

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

The Memorial's collection was formally revalued during 2015–16, resulting in a net increase in fair value of \$34 million. The increase was largely due to movements in photography holdings within the collection.

### **Financial policy**

The Head of Finance and Chief Finance Officer (CFO) continued to participate in the development of whole-of-government reforms through developing input to key discussion papers and consultation processes, including the implementation of the Public Management Reform Agenda Performance Framework.

The CFO was also involved in activities to ensure that funding strategies for major projects and programs are achieved, including resource analysis and forecasts for projects associated with the Centenary of the First World War exhibition redevelopment, and long-term accommodation and collection storage needs.

### **Support services and systems**

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

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

Finance staff undertook training in a range of areas relating to financial management and procurement, and professional staff undertook the necessary training to maintain their Certified Practising Accountant/Chartered Accountant status.

## **Information Technology**

### **Corporate systems**

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

A new barcode-scanning solution for collection management was implemented and integrated with the MICA collection management system.

In-house developed applications for the upload of collection records and media content to the website were completely rewritten to improve functionality and automated resilience.

Database engines including Oracle and SQL Server which support core systems were upgraded and optimised to improve maintainability and performance.

The highly successful webcast of the Last Post Ceremony continued and the range of supported endpoint devices was increased.

The SharePoint-based electronic records management system continues to support corporate recordkeeping requirements. Its importance to business programs is reflected in the fact that system user activity generates an average of 12,000 page views per day. Interfaces such as OnePlaceMail were upgraded as part of the new Standard Operating Environment (SOE) rollout.

### **ICT infrastructure**

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

A new hyper-converged server platform was implemented to support the IT server virtualisation environment. The environment delivers improved application performance, simpler administration, and faster and more transparent backup and recovery while eliminating the need for storage area network (SAN) administration to provision and reallocate space.

The firewall upgrade was completed, including implementation of intrusion prevention system (IPS) functionality, segregation of internal “untrusted” virtual local area networks (VLANs), and new virtual private network (VPN) infrastructure, improving network security and transparency, and providing increased resilience against cyber-threats.

The fleet of five-year-old desktop computers was replaced and included the rollout of a new Windows 10-based SOE. This delivered a welcome performance improvement and increased security via introduction of the new operating system and the latest software patches. Over 80 applications

were upgraded and migrated to a new application delivery platform (SCCM 2012) allowing for improved application rollout and monitoring, and reducing user wait times for manual installations.

Work commenced to develop an additional SOE for laptop computers which will be deployed, on a needs basis, as desktop computer substitutes in the second half of 2016.

Internet connectivity bandwidth was upgraded from 1 to 10Gb/s as the service was moved to AARNet 4.

### **Strategic planning and governance**

The Information Management Steering Group (IMSG) continued its oversight of information management and the application of technology-based systems. The review of enterprise architecture was completed. However, the ability to fully address some of the more complex issues will depend on the availability of resources.

### **Human resources**

Strategic people management/workforce planning

The Memorial has identified the following strategic workforce priorities:

- alignment of people and our business through positive performance culture
- promoting organisational health and wellbeing
- building leadership and management capability
- attracting and retaining the right people
- encouraging innovation and agility.

Workforce planning will continue to evolve within the Memorial over the next few years to build and sustain a diverse workforce. This will deliver current and future business objectives and provide greater opportunity to attract, develop, and retain skilled, engaged, and committed employees. It will allow the identification of critical capability gaps and enable the development of tailored strategies to assist in mitigating future workforce risk. This will lead to greater linkages and alignment with business to achieve the Memorial's strategic objectives.

### **Workforce development**

The Memorial fosters a culture of professional development and continuous learning in building capability, capacity, and bench strength for the future.

Initiatives for 2016 included the implementation and rollout of:

- a Leadership Development Program for all leaders at the APS5-EL1 levels. The program provides leaders with a common language and understanding in fostering a culture of high performance and of staff being more fully engaged. The cohort structure of representatives from each business section supports networking and cross collaboration. This program will continue into the 2016-17 financial year

- Learnhub, the Memorial's online space where all staff can participate in a diverse range of training by participating in e-learning programs or register to attend in-house face-to-face training.

In addition:

- specialist training programs, conferences and seminars continue to be a hallmark of the annual Learning and Development Plan in supporting the development of the range of expertise required within the Memorial
- accreditations provide currency in licensing and skills required for the job
- the Memorial's Studies Assistance Scheme continues to provide support to staff enabling them to undertake formal qualifications relevant to their expertise and career progression.

### **People management and services**

Annual performance assessments continue to be an important foundation for the Memorial to manage and enhance the performance of our employees. Increased reporting of the annual assessment process is now being provided at the most senior levels of the organisation.

The Workplace Relations Committee met regularly throughout the year and continues to be an important forum for staff consultation, including policy development.

Enterprise bargaining towards the Memorial's new Teamwork Agreement continued involving extensive staff consultation and changes to the original proposal. Management continues to bargain in good faith to ensure the best outcome for the Memorial and its workforce into the future.



Dr Brendan Nelson presents an Australian War Memorial Fellowship to President and CEO of Boeing, Mr Dennis Muilenburg.

## OUTPUT 1.12 REVENUE GENERATION

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

### Memorial Shop

Memorial Shop revenue was \$2,166,805 in 2015–16 against a target of \$2,360,000. Net profit was \$454,265, compared to last year's \$435,681, before notional overhead costs.

Wage to sales, a key metric of retail performance, finished at 31 per cent, compared to 29 per cent in the previous year. Cost of goods was down seven per cent. Combined transactional activity for the shop and Orientation Gallery totalled 119,208, with the shop's average sale decreasing \$1.63 to \$21.53, an indication of the sale of lower-priced items. Net operating profit percentage finished at 21 per cent, compared to 19 per cent in the previous year. This was achieved by benchmarking the shop's operations to external retailers, training staff in retail metrics, and changing supply chain to more economical suppliers.

The majority of sales were merchandise developed by the Memorial and items produced under license with other suppliers, including the Royal Australian Mint and Australia Post. The centenary range included:

- 100th Anniversary of Battle of Lone Pine range featuring timber from the Memorial's Lone Pine tree that was damaged during a storm. The range included a trinket box, pen in box, two-up set, letter opener, small gift box and pins
- 2016 Gallipoli medallion featuring a most prominent image of the troops on the Western Front
- circulating and non-circulating coins commemorating key events in Australian military history
- apparel and souvenir products featuring the centenary logo.

The Memorial expanded on its core range of products around the military services, poppy range, and educational items for school groups.

The Memorial launched a number of publications, including *The Changi book* by Dr Lachlan Grant, Antony Beevor's *Ardennes 1944*, and *The Promise: three mates, two wars* by Jamie Zimmerman. Memorial souvenir publications sold through the Orientation Gallery and Memorial Shop, including *A place to remember*, *Hall of Memory*, and an updated Australian War Memorial guide book, all sold well.

### e-Business

The Memorial's e-business revenue for 2015–16 was \$897,327 (including the value of waivers and stock received free of charge) against a target of \$1,190,000. Revenue is generated from:

- costs associated with reproductions from the National Collection

- user fees associated with commercial use of the material
- the value of fees waived for use of materials for educational, private, or commemorative purposes
- Memorial Shop products sold online.

Online Shop sales declined 12 per cent over the previous year, which is an indication of the significance of the 100th anniversary of the Gallipoli landing last year.

## OUTPUT 1.13 TEAM MANAGEMENT

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

This is a common output across the Memorial that recognises the promotion of teamwork to achieve corporate priorities. The Performance Assessment Framework is a key strategy for ensuring individual work plans are aligned with Business Plan activities.

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

Staff and management contributed and/or participated in community programs through fundraising activities such as the sale of Legacy badges. Legacy was also invited to sell badges on the steps of the main Memorial building during Legacy week, 30 August to 5 September 2015.

The Memorial's Employee Assistance Program, which provides counselling and support to staff and immediate family members, was accessed by a small number of staff. The majority of matters referred to this service continue to be 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 Day and Remembrance Day. The contribution made by staff is fundamental to the success of those events. This cross-organisational contribution is good for building teamwork across all areas of the Memorial.

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





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A wide range of heads of state, political leaders and visiting dignitaries visit the Memorial, attend wreathlaying and Last Post ceremonies, and view the galleries.

1. Lieutenant General Benedikt Zimmer, Federal Ministry of Defence, and Lieutenant Colonel Carsten Knorr, Defence Attaché, Germany, attend the Last Post Ceremony.

2. Volunteer Guide Di Mitchell escorts General Jean-Louis Georgelin, France, and H.E. Christophe Lecourtier, Ambassador of France, during a wreathlaying and tour.

3. Dr Patrick Simon AO, Mayor of Villers-Bretonneux and Vice President of the Val de Somme region, Mayor Alain Babaut, Mayor of Corbie and President of the Val de Somme Region France attend the Last Post Ceremony.

4. Air Chief Marshal Agus Supriatna, Indonesian Chief of Air Force, and Air Marshal Leo Davies, Australian Chief of Air Force, attend the Last Post Ceremony.

5. An Italian Embassy group attend the Last Post Ceremony commemorating the service of 1379 Private Ferdinando Mottarelli, 7th Battalion, AIF.

6. Admiral Bernard Rogel, Chief of Navy, France, and Vice Admiral Tim Barrett, Chief of Navy, Australia.

7. Mr Jack Ryan revisits "G for George", the Avro Lancaster B1 in which he was a wireless operator.

8. Mr Tim Southee, Captain, New Zealand, and Mr Mike Hussey, Captain, Prime Minister's XI after attending the Last Post Ceremony.

9. Professor Dr Maria Böhmer, Minister of State at the Federal Office, Federal Republic of Germany (centre), Lieutenant Colonel Helmut Funk (right), and Senator The Honourable Mathias Cormann, Minister for Finance, Deputy Leader of the Government in the Senate (left) place wreaths during the Last Post Ceremony.

10. A Chinese delegation headed by Dr Chau Chak Wing, Chairman of Kingold Group, attended Commemorating Chinese Australian Military History events, including the Last Post Ceremony, presentations, and tours.

11. His Excellency Dr Jakaya Kikwete, President of the United Republic of Tanzania and Her Excellency Mama Salma Kikwete, escorted by Assistant Director Public Programs, Ms Anne Bennie.

12. Dr Brendan Nelson AO, Director, Australian War Memorial, and General David H Petraeus AO (Retd), USA attend the Last Post Ceremony.



- (c) to accept gifts, devises, bequests, or assignments made to the Memorial, whether on trust or otherwise, and whether unconditionally or subject to a condition, 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.
- (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 [subsection 7(2)].
- (c) to approve the disposal of historical material if the value of that material exceeds \$5,000 [subsection 8(4)];
- (d) to approve the appointment of a deputy to a member of Council [subsection 12(1)];
- (e) to convene a meeting of Council at any time [subsection 17(2)];
- (f) to grant leave of absence to the Director [section 23];
- (g) to appoint a person to act in place of the Director, determine terms and conditions of the appointment, and terminate such an appointment [section 26];
- (h) to approve contracts under which the Memorial is to pay or receive:
- (i) in the case of historical material, an amount exceeding \$250,000\*; or
  - (ii) in any other case an amount exceeding \$150,000\* [section 35]; and
  - (i) to delegate his or her powers under the Act [section 39].

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

### Responsible Minister

The Minister for Veterans' Affairs has portfolio responsibility for the Memorial. The Honourable Michael Ronaldson (until 21 September 2015), the Honourable Stuart Robert (until 12 February 2016) and the Honourable Dan Tehan (after 12 February 2016) were the ministers responsible for the Memorial for 2015–16.

### 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 [subsection 7(1)];

### Internal and External Audits

#### Internal audit

The Memorial's internal audit services are outsourced to PricewaterhouseCoopers (PWC). The *Internal Audit Plan 2015–16* was approved by Council in May 2015 and work was completed as follows:

- Review of collection management in the Research Centre
- Review of collection management – stocktake framework
- Review and update of the Fraud Risk Assessment and Fraud Control Plan
- Review of inventory management
- Review of systems, controls, and procedures to manage staff entitlements (leave, flex, and time off in lieu)
- Review of IT security

No major concerns or weaknesses were identified. Minor recommended actions have been addressed or incorporated into the 2016–17 Business Plan.

### **External audit**

The audit of the 2015–16 financial statements was undertaken by Ernst & Young on behalf of the ANAO and resulted in a favourable report and unqualified audit opinion. The ANAO audit opinion for the Memorial's 2015–16 financial statements is at page 76.

### **Fraud Control**

As required by the Commonwealth Fraud Framework, the Memorial implements practices and procedures for effective fraud control. During 2015–16 the Memorial implemented the prevention, detection, and reporting procedures and processes as outlined in the Memorial's Fraud Control Plan 2014–17, based on the Fraud Risk Assessment undertaken in December 2010 and formally reviewed and updated in March 2016. All reasonable measures were taken to minimise the incidence of fraud at the Memorial.

An enterprise-wide Fraud Risk Assessment was undertaken in January 2016. The Memorial has identified 16 fraud risks, with no extreme to significant fraud risks identified. Risks rated moderate to very low are managed with existing resources and are monitored and reported as part of the Memorial's existing risk management framework.

There were no fraud incidents reported during 2015–16.

### **Effects of Ministerial Directions**

#### **Government policy order under section 22 of the *Public Governance, Performance and Accountability Act 2013***

Under section 22 of the *Public Governance, Performance and Accountability Act 2013* Council must ensure that the Memorial complies with the Government Policy Order to the extent that the Order applies to the authority. There are no General Policy Orders currently in effect.

### **Indemnities and Insurance Premiums**

The property insurance premium for 2015–16 was \$321,809 (excluding GST), which increased from the 2014–15 premium of \$302,805 – an increase of \$19,004 or approximately 6.27 per cent, mainly due to increased cover over property and the National Collection. The policy provided comprehensive cover for the National Collection and property, and general liability (including professional indemnity), with the premiums being \$174,292 and \$147,515 respectively. Council members are provided with indemnity insurance through directors' and officers' liability cover.

### **Legal Actions**

There were no legal actions taken against the Memorial during 2015–16.

### **Ombudsman**

No issues were raised with the Commonwealth Ombudsman during 2015–16.

### **Social Justice and Equity**

The Memorial is committed to social justice and equity, and aims to provide a high level of public access to its physical grounds, commemorative ceremonies, and public programs. The Memorial undertakes regular research to ensure it is informed of the changing needs of its diverse national and international audience.

The Memorial identifies audience groups and specific needs through varied and dedicated visitor research and evaluation. The Memorial regularly surveys its visitors to identify and monitor how well needs are being met. Results for 2015–16 indicate:

- About 3.6 per cent of the Memorial's general visitors have a disability
- Among the visitors who used facilities and services for people with disabilities, the following proportions gave a rating of satisfied or very satisfied:
  - \* 96 per cent – mobility-impaired access into the building
  - \* 96 per cent – mobility-impaired access within galleries and between floors
  - \* 87 per cent – accessible toilets
  - \* 88 per cent – free wheelchairs and walkers
  - \* 88 per cent – mobility-impaired parking
- The sample size for those stating that they have a disability was 35. While there were some small fluctuations in percentages the sample is considered too small for definitive comparisons
- The percentage of Australian visitors identifying as Aboriginal or Torres Strait Islander people (three per cent of the Australian population) remained at 1.5 per cent. Indigenous Australians were just as satisfied, if not more satisfied (99 per cent positive satisfaction rating) by their visit to the Memorial as non-Indigenous Australians (92.3 per cent positive satisfaction rating). Note that the sample size for Indigenous Australians is 15, which is considered too small for definitive comparisons
- About 34 per cent of Australian visitors were born overseas – an increase on the 28 per cent of last year – which represents a slightly higher proportion than that found in the Australian population (26 per cent). As in previous years, satisfaction levels remained equal for Australian visitors regardless of their country of birth

About 20 per cent of Australian visitors speak a language other than English at home (up from 17 per cent), a higher percentage than that found in the Australian population (19 per cent). Those Australians who spoke solely English at home were more likely to be very satisfied (87 per cent) with their visit than those visitors who spoke another language at home (70 per cent).

## Advertising and market research expenditure

In accordance with section 311A of the *Commonwealth Electoral Act 1918*, the following is a summary of amounts paid by the Memorial to advertising agencies, market research organisations, and media advertising organisations. As required, particulars of payments of less than \$12,700 have not been included. The Memorial did not pay for the services of any polling or direct mail organisations.

Name	Services provided	Amount paid
Dentsu Mitchell Media Australia	General Memorial advertising	\$296,829
Southern Cross Austereo	General Memorial advertising	\$174,244
Fairfax Media	General Memorial advertising	\$170,649
Nationwide News Pty Ltd	General Memorial advertising	\$38,628
Rural Press Regional Publishing	General Memorial advertising	\$18,609
Wollongong Broadcasters Pty Ltd	General Memorial advertising	\$16,815
Leader Associated Newspapers Pty Ltd	General Memorial advertising	\$15,444
Hardie Grant Books	General Memorial advertising	\$14,775
ACT Economic Development Director	General Memorial advertising	\$11,909
		<b>\$757,902</b>

## Freedom of Information Act 1982

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

As part of its IPS entry, the Memorial publishes an Agency Plan on its website, available at: <https://www.awm.gov.au/sites/default/files/IPS%20Agency%20Plan.pdf>

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

## Categories of documents

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

The four categories are:

- (a) administrative files and papers relating to all aspects of the Memorial's functions. These are subject to the FOI Act, and charges relating to the provision of these are applied and calculated in accordance with the nature and extent of the request
- (b) items in the Memorial collection within the meaning of the *Australian War Memorial Act 1980*, other than documents placed in the Memorial collection by any agency. By virtue of subsection 13(1) of the FOI Act, these are not deemed to be documents of an agency, and

therefore are not subject to the provisions of the FOI Act. They are, however, made available to the public as part of the Memorial's public reference facility

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

## Facilities for access

The Memorial caters for public access to its collections, with reading rooms and staff available to assist with reference inquiries. The Memorial's Research Centre specialises in the provision of public reference services. The facilities are available to any member of the public who has gained approval for access to documents under the FOI Act. The access point at which members of the public may make inquiries on freedom of information matters, submit formal requests for access to documents, or inspect documents to which access has been granted, is given below. The access point is open for business from 8.30 am to 4.50 pm, Monday to Friday (excluding public holidays). Information about access for people with disabilities can be obtained by contacting the FOI officer at the access point given below.

## FOI procedures and initial contact points

Enquiries may be made by email at [foi@awm.gov.au](mailto:foi@awm.gov.au), in writing, by telephone, or in person at the official FOI access point. It is suggested that enquirers 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 providing access in the form requested, an officer of the Memorial will contact the applicant with a view to resolving the difficulty. In consultation with applicants, documents will be made available as follows:

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

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

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

Assistant Director and Branch Head  
National Collection  
Senior Executive Band 1

Assistant Director and Branch Head  
Public Programs  
Senior Executive Band 1

Assistant Director and Branch Head  
Corporate Services  
Senior Executive Band 1

Executive Officer  
Corporate Services  
Australian Public Service Class 6

Executive Officer  
National Collection  
Australian Public Service Class 6

Executive Officer  
Public Programs  
Australian Public Service Class 6

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

Assistant Director and Branch Head  
National Collection  
Senior Executive Band 1

Assistant Director and Branch Head  
Public Programs  
Senior Executive Band 1

Assistant Director and Branch Head  
Corporate Services  
Senior Executive Band 1

### ***Freedom of Information Act 1982, statistics 2015–16***

In 2015–16 the Memorial received seven requests for access to documents under the FOI Act. One request was a partial request originating from the Department of Veterans' Affairs and was granted in part, with all charges waived; one was referred to another agency as the Memorial does not hold the requested records; one was partially granted as some documents have a caveat until 2021; no documents were found for one request; one was granted in part; and two were granted in full.

Received	Granted in full	Granted in part	No documents found	Withdrawn	Exempt	Refused on resource grounds
7	2	3	1	0	1	0

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

In accordance with section 516A of the *Environmental Protection and Biodiversity Conservation (EPBC) Act 1999* (the EPBC Act), Australian government agencies are required to include in their annual reports information detailing the environmental performance of the organisation and the organisation's contribution to ecologically sustainable development. This remains a key objective for the Memorial and is being applied to the development of plans for the enhancement and maintenance of the Memorial's buildings and operations. The Memorial does not administer any legislation nor have any appropriation directly related to the principles of environmental sustainability and development. Accordingly, the Memorial's involvement relates to environmental practices within the Memorial. Social and equitable practices are included in the Memorial's Teamwork Agreement 2011-14 and will be included in the next Teamwork Agreement which is currently being negotiated.

### **Energy consumption and environmental management**

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

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

The Memorial has partnered with ACTEW to conduct monitoring of the Building Management Systems at Campbell, with monthly reports on performance provided to focus maintenance and repair work on critical systems that are not performing as efficiently as their design and specifications allow. This project is expected to provide the Memorial with significant energy savings. The recycling of small cell batteries has been introduced at Memorial sites in Campbell and Mitchell, further extending the Memorial's commitment to being an environmentally responsible agency.

Building refurbishments conducted in 2016 have included the installation of LED light technologies which provide electricity and maintenance savings to the Memorial. Monitoring of the energy usage and waste produced by the Memorial is conducted by Building and Services and reported quarterly to the Energy and Environment Committee.

### **Heritage management**

The Memorial's endorsed Heritage Management Plan (HMP) continues to guide management of the Memorial's heritage precinct and, when required, heritage specialists continue to provide advice in regard to proposed building works in heritage-sensitive areas.

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

Maintenance of the Memorial building fabric continues, including minor repairs to the stonework and the implementation of a stonework-cleaning regime.

Other general heritage conservation activities undertaken include regular conservation and cleaning of key sculptural elements. Before Anzac Day a major clean of sculptures and plinths was undertaken, in addition to a clean of the stonework in the Commemorative Area and the Main Building tower, general cleaning of the stone façade of the Memorial's Main Building, and the risers to the steps at the Parade Ground.

Work to improve the way-finding and presentation of the Commemorative Roll has commenced and is expected to be completed late 2016.

In order to assist with its longevity, regular maintenance of the Lone Pine tree (*Pinus halepensis*) continues. The new Lone Pine tree, planted by Their Royal Highnesses The Duke and Duchess of Cambridge on Anzac Day 2014, remains in a healthy state, assisted by the fence and bird netting. It is anticipated that this tree will have developed significantly when the original tree reaches senescence.

### **Work Health and Safety**

#### **Executive commitment**

The Memorial is committed to safeguarding the health and safety of its employees, workers, and visitors by providing and maintaining a safe working environment. The Memorial aims to eliminate all preventable work-related injuries and illnesses through systematic management. The Memorial is also committed to supporting and promoting

the holistic wellbeing of its employees. During 2015–16, the Memorial continued implementation of a Work Health and Safety Improvement Plan with improvements focusing on induction, contractor management, and hazardous materials management.

Comcare conducted a Rehabilitation Management System Audit in June 2016, the outcomes of which will inform the Early Intervention, Rehabilitation and Workers Compensation Improvement Plan for 2016–17. The Senior Management Group attended a Comcare briefing on the Memorial's 2016–17 premium performance and trends.

### ***Work Health and Safety Committee***

The Work Health and Safety Committee meet four times per year and assist the Memorial in developing, implementing, and reviewing measures designed to protect the health and safety of workers and visitors. The committee is made up of worker and management representatives, and provides a key consultation mechanism in accordance with relevant legislation.

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

### ***Health and wellbeing program***

The Memorial promotes health awareness among its employees by delivering an annual health and wellbeing program focused on health and lifestyle initiatives to create positive health changes for workers. Employee consultation is a key element of the program and staff participated in a health and wellbeing survey in June 2015 to assist with development of the 2015–16 program. This year staff workshops included briefings on the employee assistance program and manager assist hotline, breast cancer awareness, hearing loss, and a flu vaccination program. Other programs included mental health awareness for managers and supervisors, and mental health first aid for security and front-of-house staff.

### ***Ongoing initiatives***

In 2016 the Memorial implemented a program of staff training workshops on asbestos management within the National Collection. This program was part of the Work Health and Safety Improvement Plan's focus on hazardous materials management.

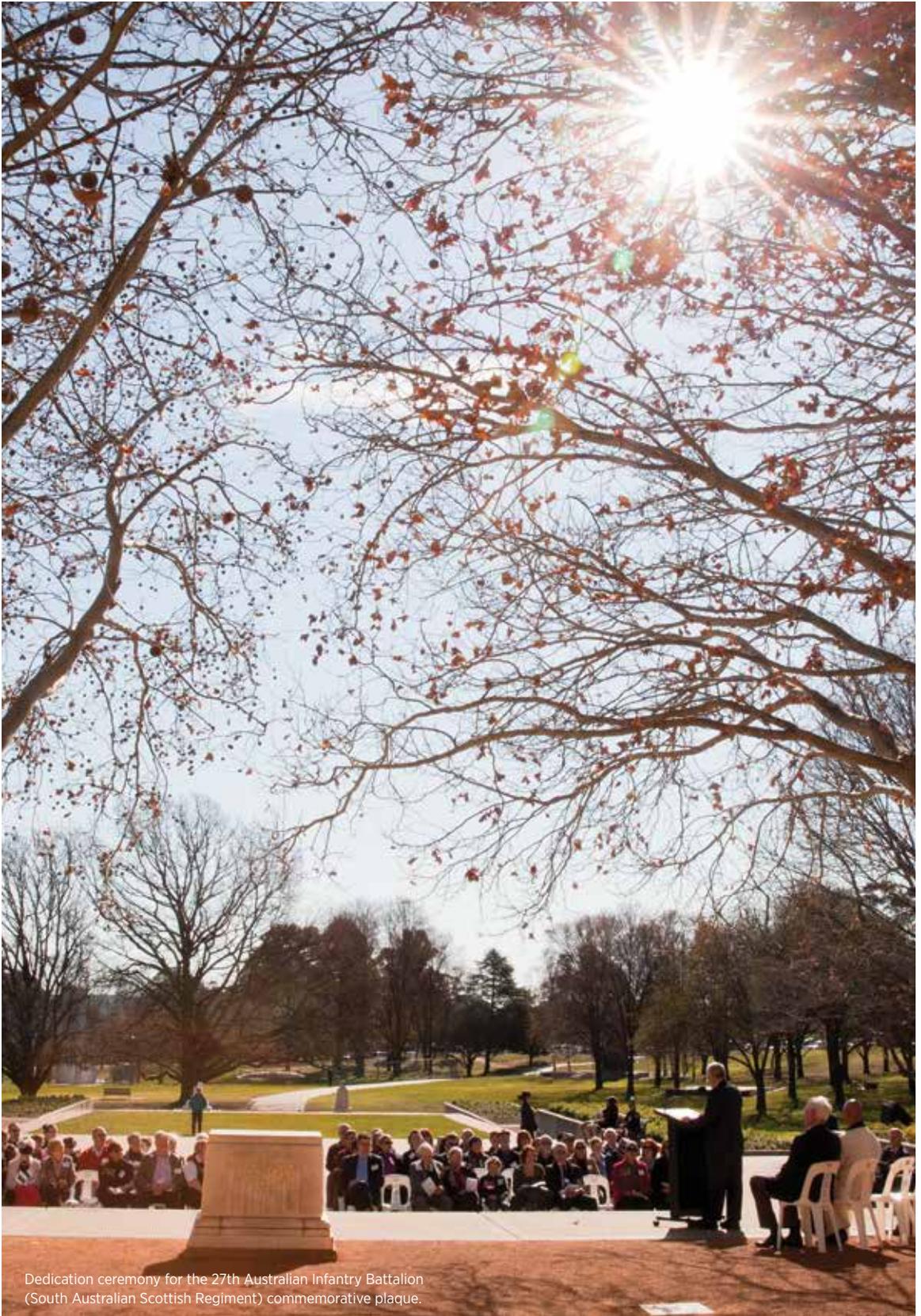
First aid officers are located throughout the Memorial buildings to ensure immediate assistance is available when required. Emergency response support has been enhanced with additional cardiac defibrillators purchased for the Campbell and Mitchell sites.

The Memorial has a zero tolerance approach to bullying and harassment, and has a number of contacts available should an employee or manager require advice regarding an instance of bullying or harassment, including harassment contact officers across all business areas, and the Employee Assistance Program. The Memorial addresses formal and informal allegations of bullying or harassment promptly and sensitively.

### ***Outcome measures***

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

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



Dedication ceremony for the 27th Australian Infantry Battalion (South Australian Scottish Regiment) commemorative plaque.



REPORT BY THE  
AUDITOR-GENERAL AND  
FINANCIAL STATEMENTS



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Veterans' Affairs

I have audited the accompanying annual financial statements of the Australian War Memorial for the year ended 30 June 2016 which comprise:

- Statement by Council, Director and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes comprising a Summary of Significant Accounting Policies and other explanatory information.

### *Opinion*

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

- (a) comply with Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Australian War Memorial as at 30 June 2016 and its financial performance and cash flows for the year then ended.

### *Accountable Authority's Responsibility for the Financial Statements*

The Council of the Australian War Memorial is responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under that Act and is also responsible for such internal control as the Council determines is necessary to enable the preparation and fair presentation of 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 have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Australian War Memorial's preparation and fair

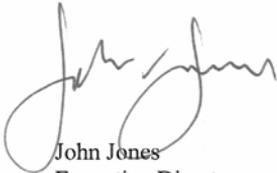
presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Australian War Memorial's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Accountable Authority of the Australian War Memorial, as well as evaluating the overall presentation of the financial statements.

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

***Independence***

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

Australian National Audit Office



John Jones  
Executive Director

Delegate of the Auditor-General

Canberra  
1 September 2016



#### STATEMENT BY COUNCIL, DIRECTOR AND CHIEF FINANCE OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2016 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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

Mr Kerry Stokes AC  
Chairman of Council

Major General Greg Melick AO RFD FANZCN SC  
Council Member

Dr Brendan Nelson  
Director

Ms Leanne Patterson  
Chief Finance Officer

1 September 2016

## Statement of Comprehensive Income

for the period ended 30 June 2016

	Notes	2016 \$'000	2015 \$'000	Ref	Original Budget \$'000
<b>NET COST OF SERVICES</b>					
<b>Expenses</b>					
Employee benefits	1.A	22,673	23,329		22,156
Suppliers	1.B	21,461	24,489		24,612
Depreciation and Amortisation	2.2A	20,066	19,825		20,142
Write-down and impairment of assets	1.C	12	61		-
Losses from asset sales		47	7		-
<b>Total expenses</b>		<b>64,259</b>	<b>67,711</b>		<b>66,910</b>
<b>Own-source income</b>					
<b>Own-source revenue</b>					
Sale of goods and rendering of services	1.2A	4,471	4,976		3,891
Interest	1.2B	2,211	2,559		2,113
Donations and sponsorships	1.2C	16,164	10,820	i	2,346
Other revenue	1.2D	1,499	1,177		1,725
<b>Total own-source revenue</b>		<b>24,345</b>	<b>19,532</b>		<b>10,075</b>
<b>Gains</b>					
Gains from sale of assets		7	65		-
<b>Total gains</b>		<b>7</b>	<b>65</b>		<b>-</b>
<b>Total own-source income</b>		<b>24,352</b>	<b>19,597</b>		<b>10,075</b>
<b>Net cost of services</b>		<b>(39,907)</b>	<b>(48,114)</b>		<b>(56,835)</b>
Revenue from Government	1.2E	42,473	44,008	ii	44,073
<b>Surplus/(Deficit) on continuing operations</b>		<b>2,566</b>	<b>(4,106)</b>		<b>(12,762)</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
<b>Items not subject to subsequent reclassification to net cost of services</b>					
Changes in asset revaluation surplus		33,687	4,423	iii	-
<b>Total other comprehensive income</b>		<b>33,687</b>	<b>4,423</b>		<b>-</b>
<b>Total comprehensive income</b>		<b>36,253</b>	<b>317</b>		<b>(12,762)</b>

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

## Statement of Financial Position

as at 30 June 2016

	Notes	2016 \$'000	2015 \$'000	Ref	Original Budget \$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents	2.1A	2,943	7,110	iv	2,994
Trade and other receivables	2.1B	756	1,045		1,338
Investments	2.1C	71,000	61,000	iv	56,000
Accrued interest		727	1,191	v	1,513
<b>Total financial assets</b>		<b>75,426</b>	<b>70,346</b>		<b>61,845</b>
<b>Non-financial assets</b>					
Land and buildings	2.2A	140,466	143,490		142,506
Heritage and cultural	2.2A	1,059,729	1,018,563	iii	1,016,712
Plant and equipment	2.2A	6,143	5,679		6,525
Exhibitions	2.2A	41,344	42,573		43,586
Computer software	2.2A	3,935	4,664		4,041
Inventories	2.2B	899	734		819
Other non-financial assets	2.2C	598	657		1,158
<b>Total non-financial assets</b>		<b>1,253,114</b>	<b>1,216,360</b>		<b>1,215,347</b>
<b>Total assets</b>		<b>1,328,540</b>	<b>1,286,706</b>		<b>1,277,192</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	2.3A	1,015	1,481		3,182
Other payables	2.3B	388	1,026		168
<b>Total payables</b>		<b>1,403</b>	<b>2,507</b>		<b>3,350</b>
<b>Provisions</b>					
Employee provisions	4.1A	8,217	9,004		10,191
<b>Total provisions</b>		<b>8,217</b>	<b>9,004</b>		<b>10,191</b>
<b>Total liabilities</b>		<b>9,620</b>	<b>11,511</b>		<b>13,541</b>
<b>Net assets</b>		<b>1,318,920</b>	<b>1,275,195</b>		<b>1,263,651</b>
<b>EQUITY</b>					
Contributed equity		103,624	96,152		103,624
Reserves		654,167	620,480	iii	620,479
Retained surplus		561,129	558,563		539,548
<b>Total equity</b>		<b>1,318,920</b>	<b>1,275,195</b>		<b>1,263,651</b>

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

**Statement of Changes in Equity**  
for the period ended 30 June 2016

	2016 \$'000	2015 \$'000	Ref	Original Budget \$'000
<b>CONTRIBUTED EQUITY</b>				
<b>Opening balance</b>				
Balance carried forward from previous period	96,152	83,708		96,152
<b>Adjusted opening balance</b>	<b>96,152</b>	<b>83,708</b>		<b>96,152</b>
<b>Contributions by owners</b>				
Equity injection	7,472	12,444		7,472
<b>Total transactions with owners</b>	<b>7,472</b>	<b>12,444</b>		<b>7,472</b>
<b>Closing balance as at 30 June</b>	<b>103,624</b>	<b>96,152</b>		<b>103,624</b>
<b>RETAINED EARNINGS</b>				
<b>Opening balance</b>				
Balance carried forward from previous period	558,563	562,669		552,310
<b>Adjusted opening balance</b>	<b>558,563</b>	<b>562,669</b>		<b>552,310</b>
<b>Comprehensive income</b>				
Surplus/(Deficit) for the period	2,566	(4,106)		(12,762)
<b>Total comprehensive income</b>	<b>2,566</b>	<b>(4,106)</b>		<b>(12,762)</b>
<b>Closing balance as at 30 June</b>	<b>561,129</b>	<b>558,563</b>		<b>539,548</b>
<b>ASSET REVALUATION RESERVE</b>				
<b>Opening balance</b>				
Balance carried forward from previous period	620,480	616,056		620,479
<b>Adjusted opening balance</b>	<b>620,480</b>	<b>616,056</b>		<b>620,479</b>
<b>Comprehensive income</b>				
Other comprehensive income	33,687	4,423		-
<b>Total comprehensive income</b>	<b>33,687</b>	<b>4,423</b>		<b>-</b>
<b>Closing balance as at 30 June</b>	<b>654,167</b>	<b>620,480</b>	iii	<b>620,479</b>
<b>TOTAL EQUITY</b>				
<b>Opening balance</b>				
Balance carried forward from previous period	1,275,195	1,262,433		1,268,941
<b>Adjusted opening balance</b>	<b>1,275,195</b>	<b>1,262,433</b>		<b>1,268,941</b>
<b>Comprehensive income</b>				
Surplus/(Deficit) for the period	2,566	(4,106)		(12,762)
Other comprehensive income	33,687	4,423		-
<b>Total comprehensive income</b>	<b>36,253</b>	<b>317</b>		<b>(12,762)</b>
<b>Transactions with owners</b>				
<b>Contributions by owners</b>				
Equity injection	7,472	12,444		7,472
<b>Total transactions with owners</b>	<b>7,472</b>	<b>12,444</b>		<b>7,472</b>
<b>Closing balance as at 30 June</b>	<b>1,318,920</b>	<b>1,275,195</b>		<b>1,263,651</b>

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

**Accounting Policy**

*Equity injections*

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and the Collection Development Acquisition Budget (CDAB) are recognised directly in contributed equity in that year.

## Cash Flow Statement

for the period ended 30 June 2016

	Notes	2016 \$'000	2015 \$'000 Ref	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Receipts from Government		42,473	44,008 ii	44,059
Sale of goods and rendering of services		4,331	4,728	3,891
Interest		2,676	2,881	2,113
Net GST received		2,237	3,658	-
Donations and sponsorships		5,510	10,331	
Other		198	267	3,771
<b>Total cash received</b>		<b>57,425</b>	<b>65,873</b>	<b>53,834</b>
<b>Cash used</b>				
Employees		(23,460)	(23,439)	(22,156)
Suppliers		(23,191)	(28,140)	(24,598)
<b>Total cash used</b>		<b>(46,651)</b>	<b>(51,579)</b>	<b>(46,754)</b>
<b>Net cash from operating activities</b>		<b>10,774</b>	<b>14,294</b>	<b>7,080</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash received</b>				
Proceeds from sales of property, plant and equipment		7	65	-
Investments		107,727	89,000 iv	60,000
<b>Total cash received</b>		<b>107,734</b>	<b>89,065</b>	<b>60,000</b>
<b>Cash used</b>				
Purchase of property, plant and equipment		(12,420)	(31,403)	(13,700)
Investments		(117,727)	(83,000) iv	(61,000)
<b>Total cash used</b>		<b>(130,147)</b>	<b>(114,403)</b>	<b>(74,700)</b>
<b>Net cash used by investing activities</b>		<b>(22,413)</b>	<b>(25,338)</b>	<b>(14,700)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
Contributed equity		7,472	12,444	7,472
<b>Total cash received</b>		<b>7,472</b>	<b>12,444</b>	<b>7,472</b>
<b>Net cash from financing activities</b>		<b>7,472</b>	<b>12,444</b>	<b>7,472</b>
<b>Net increase/(decrease) in cash held</b>		<b>(4,167)</b>	<b>1,400</b>	<b>(148)</b>
Cash and cash equivalents at the beginning of the reporting period		7,110	5,710	3,142
<b>Cash and cash equivalents at the end of the reporting period</b>	2.1A	<b>2,943</b>	<b>7,110</b>	<b>2,994</b>

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

## Budget Variances Commentary

for the period ended 30 June 2016

Ref	Variance	Affected Line items (and statement)	Explanation of major variances
i	589%	Own-source revenue – Donations and sponsorships (Statement of Comprehensive Income)	Donations, sponsorships and bequests received that were not anticipated at the time of framing the budget.
ii	-4%	Revenue from Government (Statement of Comprehensive Income)	Approved movement of funds to future years for the Spirit of Anzac Centenary Experience exhibition.
	-4%	Receipts from Government (Cash Flow Statement)	
iii	100%	Changes in asset revaluation surplus (Statement of Comprehensive Income)	The impact of non-financial asset revaluations is not budgeted due to the variable nature of inputs into the valuation process.
	4%	Heritage and cultural – Non-financial assets (Statement of Financial Position)	
	5%	Reserves – Equity (Statement of Financial Position)	
	5%	Closing Balance – Asset revaluation reserve (Statement of Changes in Equity)	
iv	-2%	Cash and cash equivalents – Financial Assets (Statement of Financial Position)	Cash on hand transitions between operating accounts and decisions to place investments depend on cash liquidity requirements, and fluctuate during the period.
	27%	Investments – Financial assets (Statement of Financial Position)	
	80%	Investing activities – Cash received (Cash Flow Statement)	
	93%	Investing activities – Cash used (Cash Flow Statement)	
v	-52%	Accrued interest – Financial assets (Statement of Financial Position)	Accrued interest is impacted by available market interest rates which have decreased since the time of framing the budget.

## Overview

### Objectives of the Memorial

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

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

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

### The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) for reporting periods ending on or after 1 July 2015; and
- b) 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 in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

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

### 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.

All new standards, amendments to standards, and/or interpretations issued by the Australian Accounting Standards Board prior to signing the Memorials statements have been assessed and have had no financial impact on the Memorial.

### Future Australian Accounting Standard Requirements

The following new standards were issued by the Australian Accounting Standards Board prior to the signing of the statement by the Memorial, which are expected to have a financial impact on the Memorial's financial statements for future reporting period(s):

Standard/ Interpretation	Application date for the entity <sup>1</sup>	Nature of impending change/s in accounting policy and likely impact on initial application
AASB 15 Revenue from Contracts with Customers	1-Jan-18	AASB 15 establishes principles for reporting information about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers, with revenue recognised as 'performance obligations' are satisfied. Likely impact: The Memorial enters into contractual arrangements with customers in regards to royalties for publication sales. The financial impact of this standard is not yet known.
AASB 9 Financial Instruments	1-Jan-18	This standard incorporates the classification and measurement requirements for financial liabilities, the recognition and derecognition requirements for financial instruments and the classification and measurement requirements for financial assets. Likely impact: The Memorial does not have complicated financial instruments e.g. shares, hedge funds. However the Memorial will ensure that they are correctly classified and measured in accordance with the new requirements. The financial impact of this standard is not yet known.
AASB 16 Leases	1-Jan-19	This standard brings leasing arrangements involving an asset to be recognised on the balance sheet. Likely impact: The Memorial enters into leasing arrangements for motor vehicle and IT assets as a lessee. This standard will require that the Memorial recognise a "right-of-use" asset and a lease liability. The financial impact of this standard is not yet known.

1. The Memorial's expected initial application date is when the accounting standard becomes operative at the beginning of the reporting period.

All other new or revised standards and interpretations that were issued prior to the sign-off date and are applicable to future reporting period(s) are not expected to have a future financial impact on the Memorial's financial statements.

### Taxation

The Memorial is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expense and assets are recognised net of GST except:

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

### Events After the Reporting Period

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

### Comparatives

Where necessary, comparative figures have been reclassified to conform with changes in presentation in the current year.

## Financial Performance

This section analyses the financial performance of the Memorial for the year ended 2016.

### 1. Expenses

	2016 \$'000	2015 \$'000
<b>1.A: Employee benefits</b>		
Wages and salaries	17,428	17,685
Superannuation		
Defined contribution plans	1,808	1,581
Defined benefit plans	1,975	1,875
Leave and other entitlements	1,112	886
Separation and redundancies	(138)	917
Other employee benefits	488	385
<b>Total employee benefits</b>	<b>22,673</b>	<b>23,329</b>

#### Accounting Policy

Accounting policies for employee related expenses is contained in the People and Relationships section (Note 4.1A).

### 1.B: Suppliers

#### Goods and services supplied or rendered

Property and support services	5,133	5,380
Exhibitions	4,268	6,507
Staff support costs	2,838	3,374
Professional services	2,993	2,803
Cost of goods sold	1,290	1,571
Advertising and promotions	1,397	753
Information technology	843	871
Travel	604	489
Other	1,591	1,983
<b>Total goods and services supplied or rendered</b>	<b>20,957</b>	<b>23,731</b>

Goods supplied	2,098	2,538
Services rendered	18,859	21,193
<b>Total goods and services supplied or rendered</b>	<b>20,957</b>	<b>23,731</b>

#### Other suppliers

Operating lease rentals in connection with		
Minimum lease payments	163	267
Workers compensation expenses	341	491
<b>Total other suppliers</b>	<b>504</b>	<b>758</b>
<b>Total suppliers</b>	<b>21,461</b>	<b>24,489</b>

#### Leasing commitments

The Memorial in its capacity as lessee holds operating leases for motor vehicles and IT equipment.

#### Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

Within 1 year	302	92
Between 1 to 5 years	548	58
More than 5 years	-	-
<b>Total operating lease commitments</b>	<b>850</b>	<b>150</b>

### Accounting Policy

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.

	2016 \$'000	2015 \$'000
<b>1.C: Write-down and impairment of assets</b>		
Impairment of receivables	11	20
Impairment of inventories	1	41
<b>Total write-down and impairment of assets</b>	<b>12</b>	<b>61</b>

## 1.2 Own-Source Revenue and Gains

	2016	2015
	\$'000	\$'000

### Own-Source Revenue

#### 1.2A: Sale of goods and rendering of services

Sale of goods	2,687	3,036
Rendering of services	1,784	1,940
<b>Total sale of goods and rendering of services</b>	<b>4,471</b>	<b>4,976</b>

#### Accounting Policy

Revenue from the sale of goods is recognised when:

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

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

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

#### 1.2B: Interest

Deposits	2,211	2,559
<b>Total interest</b>	<b>2,211</b>	<b>2,559</b>

#### Accounting Policy

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

#### 1.2C: Donations and sponsorships

Donations	1,612	4,719
Sponsorships	3,898	5,612
Donated "Heritage and Cultural" items	10,654	489
<b>Total donations and sponsorships</b>	<b>16,164</b>	<b>10,820</b>

#### Accounting Policy

##### *Sponsorship*

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

##### *Donated "Heritage and Cultural" items*

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

	2016 \$'000	2015 \$'000
<b>1.2D: Other revenue</b>		
Royalties	51	108
Resources received free of charge	1,082	797
Friends of the Memorial	147	150
Rental income	218	114
Other	1	8
<b>Total other revenue</b>	<b>1,499</b>	<b>1,177</b>

#### **Accounting Policy**

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

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

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

#### **Gains**

##### **1.2E: Revenue from Government**

Department of Veterans' Affairs		
Corporate Commonwealth entity payment item	<b>42,473</b>	44,008
<b>Total revenue from Government</b>	<b>42,473</b>	<b>44,008</b>

#### **Accounting Policy**

##### *Revenue from Government*

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

## Financial Position

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

### 2.1 Financial Assets

	2016 \$'000	2015 \$'000
<b>2.1A: Cash and cash equivalents</b>		
Cash on hand	8	8
Deposits	2,935	7,102
<b>Total cash and cash equivalents</b>	<b>2,943</b>	<b>7,110</b>

#### Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

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

### 2.1B: Trade and other receivables

#### Goods and services receivables

Goods and services	670	652
<b>Total goods and services receivables</b>	<b>670</b>	<b>652</b>

#### Other receivables

GST receivable (payable) from the Australian Tax Office	106	412
Other	1	-
<b>Total other receivables</b>	<b>107</b>	<b>412</b>
<b>Total trade and other receivables (gross)</b>	<b>777</b>	<b>1,064</b>

#### Less impairment allowance

	(21)	(19)
<b>Total trade and other receivables (net)</b>	<b>756</b>	<b>1,045</b>

#### Trade and other receivables (net) expected to be

No more than 12 months	756	1,045
<b>Total trade and other receivables (net)</b>	<b>756</b>	<b>1,045</b>

#### Trade and other receivables (gross) aged as follows

Not overdue	673	968
Overdue by		
0 to 30 days	72	24
31 to 60 days	14	11
61 to 90 days	1	42
More than 90 days	17	19
<b>Total trade and other receivables (net)</b>	<b>777</b>	<b>1,064</b>

#### Impairment allowance aged as follows

Overdue by		
0 to 30 days	(3)	-
31 to 60 days	(1)	-
61 to 90 days	-	-
More than 90 days	(17)	(19)
<b>Total impairment allowance</b>	<b>(21)</b>	<b>(19)</b>

Receivables are expected to be recovered in no more than 12 months (2015: no more than 12 months).

**Accounting Policy***Receivables*

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

**Reconciliation of the impairment allowance**

	<b>Goods and services 2016 \$'000</b>	Goods and services 2015 \$'000
<b>As at 1 July</b>	<b>(19)</b>	-
Amounts written off	<b>9</b>	-
Amounts recovered and reversed	<b>63</b>	1
Increase/(Decrease) recognised in net cost of services	<b>(74)</b>	(20)
<b>Total as at 30 June</b>	<b>(21)</b>	(19)

**Accounting Policy**

Financial assets are assessed for impairment at the end of each reporting period.

**2.1C: Investments**

The Memorial's investments represent term deposits held with Australian banks with terms greater than 90 days. Maturity dates range from July 2016 to December 2016. Effective interest rates range from 2.70 per cent to 3.15 per cent (2015: 2.78 per cent to 3.65 per cent).

## 2.2 Non-Financial Assets

### 2.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

#### Reconciliation of the opening and closing balances of property, plant and equipment for 2016

	Land \$'000	Buildings \$'000	Heritage and Cultural \$'000	Plant and equipment \$'000	Exhibitions \$'000	Computer Software \$'000	Total \$'000
<b>As at 1 July 2015</b>							
Gross book value	12,386	138,423	1,054,165	8,411	43,955	11,480	1,268,820
Accumulated depreciation, amortisation and impairment	-	(7,319)	(35,603)	(2,731)	(1,381)	(6,816)	(53,850)
<b>Total as at 1 July 2015</b>	<b>12,386</b>	<b>131,104</b>	<b>1,018,562</b>	<b>5,680</b>	<b>42,574</b>	<b>4,664</b>	<b>1,214,970</b>
Additions							
Purchase	-	1,663	17,981	1,867	1,414	148	23,073
Revaluations and impairments recognised in other comprehensive income	-	-	33,687	-	-	-	33,687
Depreciation and amortisation	-	(4,675)	(10,491)	(1,246)	(2,777)	(877)	(20,066)
Other movements	-	10	(10)	(133)	133	-	-
Transfers between asset classes	-	-	-	-	-	-	-
Disposals	-	(24)	-	(382)	-	-	(406)
Other	-	2	-	357	-	-	359
Depreciation on disposals	-	-	-	-	-	-	-
<b>Total as at 30 June 2016</b>	<b>12,386</b>	<b>128,080</b>	<b>1,059,729</b>	<b>6,143</b>	<b>41,344</b>	<b>3,935</b>	<b>1,251,617</b>
<b>Total as at 30 June 2016 represented by</b>							
Gross book value	12,386	140,072	1,065,785	9,763	45,502	11,628	1,285,136
Accumulated depreciation, amortisation and impairment	-	(11,992)	(6,056)	(3,620)	(4,158)	(7,693)	(33,519)
<b>Total as at 30 June 2016</b>	<b>12,386</b>	<b>128,080</b>	<b>1,059,729</b>	<b>6,143</b>	<b>41,344</b>	<b>3,935</b>	<b>1,251,617</b>

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

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

#### Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 5.3. An independent valuer conducted a revaluation of heritage and cultural assets, effective 1 March 2016.

#### Contractual commitments for the acquisition of property, plant, equipment and intangible assets

The Memorial has entered into net future commitments for the acquisition of buildings, heritage and cultural, plant and equipment, exhibition and intangible assets of \$3,438,000 (2014-15: \$1,763,000). Significant individual commitments relate to the National Collection, with commitments for the rental of a cold storage facility to stabilise nitrate film (\$1,396,000) and commitments associated with the writing of the independent history of the medical legacies of the Vietnam War which will be accessioned into the National Collection when completed (\$536,000).

## Reconciliation of the opening and closing balances of property, plant and equipment for 2015

	Land \$'000	Buildings \$'000	Heritage and Cultural \$'000	Plant and equipment \$'000	Exhibitions \$'000	Computer Software \$'000	Total \$'000
As at 1 July 2014							
Gross book value	9,700	132,633	1,045,495	6,726	37,421	10,972	1,242,947
Accumulated depreciation, amortisation and impairment	-	(2,464)	(25,215)	(1,700)	(9,060)	(6,023)	(44,462)
Total as at 1 July 2014	9,700	130,169	1,020,280	5,026	28,361	4,949	1,198,485
Additions							
Purchase	2,686	5,595	8,651	1,706	12,720	535	31,893
Revaluations and impairments recognised in other comprehensive income	-	-	-	-	4,423	-	4,423
Depreciation and amortisation	-	(4,855)	(10,388)	(1,046)	(2,716)	(820)	(19,825)
Other movements	-	-	-	-	-	-	-
Transfers between asset classes	-	195	19	-	(214)	-	-
Disposals	-	-	-	(21)	-	(26)	(47)
Other	-	-	-	15	-	26	41
Depreciation on disposals	-	-	-	-	-	-	-
Total as at 30 June 2015	12,386	131,104	1,018,562	5,680	42,574	4,664	1,214,970
Total as at 30 June 2015 represented by							
Gross book value	12,386	138,423	1,054,165	8,411	43,955	11,480	1,268,820
Accumulated depreciation, amortisation and impairment	-	(7,319)	(35,603)	(2,731)	(1,381)	(6,816)	(53,850)
Total as at 30 June 2015	12,386	131,104	1,018,562	5,680	42,574	4,664	1,214,970

## Accounting Policy

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 Heritage and Cultural items are recognised at the time of acquisition, and other donated collection items are bought to account at the time of revaluation.

### Property, plant and equipment

#### Asset recognition threshold

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

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

#### Revaluations

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

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed 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 entity using, in all cases, the straight-line method of depreciation.

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

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

	<b>2016 Years</b>	2015 Years
Buildings and building improvements	1 to 162	10 to 175
Plant and equipment	1 to 48	2 to 30
Exhibitions	2 to 20	4 to 20

#### Impairment

All assets were assessed for impairment at 30 June 2016. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

#### 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.

#### *Significant accounting judgements and estimates*

The fair value of land and buildings is considered to be the market value of similar assets, taking into account the heritage aspects of the buildings where appropriate, and using depreciated replacement cost if no active market is identified.

#### **Heritage and cultural 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:

Audio	Ephemera
Film	Large technology objects
Photographs	Official and private records
Works of art (Various Mediums)	Military heraldry and technology items

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

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

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

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

The *Memorial's Collection Development Plan* for heritage and cultural assets can be found at: [www.awm.gov.au/sites/default/files/collection\\_development\\_plan.pdf](http://www.awm.gov.au/sites/default/files/collection_development_plan.pdf)

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

#### *Revaluations*

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

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

#### *Depreciation*

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

Depreciation rates (useful lives) have been estimated based on the condition and physical composition of items in each sub-class, and range from 5 to 600 years. Rates and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

#### *Significant accounting judgements and estimates*

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. Owing to the size of the National Collection, a representative sample of all major categories is selected and valued, and the results are used to determine a total fair value.

#### **Intangibles**

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives range from 1 to 11 years (2015: 1 to 11 years).

All software assets were assessed for indications of impairment as at 30 June 2016.

	2016	2015
	\$'000	\$'000

## 2.2B: Inventories

### Inventories held for sale

Work in progress	82	-
Finished goods	817	734
<b>Total inventories held for sale</b>	<b>899</b>	<b>734</b>

#### Accounting Policy

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

- 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 at nominal consideration are initially measured at current replacement cost at the date of acquisition.

### 2.2C: Other non-financial assets

Prepayments	598	657
<b>Total other non-financial assets</b>	<b>598</b>	<b>657</b>

#### Other non-financial assets expected to be

No more than 12 months	166	395
More than 12 months	432	262
<b>Total other non-financial assets</b>	<b>598</b>	<b>657</b>

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

## 2.3 Payables

	2016 \$'000	2015 \$'000
<b>2.3A: Suppliers</b>		
Trade creditors and accruals	1,015	1,481
<b>Total suppliers</b>	<b>1,015</b>	<b>1,481</b>
<b>Suppliers expected to be settled</b>		
No more than 12 months	1,015	1,481
<b>Total suppliers</b>	<b>1,015</b>	<b>1,481</b>
Settlement was usually made within 30 days (2014: 30 days).		
<b>2.3B: Other payables</b>		
Salaries and wages	103	921
Payments received in advance	257	50
Paid parental leave	2	5
Customer orders not yet supplied	26	50
<b>Total other payables</b>	<b>388</b>	<b>1,026</b>
<b>Other payables to be settled</b>		
No more than 12 months	388	1,026
<b>Total other payables</b>	<b>388</b>	<b>1,026</b>

### 3.1 Net Cash Appropriation Arrangements

	2016 \$'000	2015 \$'000
<b>Total comprehensive income less depreciation/amortisation expenses previously funded through revenue appropriations</b>	<b>46,744</b>	10,706
Less: depreciation/amortisation expenses previously funded through revenue appropriation	<b>10,491</b>	10,388
<b>Total comprehensive income - as per the Statement of Comprehensive Income</b>	<b>36,253</b>	317

From 2010-11 the Government introduced net cash appropriation arrangements where revenue appropriations for the National Collection depreciation expenses ceased. The Memorial now receives a separate capital budget provided through equity appropriations.

## 3.2 Cash Flow Reconciliation

### 3.2A: Cash Flow Reconciliation

	2016 \$'000	2015 \$'000
<b>Reconciliation of cash and cash equivalents as per statement of financial position and cash flow statement</b>		
<b>Cash and cash equivalents as per</b>		
Cash flow statement	2,943	7,110
Statement of financial position	2,943	7,110
<b>Discrepancy</b>	<u>-</u>	<u>-</u>
<b>Reconciliation of net cost of services to net cash from/(used by) operating activities</b>		
Net(cost of)/contribution by services	(39,907)	(48,113)
Revenue from Government	42,473	44,008
<b>Adjustments for non-cash items</b>		
Depreciation/amortisation	20,066	19,825
Net write down of non-financial assets	12	61
Gain on disposal of assets	40	(59)
Donated assets	(10,654)	(489)
<b>Movement in assets and liabilities</b>		
<b>Assets</b>		
(Increase)/ decrease in net receivables	278	213
(Increase)/ decrease in inventories	(166)	45
(Increase)/ decrease in accrued interest	465	322
<b>Liabilities</b>		
Increase/ (decrease) in prepayments	59	501
Increase/ (decrease) in employee provisions	(787)	(110)
Increase/ (decrease) in suppliers payables	(467)	(1,337)
Increase/ (decrease) in other payables	(638)	(574)
<b>Net cash from operating activities</b>	<u>10,774</u>	<u>14,293</u>

## People and relationships

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

### 4.1 Employee Provisions

	2016 \$'000	2015 \$'000
<b>4.1A: Employee provisions</b>		
Leave	7,574	7,977
Separations and redundancies	-	544
Other	643	483
<b>Total employee provisions</b>	<b>8,217</b>	<b>9,004</b>
<b>Employee provisions expected to be settled</b>		
No more than 12 months	4,955	5,151
More than 12 months	3,262	3,853
<b>Total employee provisions</b>	<b>8,217</b>	<b>9,004</b>

#### Accounting Policy

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

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

#### Leave

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

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 reporting date. 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.

#### Separation and Redundancy

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

#### Superannuation

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

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

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

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

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

#### **Accounting judgements and estimates**

Employee provisions includes an estimation component in respect of long-term employee benefits measured as the present value of estimated future cash outflows.

This accounting estimate has been identified to have minimal risk of causing a material adjustment to the carrying amount of the provision in the next accounting period.

## 4.2 Senior Management Personnel Remuneration

	2016 \$'000	2015 \$'000
<b>Short-term employee benefits</b>		
Salary	1,340	1,436
Performance bonuses	53	53
Motor vehicle and other allowances	36	108
<b>Total short-term employee benefits</b>	<u>1,429</u>	<u>1,597</u>
<b>Post-employment benefits</b>		
Superannuation	224	201
<b>Total post-employment benefits</b>	<u>224</u>	<u>201</u>
<b>Other long-term employee benefits</b>		
Annual leave	(41)	(104)
Long-service leave	22	(129)
<b>Total other long-term employee benefits</b>	<u>(19)</u>	<u>(233)</u>
<b>Termination benefits</b>		
Termination benefits	23	284
<b>Total termination benefits</b>	<u>23</u>	<u>284</u>
<b>Total senior executive remuneration expenses</b>	<u>1,657</u>	<u>1,849</u>

The total number of senior management personnel that are included in the above table are 19 (2015: 21). When senior executives are on extended leave, or act for the Director, their positions are back-filled. The above figures include payments made to staff acting in senior executive positions.

### 4.3 Related Party Disclosures

No loans or grants were made to any members of the Council, and no Council member has received or become entitled to receive a benefit by reason of a contract made by the Memorial with the Council member or an entity in which she/he has a substantial financial interest.

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

## Managing uncertainties

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

### 5.1 Contingent Assets and Liabilities

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

The Memorial has one quantifiable contingent asset in respect of a bequest \$113,300 (2015: \$113,300). This amount represents a distribution after the sale of property. There were no contingent liabilities in the current reporting period (2015: nil).

## 5.2 Financial Instruments

	2016 \$'000	2015 \$'000
<b>5.2A: Categories of Financial Instruments</b>		
<b>Financial Assets</b>		
<b>Held-to-maturity investments</b>		
Deposits on short-term investments	71,000	61,000
<b>Total held-to-maturity investments</b>	<b>71,000</b>	<b>61,000</b>
<b>Loans and receivables</b>		
Cash at bank	2,935	7,102
Trade and other receivables	756	1,045
Accrued interest revenue	727	1,191
<b>Total loans and receivables</b>	<b>4,418</b>	<b>9,338</b>
<b>Total financial assets</b>	<b>75,418</b>	<b>70,338</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	1,015	1,481
<b>Total financial liabilities measured at amortised cost</b>	<b>1,015</b>	<b>1,481</b>
<b>Total financial liabilities</b>	<b>1,015</b>	<b>1,481</b>

### Accounting Policy

#### *Financial assets*

The Memorial classifies its financial assets in the following categories:

- a) held-to-maturity investments; and
- b) 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*

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

#### *Held-to-maturity Investments*

Non-derivative financial assets with fixed or

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

#### *Receivables*

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

**Impairment of Financial Assets**

Financial assets are assessed for impairment at the end of each reporting period.

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

Statement of Comprehensive Income.

**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).

	2016	2015
	\$'000	\$'000

**5.2B: Net Gains or Losses on Financial Assets****Held-to-maturity investments**

Interest revenue

2,040	2,338
-------	-------

**Net gains/(losses) on held-to-maturity investments**

<u>2,040</u>	<u>2,338</u>
--------------	--------------

**Loans and receivables**

Interest revenue

170	221
-----	-----

Impairment

(21)	(19)
------	------

**Net gains/(losses) on loans and receivables**

<u>149</u>	<u>202</u>
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**Net gains on financial assets**

<u>2,189</u>	<u>2,540</u>
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The net interest income from financial assets not at fair value through profit or loss is \$2,210,634 (2015: \$2,558,612).

**5.2C: 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.

## 5.2D: Credit Risk

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

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

### Financial Assets

Trade and other receivables	777	1,064
Cash at bank	2,935	7,102
Accrued interest revenue	727	1,191
Deposits on short-term investment	71,000	61,000
<b>Total</b>	<b>75,439</b>	<b>70,357</b>

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

	Not past due nor impaired 2016 \$'000	Not past due nor impaired 2015 \$'000	Past due or impaired 2016 \$'000	Past due or impaired 2015 \$'000
Trade and other receivables	673	968	104	96
Cash at bank	2,935	7,102	-	-
Accrued interest revenue	727	1,191	-	-
Deposits on short-term investment	71,000	61,000	-	-
<b>Total</b>	<b>75,335</b>	<b>70,261</b>	<b>104</b>	<b>96</b>

### Ageing of financial assets that were past due but not impaired in 2016

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Trade and other receivables	69	13	1	-	83
<b>Total</b>	<b>69</b>	<b>13</b>	<b>1</b>	<b>-</b>	<b>83</b>

### Ageing of financial assets that were past due but not impaired in 2015

	0 to 30 days \$'000	31 to 60 days \$'000	61 to 90 days \$'000	90+ days \$'000	Total \$'000
Trade and other receivables	24	11	42	-	77
<b>Total</b>	<b>24</b>	<b>11</b>	<b>42</b>	<b>-</b>	<b>77</b>

## 5.2 Financial Instruments

### 5.2E: 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 annual 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 one year (2015: within one year).

### 5.2E: Market Risk

#### Currency risk

Currency risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Memorial holds basic financial instruments that do not expose it to certain market risks. The Memorial is exposed to limited currency 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 investment 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 30-basis-point change is deemed to be reasonably possible and is used when reporting interest rate risk.

	Risk variable	Change in risk variable	Effect on		Effect on	
			Net cost of services 2016 \$'000	Equity 2016 \$'000	Net cost of services 2015 \$'000	Equity 2015 \$'000
Interest rate risk	Interest	+ 0.30%	222	222	272	272
		(2015: +0.40%)				
Interest rate risk	Interest	- 0.30%	(222)	(222)	(272)	(272)
		(2015: -0.40%)				

The method used to arrive at the possible risk of 30 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.

### 5.3 Fair Value Measurement

The following tables provide an analysis of assets and liabilities that are measured at fair value. The remaining assets and liabilities disclosed in the statement of financial position do not apply the fair value hierarchy.

The different levels of the fair value hierarchy are defined below.

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at measurement date.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: Unobservable inputs for the asset or liability.

#### Accounting Policy

The Memorial procured independent valuation services from the Australian Valuation Office for property, plant and equipment, Herron Todd White for land and buildings, and Asset Valuation Services for exhibitions and heritage and cultural assets. The Memorial has relied on valuation models provided by these valuers. The Memorial tests the procedures of the valuation model at least once every 12 months.

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

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

No assets were transferred between Levels 1 and 2 during the reporting period.

#### 5.3A: Fair Value Measurement

	Fair value measurements at the end of the reporting period			Valuation Techniques <sup>1</sup>	Inputs Used <sup>2</sup>
	2016 \$'000	2015 \$'000	Category (Level 1, 2 or 3)		
<b>Non-Financial Assets</b>	<b>12,386</b>	<b>12,386</b>	2	Market approach	Recent sales of comparable land
Land					
Buildings on freehold land	<b>127,329</b>	131,104	2	Gross current cost	Current replacement cost and current reproduction cost
Exhibitions	<b>41,238</b>	42,548	3	Depreciated replacement cost	Original cost adjusted for CPI from date of acquisition
Heritage and Cultural	-	590,305	2	Market approach	Calculation of useful lives and market based residual values
	<b>1,059,397</b>	427,967	3	Depreciated replacement cost	Auction prices of comparable items in Australia and overseas
Other property plant and equipment	<b>6,143</b>	5,680	2	Market approach	Professional appraisals of items
					Market prices of comparable items

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

#### Fair value measurements

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

- 1 No change in valuation technique occurred during the period.
- 2 Significant unobservable inputs only. Not applicable for assets or liabilities in the Level 2 category.

### 5.3B: Reconciliation for Recurring Level 3 Fair Value Measurements

	Non-financial assets					
	Exhibitions		Heritage and cultural <sup>1</sup>		Total	
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>As at 1 July</b>	<b>42,548</b>	18,370	<b>427,967</b>	429,116	<b>470,515</b>	447,485
Purchases <sup>2</sup>	1,467	22,471	17,929	3,262	19,396	25,734
Revaluation	-	4,423	33,687	-	33,687	4,423
Depreciation	(2,777)	(2,716)	(10,491)	(4,411)	(13,268)	(7,127)
Transfers to level 3	-	-	590,305	-	590,305	-
<b>Total as at 30 June</b>	<b>41,238</b>	42,548	<b>1,059,397</b>	427,967	<b>1,100,635</b>	470,515

<sup>1</sup> In 2016 a revaluation was performed on heritage and cultural assets by an independent valuer. Although the valuer used Level 2 inputs to assist with the valuation in order to arrive at a conclusion of fair value, the Level 2 inputs were materially adjusted to account for attributes such as provenance, uniqueness, rarity and condition. The adjustments made to the observable inputs were significant and for this reason all inputs have been regarded as Level 3.

<sup>2</sup> Purchases are inclusive of transfers from assets under construction.

## Other information

### 6.1 Assets Held in Trust

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

#### 6.1A: 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:

	2016 \$'000	2015 \$'000
<b>Donations and bequests</b>		
<b>As at 1 July</b>	21	21
Receipts	-	1
Payments	-	(1)
<b>Total as at 30 June</b>	<u>21</u>	<u>21</u>
<b>Total monetary assets held in trust</b>	<u>21</u>	<u>21</u>

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.

#### 6.1B: Australian War Memorial *Krait* Trust Fund - monetary asset

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

	2016 \$'000	2015 \$'000
<b>Donations and bequests</b>		
<b>As at 1 July</b>	41	41
Receipts	1	1
Payments	(1)	(1)
<b>Total as at 30 June</b>	<u>41</u>	<u>41</u>
<b>Total monetary assets held in trust</b>	<u>41</u>	<u>41</u>

## 6.2 Reporting of Outcomes

The Memorial is structured to meet the following outcome:

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

The net cost of services disclosed in the Statement of Comprehensive Income is related to the Memorial meeting the above outcome, \$42,473,000 (2015: \$48,114,000).



C-130J Hercules aircraft pass over the Memorial as part of the 37 Squadron Association Plaque Dedication Ceremony.

Opposite: Federation Guard at the Remembrance Day National Ceremony.



## APPENDICES

### APPENDIX 1

#### Council membership

##### Chair

Rear Admiral K.A. Doolan AO RAN (Retd) – stood down as Chairman 11 November 2015

Mr K.M. Stokes AC – appointed 12 November 2015

##### Members

Vice Admiral T. Barrett AO CSC RAN – appointed 1 July 2014

Wing Commander S. Bown (Retd) – appointed 3 June 2016

Lieutenant General A. Campbell DSC AM – appointed 16 May 2015

Mr L. Carlyon AC – appointed 12 June 2014

Brigadier A. Creagh CSC – appointed 26 March 2015

Air Marshal L. Davies AO CSC – appointed 4 July 2015

Rear Admiral K.A. Doolan AO RAN (Retd) – reappointed 26 November 2015

Mr D. Keighran VC – appointed 30 June 2016

Mr J. McMahon DSC DSM – appointed 29 October 2015

Major General A. Melick AO RFD FANZCN SC – appointed 26 March 2015

Ms J. Segal AM – appointed 19 June 2014

Mrs J. Stone AM – appointed 26 February 2015

#### Outgoing members in 2015-16

Air Marshal G.C. Brown AO – term concluded 3 July 2015

The Honourable G.J. Edwards AM – term concluded 2 June 2016

Ms G. Trainor – term concluded 29 June 2016

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

Ms J. Segal AM – Chairman

Major General A. Melick AO RFD FANZCN SC

The Honourable G.J. Edwards AM

Ms G. Trainor

Mr Matthew Broadfoot – Independent Member

### In attendance:

Director, Australian War Memorial

Assistant Director, Corporate Services

Chief Finance Officer

### Invited members for relevant portions of the meeting:

Representatives from Australian National Audit Office

Representatives from Internal Audit  
(PricewaterhouseCoopers)

### Terms of Reference

#### Objective

The Finance, Audit, and Compliance Committee is established as an advisory committee to provide independent assurance and advice to Council on the Memorial's risk, control and compliance framework, financial statement responsibilities, legislative and policy compliance, and internal and external audit activities.

#### Subcommittees

To assist the Committee in meeting its responsibilities, the following sub-committees are established:

#### Audit and risk

The responsibilities of the Audit and Risk Subcommittee 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
- 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.

## Finance and budget

The responsibilities of the Finance and Budget Subcommittee are:

- scrutiny and monitoring of the management and reporting of financial performance
- review of and advice to the Director on the development of budgets and financial estimates
- endorsement of long-term capital funding and investment strategies.

### Membership of the Committee

Membership of the Committee will comprise no less than three members (excluding the Chairman of Council), all of whom shall be independent of management. The Chairman of Council, the Director, the Assistant Director and Branch Head Corporate Services, and the Chief Finance Officer may also attend the Committee meetings. Invited Members for the Audit and Risk Sub-Committee will comprise representatives from the Australian National Audit Office and the Australian War Memorial Internal Audit Team. If required, an independent expert, external to Council, may be appointed as a member of the Committee.

Members will be appointed by Council for an initial term of two to three years. An extension of the term will be subject to review of the Member's performance and contribution to the Committee. The Committee will elect a Chair from amongst its members. The Chair should be elected for a minimum period of one year 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.

### Responsibilities of Committee members

Members of the Committee are expected to understand and observe the legal requirements of the *Australian War Memorial Act 1980* and other relevant legislative instruments. Members are also expected to:

- act in the interests of the Memorial
- apply good analytical skills, objectivity and good judgement
- express opinions constructively and openly, raise issues that relate to the Committee's responsibilities, and pursue independent lines of enquiry.

### Skills, experience, and qualities of Committee members

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

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

The Chair of the Committee should have the qualities and abilities to lead discussions, encourage openness and transparency in discussions, facilitate the participation of other members, and conduct meetings in a manner that establishes effective communications with all stakeholders for continuous improvement.

### **Frequency of meetings, quorum, and operation of the committee**

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

Members, through the Chair, will have direct access to the Director; to the Assistant Director, Branch Head Corporate Services; to the Chief Finance 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 made 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.

### **Conflicts of Interest**

Once each year, members of the Committee will provide written declarations declaring any potential or actual conflicts of interest they may have in relation to their responsibilities.

At the beginning of each Committee meeting, members are required to declare any potential or actual conflicts of interest that may apply to specific matters on the meeting agenda. Where required by the Chair, the member will be excused from the meeting or from the Committee's consideration of the relevant agenda item(s). Details of potential or actual conflicts of interest declared by members and action taken will be appropriately minuted.

### **Induction**

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

### **Assessment arrangements**

The Chair of the Committee, in consultation with the Chair of Council, will initiate an annual review of the performance of the Committee. The review will be conducted on a self-assessment basis with appropriate input sought from Council members, Committee members, senior management, internal and external auditors, and other relevant stakeholders as determined by the Chair of Council.

The Chair will provide advice to Council on a member's performance where an extension of the member's tenure is being considered.

### **Review of Terms of Reference**

The Committee will review its terms of reference every two years, in consultation with Council. Any substantive changes will be recommended by the Committee and formally endorsed by Council.

### **Remuneration Committee**

Rear Admiral K.A. Doolan AO RAN (Retd) – Chair  
The Honourable G. Edwards AM  
Ms G. Trainor

### **Terms of reference**

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

### **Council Membership Committee**

Ms G. Trainor – Chair from 20 May 2015  
Mr L. Carlyon AC – from 20 May 2015  
Brigadier A Creagh CSC – from 20 May 2015

### **Terms of reference**

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

## Council Members' Attendance

Member	Council		Committees	
	Eligible Meetings	Att	Eligible Meetings	Att
Mr Kerry Stokes AC	4	4	-	-
Vice Admiral T. Barrett AO CSC RAN	4	3	-	-
Wing Commander S Bown	0	0	-	-
Air Marshal G.C. Brown AO	4	4	-	-
Lieutenant General A. Campbell DSC AM	4	3	-	-
Mr L. Carlyon AC	4	4	-	-
Brigadier A. Creagh CSC	4	2	-	-
Air Marshal L. Davies AO CSC	4	4	-	-
Rear Admiral K.A. Doolan AO RAN (Retd)	4	3	-	-
The Honourable G.J. Edwards AM	4	3	4	3
Mr Daniel Keighran VC	0	0	-	-
Mr J. McMahon DSC DSM	2	2	-	-
Major General A. Melick AO RFD FANZCN SC	4	4	4	3
Ms J. Segal AM	4	3	4	3
Mrs J. Stone AM	4	3	-	-
Ms G. Trainor	4	2	4	4

## APPENDIX 2

### Council profiles

#### Chair

**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 Yahoo7 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, and oil and gas exploration. Mr Stokes was the recipient of Australia's highest honour, the Companion in the General Division in the Order of Australia (AC) in 2008, having earlier been awarded the Officer in the General Division of the Order of Australia (AO) in 1995. He holds a Centenary Medal for

Corporate Governance, and presented the Boyer Lectures in 1994 and the Andrew Olle Lecture in 2001. Mr Stokes holds a Life Membership of the Returned and Services League of Australia and is a recipient of the Rotary Paul Harris Fellow Award. He is also a former Chairman of the National Gallery of Australia. He was reappointed to Council for a third time in August 2014 and commenced as Chair on 12 November 2015. On 11 November 2015, he was inducted as a Fellow of the Australian War Memorial.

#### Council Members

**Vice Admiral Tim Barrett AO CSC RAN** joined Council in July 2014 when he assumed command of the Royal Australian Navy. He began his career in the Royal Australian Navy in 1976 as a seaman officer and later specialised in aviation. A dual-qualified officer, Vice Admiral Barrett served in Her Majesty's Australian (HMA) Ships *Melbourne*, *Perth*, and *Brisbane* and HMS *Orkney* as a seaman officer and then as flight commander in HMA Ships *Stalwart*, *Adelaide*, and *Canberra*. His staff appointments include Deputy Director Air Warfare Development, Director Naval Officer's Postings, and Director General of Defence Force Recruiting. He has served as Commanding Officer 817 Squadron, Commanding Officer HMAS *Albatross*, Commander Australian Navy Aviation Group, Commander Border Protection Command, and most recently as Commander Australian Fleet. Receiving a Conspicuous Service Cross in 2006 for his achievements in

naval aviation, Vice Admiral Barrett became a Member of the Order of Australia in 2009 for his service as Director Naval Officers' Postings and Commander Navy Aviation Group. He was made an Officer of the Order of Australia in 2014 for his leadership of Border Protection Command and the Australian Fleet. Vice Admiral Barrett holds a Bachelor of Arts in Politics and History, and a Masters of Defence Studies, both from the University of New South Wales. He recently completed the Advanced Management Program at Harvard Business School.

**Wing Commander Sharon Bown (Retd)** was appointed to Council in June 2016 for a three-year term. Wing Commander Bown has had a distinguished 16-year career with the Royal Australian Air Force, commencing as a Nursing Officer in 1999. She has held command appointments in operational and garrison settings, including as Officer-in-Charge of the Australian Medical Task Force in Tarin Kowt, Afghanistan. Wing Commander Bown has also served in Bali, Papua New Guinea, and East Timor. Wing Commander Bown has worked at Commonwealth government level within the Department of Defence, serving as Aide-de-Camp to the Minister for Defence in 2006, and as a Military Support Officer with the Defence Community Organisation in 2007. Both roles provided her with a more global experience of Defence capability, and the welfare concerns and challenges of Defence personnel and families. Wing Commander Bown is a passionate advocate within the field of military and veteran's health and demonstrates a unique insight into the welfare and healthcare needs of those adversely affected by their service. With a Bachelor of Nursing and postgraduate diplomas in Peri-operative Nursing, and Family and Child Health, Wing Commander Bown is currently undertaking a Bachelor of Psychology, pursuing her interest in enhancing the resilience of those who continue to serve. Wing Commander Bown is an ambassador for the Women Veterans Network Australia and the author of *One woman's war and peace: a nurse's journey in the Royal Australian Air Force*.

**Lieutenant General Angus Campbell DSC AM** was appointed to Council in May 2015. He joined the Australian Army in 1981, graduating from the Royal Military College - Duntroon in 1984. He was assigned to the Royal Australian Infantry Corps and initially served as a platoon commander in the 3rd Battalion (Parachute), The Royal Australian Regiment (3RAR). He then served in troop and squadron command appointments within the Special Air Service Regiment. In 2001 he was appointed the Commanding Officer of the 2nd Battalion, The Royal Australian Regiment (2RAR). While in command, the battalion group deployed to East Timor as a component of the United Nations Transitional Administration East Timor. Lieutenant General Campbell has also served in a range of staff appointments, including as Aide-de-Camp to the Chief of Army, as a strategic policy officer in Army Headquarters, an instructor at the Australian Command and Staff College, and as Chief of Staff to the Chief of the Defence Force. In late 2005, he joined the Department of Prime Minister and Cabinet as a First Assistant Secretary to

head the Office of National Security. He was subsequently promoted to Deputy Secretary and appointed to the position of Deputy National Security Adviser. In these roles he was responsible for the preparation of advice to the prime minister on national security matters and coordinating the development of whole-of-government national security policy. Upon his return to the Australian Defence Force in early 2010 he was appointed to the rank of major general and led the Military Strategic Commitments staff in Defence Headquarters until January 2011, when he assumed command of Australian forces deployed in the Middle East Area of Operations. He subsequently served as Deputy Chief of Army from February 2012 to September 2013, when he was promoted to his current rank to command the Joint Agency Task Force responsible for the implementation of Operation Sovereign Borders. Lieutenant General Campbell was appointed Chief of the Australian Army on 16 May 2015. He holds a Bachelor of Science (Honours) from the University of New South Wales, a Master of Philosophy in International Relations from Cambridge University, and is a graduate of the Australian Army Command and Staff College.

**Mr Les Carlyon AC** was appointed to Council in June 2014 for a three-year term. He has previously served three-year terms on Council from May 2006 and April 2009. He has been editor of the *Age*, editor-in-chief of the Herald and Weekly Times group, and visiting lecturer in journalism at RMIT. He has received the Walkley Award (1971 and 2004) and the Graham Perkin Journalist of the Year Award (1993). He is the author of *Gallipoli*, a bestseller in Australia, New Zealand, and Britain, and winner of the Queensland Premier's History Prize. His *The Great War*, published in 2006, was the joint winner of the Prime Minister's Prize for Australian History and was voted book of the year at the Australian Publishers' Book Industry Awards. Mr Carlyon holds a Bachelor of Commerce degree from the University of Melbourne.

**Brigadier Alison Creagh CSC** was appointed to Council in March 2015 for a three-year term. Brigadier Creagh is a Non-Executive Director of the Hospital Research Foundation and the Repat Foundation - the Road Home, a member of the Board of Governors for the Repat Foundation, and a committee member of the Australian Peacekeeping Memorial Project. Brigadier Creagh retired from the Australian Regular Army in March 2015 after a 30-year career and continues to serve in the Army Reserve. In the private sector she has been the Executive Director of the *Spirit of Anzac Centenary Experience*, a joint venture between the Australian Government, Telstra, and the Commonwealth Bank. Brigadier Creagh joined the army in 1985 and graduated from the Officer Cadet School, Portsea to the Royal Australian Corps of Signals. She served on operations in Cambodia (United Nations Transitional Authority Cambodia) in 1993, East Timor (International Force East Timor) in 1999-2000, Iraq in 2006, and Afghanistan (Headquarters International Security Assistance Force) in 2008-09. Her senior military appointments included Director-General

Public Affairs, Director-General Strategic Communication, and Director-General ADF Theatre Project (The Long Way Home). Brigadier Creagh was awarded the Conspicuous Service Cross in 1994 for her work in Cambodia and the NATO Meritorious Service Medal in 2008 for her work in Afghanistan. She holds a Master of Management Studies, a Master of Defence Studies, a Graduate Diploma in Strategic Studies, and a Graduate Diploma in Communications and Information Systems Management, and was awarded a scholarship to attend the Women's Leadership Forum at Harvard Business School in 2014.

**Air Marshal Leo Davies AO CSC** joined the Royal Australian Air Force as a cadet Navigator in 1979 and graduated to fly P-3B and P-3C Orion aircraft with Number 11 Squadron at Edinburgh in South Australia. Air Marshal Davies completed pilot training in 1987 and after completing F-111 conversion course was posted to Number 1 Squadron at RAAF Base Amberley in 1988. In 1990, Air Marshal Davies was posted to Cannon Air Force Base, New Mexico, to fly F-111D aircraft on exchange with the United States Air Force. On return to Australia in 1993, Air Marshal Davies was posted to Number 1 Squadron as the Operations Flight Commander, followed by a year as Operations Officer at Headquarters Number 82 Wing during 1996. After a posting in 1997-98 as the Executive Officer at Number 1 Squadron, Air Marshal Davies completed RAAF Command and Staff Course. In 2000, he commenced two years in Capability Systems within Defence Headquarters. In 2002 and 2003, Air Marshal Davies' long association with Number 1 Squadron was again rekindled when he returned as Commanding Officer and achieved 2,000 hours flying the F-111. He was the Staff Officer to the Chief of Air Force during 2004, before taking up the post of Officer Commanding Number 82 Wing at RAAF Base Amberley, where he was awarded a Conspicuous Service Cross for outstanding achievement. Air Marshal Davies worked as Director Combat Capability within Air Force Headquarters in 2006 and 2007, during which time he was deployed to the Middle East to work in the Combined Air Operations Centre. Between 2008 and 2010, Air Marshal Davies was the Director General Capability Planning within Air Force Headquarters. He was then posted to Washington as the Air Attaché, where he was awarded the United States Legion of Merit - Officer. Air Marshal Davies returned from Washington in January 2012 to take up his appointment as Deputy Chief of Air Force. Air Marshal Davies was appointed an Officer of the Order of Australia in 2014 for distinguished service to the Australian Defence Force in senior command and staff appointments. He was promoted to Air Marshal and appointed Chief of Air Force on 4 July 2015.

**Rear Admiral Ken Doolan AO RAN (Retd)** was appointed to the Council on 11 November 2009 for a three-year term and reappointed for a further three-year term on 11 November 2012. He was elected Chairman of Council on 6 March 2012, serving in that position until 11 November 2015. On 26 November 2015 he was appointed for another three-year

term as a member of Council. Admiral Doolan joined the Royal Australian Navy as a 13-year-old cadet midshipman in January 1953 and completed full-time service in December 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* during the Vietnam War. He was the first commanding officer of the amphibious heavy lift ship HMAS *Tobruk* and later commanded the guided missile destroyer HMAS *Brisbane*. During the Gulf Crisis and Gulf War of 1990-91 Admiral Doolan was Maritime Commander, Australia and, as such, was appointed Operational Commander of all Australian combatant forces deployed to that conflict (Operation Damask). He was appointed an Officer in the Military Division of the Order of Australia in January 1991. Since ceasing full-time naval service Admiral Doolan has held several remunerated and honorary positions including membership of the Defence Force Remuneration Tribunal, National Secretary of the Order of Australia Association, National President of the Australian Institute of Navigation, Chairman of the Forces Entertainment Board, Member of the Board of the Hoc Mai Foundation, member of the National Commission for the Centenary of Anzac, and member of the Defence Reserve Support Council. He has written several books and in 2006 established a publishing company. After serving for many years as a member of the National Defence Committee of the Returned and Services League of Australia (RSL) he was elected RSL National President in September 2009, a position he held until June 2016.

**The Honourable Graham Edwards AM** was appointed to Council in June 2010 for a three-year term and in 2013 for a further three years. He is a Vietnam veteran and former MP. He attended Christian Brothers' College, Perth and Leederville Technical College. Following school Mr Edwards was employed by WA Government Railways, and served in the regular army for three years (1968-71) seeing active service in Vietnam with the 7th Battalion, Royal Australian Regiment in 1970. Mr Edwards was wounded twice in Vietnam, the second time losing his legs to a "jumping jack" anti-personnel land mine. After discharging from the army and a period of rehabilitation he spent ten years with the Commonwealth Public Service in Defence, Veterans' Affairs, and the Vietnam Veterans' Counselling Service. Mr Edwards was elected as a Councillor with the City of Stirling in 1980, and in 1983 was elected to the Parliament of Western Australia where he served for 14 years, including for seven years as a minister. He was elected to the House of Representatives in 1998 and retired in 2007. He was recognised by the RSL with the Anzac of the Year award in 1991 for service to the veteran community and has been recognised as 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 WA, and is a member of the Prime Minister's Advisory Council on Veterans. Mr Edwards was appointed as a Member of the Order of Australia in the 2012 Queen's Birthday Honours

List for service to parliament and the community through contributions to veterans and disabled welfare.

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

**Mr James McMahon DSC DSM** was appointed to Council in October 2015 and is currently the Commissioner of the Department of Corrective Services in Western Australia. He commenced this appointment in November 2013 and is leading the corrections reform agenda. Commissioner McMahon led leadership and risk management disciplines to enable substantial growth in deal volume and value as Chief Operating Officer of Azure Capital – a corporate advisory firm specialising in mergers and acquisitions, equity capital raising, and financing. Subsequently, as the Managing Director of Chauvel Group, a management consultancy, Commissioner McMahon advised companies, government, and for-purpose organisations in strategy, governance, operations, risk, and people performance. This was preceded by a 24-year career in the Australian Army which included leading deployments in Iraq, Afghanistan and Timor-Leste as Commanding Officer of the Special Air Service Regiment (SAS). While an SAS Squadron Commander, the squadron was awarded the Meritorious Unit Citation for exemplary performance. During his time as SAS Commanding Officer, the unit was awarded the Meritorious Unit Citation and the Unit Citation for Gallantry. Mr McMahon was awarded the Distinguished Service Cross (DSC) and the Distinguished Service Medal (DSM) for command and leadership in action in Timor-Leste, Afghanistan, and Iraq. He also served in South East Asia, Europe, Solomon Islands, and Bougainville. His board memberships include the West Coast Eagles Football Club 2007–15, where he also served as Deputy Chairman, and the SAS Resources Trust Board since 2008. His education qualifications include a Masters in Management and a Masters in Business Administration.

**Major General Greg Melick AO RFD FANZCN SC** was appointed to Council in March 2015. He is a Hobart-based Senior Counsel who has been a member of the ADF Reserves since 1966. He commanded at all levels from section to brigade before becoming Australia’s most senior reserve officer responsible for cadets in 2007 and later head of the ADF’s Centenary of Anzac Planning Team in 2011. Units in which he served include 2RNSWR, 1 Cdo Coy, 12/40 RTR, and 8 Bde. He has been a Principal Crown Counsel in the Tasmanian Crown Law Office, a Statutory Member of the National Crime Authority and the NSW Casino Control Authority, was appointed a part-time Deputy President of the Administrative Appeals Tribunal in September 2014 and was appointed Chief of the Tasmanian Integrity Commission in August 2015. He is Cricket Australia’s anti-corruption special investigator and has conducted several investigations, including one into the Beaconsfield Mine collapse. He is a member and former chairman of the board of St John Ambulance (Tasmania).

**Ms Jillian Segal AM** was appointed to Council in June 2014 for a three-year term. Ms Segal is a Non-Executive Director of the National Australia Bank and the Garvan Institute of Medical Research. She is Deputy Chancellor of UNSW Australia, and Chairman of the General Sir John Monash Foundation, a national scholarship organisation, and the Australian-Israel Chamber of Commerce. She is a Trustee of the Sydney Opera House Trust. She has held a range of other corporate and government board positions, including membership of the Commonwealth Government’s Remuneration Tribunal, Chairman of Administration Review Council, and Chairman of the Banking Industry Ombudsman Board (now Financial Ombudsman Service). From October 1997 to June 2002, Ms Segal was a Commissioner and then Deputy Chair of the Australian Securities and Investments Commission. Prior to this, Ms Segal was a partner at Allen Allen & Hemsley (now Allens Linklaters). Ms Segal has a Bachelor of Laws from UNSW and a Masters of Laws from Harvard Law School.

**Mrs Josephine Stone AM** was appointed to Council on 26 February 2015 for a three-year term. Mrs Stone is a graduate of the Melbourne Law School, the first in her family of post-Second World War migrants to complete a university degree. Mrs Stone has worked in private practice and public institutions in the Northern Territory, including the Legal Aid Commission where she managed the distribution of funds in the civil and family law jurisdictions. During her time at the Law Society she was instrumental in developing the ethical and professional standards and guidelines in the Northern Territory, as well as the introduction of the reformed *Legal Profession Act*, the largest piece of legislation in the Territory’s history. She has held various positions in a number of charitable organisations in Alice Springs and Darwin, and at the age of 25 was the youngest person to be chairman of the Zonta Club. Her later roles on the Chief Minister’s Womens’ Advisory Council and the Darwin Private

Hospital Advisory Board saw the introduction of several new initiatives. In 1998 she chaired the Red Cross (Katherine Flood) Appeal which raised substantial funds for that flood-ravaged community and its surrounds. Mrs Stone has played an active role in various schools in the Northern Territory and Queensland. In 2006 she published a 100-year history of St Mary's Primary School and inaugurated its alumni. Mrs Stone was subsequently recognised with the award of Member of the Order of Australia for her contribution to the legal profession and the community for a variety of charitable activities over 25 years.

**Ms Gabrielle Trainor** was appointed to Council in June 2013. Her chair and director roles span public, private, not-for-profit, and government organisations in industries including tourism, urban development, transport, education, the arts, and sport. Ms Trainor was a founding partner and co-owner of John Connolly & Partners, a communications and public affairs firm. Her present appointments include Chair of the National Film and Sound Archive, member of the Advisory Board of Leighton Contractors, Director of Cape York Group, and member of the Board of Trustees of the University of Western Sydney. She co-chaired the 2012 Commonwealth Government review of the Australia Council for the Arts. Ms Trainor holds a Bachelor of Laws from the University of Melbourne is presently studying for a Masters in Cultural and Creative Practice. She is an Honorary Associate in the Graduate School of Government at Sydney University, and a Fellow of the Australian Institute of Company Directors.

## APPENDIX 3

### Senior Staff Profiles

#### Director

**Dr Brendan Nelson AO** commenced as Director of the Australian War Memorial on 17 December 2012. Prior to this, he was the Australian Ambassador to Belgium, Luxembourg, the European Union, and NATO (2009–12). Apart from overseeing a major transformation in Australia's relationships with the European Union and NATO, Dr Nelson forged deep links with the communities of Flanders, where almost 13,000 Australians lost their lives during the First World War.

Dr Nelson studied at Flinders University, South Australia, where he graduated with a Bachelor of Medicine and Surgery. He worked as a medical practitioner in Hobart from 1985 to 1995. In 1993 he was elected unopposed as National President of the Australian Medical Association (AMA).

In 1996 Dr Nelson was elected to the Parliament of the Commonwealth of Australia. After the 2001 election, he was promoted from his role as Parliamentary Secretary for Defence to Cabinet in the senior portfolio of Minister for Education, Science and Training, driving major reforms to universities and a focus on school standards and reporting. In 2006 he became Minister for Defence when troops were deployed to Iraq, Afghanistan, East Timor, and Solomon Islands. He oversaw major new investments in defence, including the decision to purchase 24 FA-18F Super Hornets, three air warfare destroyers, two Landing Helicopter Docks (LHDs), two additional battalions for the Australian Army, and a multi-billion dollar recruitment and retention package. In November 2007 Dr Nelson was elected leader of the Liberal Party of Australia, serving as Leader of the Opposition until September 2008. The following year he retired from federal politics before taking up his ambassadorial appointment.

#### Senior Staff

**Rhonda Adler** was appointed to the position of Assistant Director, Branch Head Corporate Services in December 2007. Before taking up this role, she held the position of Chief Finance Officer and Head of the Finance Section. She has a Bachelor of Economics from the Australian National University, majoring in accounting. Since joining the Memorial in 1981 she has held a number of different positions across all branches within the Memorial, project-managed a number of initiatives, and sponsored the implementation of e-Business. She has instigated many accounting reforms within the Memorial and has been recognised for her contribution to whole-of-government initiatives. She participates actively in external forums, especially to represent cultural agencies, and is Chair of the Cultural Institutions Corporate Management Forum. Rhonda attended the 2003 Museum Leadership Program (MLP) at the University of Melbourne Business School and has since participated in the MLP Alumni Masterclass program. She holds the position of Company Secretary for the Australian War Memorial Anzac Foundation.

**Anne Bennie** was appointed Assistant Director, Branch Head Public Programs in January 2015 and has continued to coordinate many of the Centenary of First World War projects. Anne joined the Memorial in 2003 as e-Business Manager and in 2004 was appointed Head, Retail and Online Sales, bringing together the e-Business Unit and Memorial Shop. Anne's background is in private enterprise, where she held numerous analytical roles with Nielsen market research, followed by senior account management roles in advertising agencies. She delivered strategy across a number of websites and e-commerce initiatives with a strong focus on web integration, usability, and business outcomes. In 2012 Anne took up the role of Centenary of First World War coordinator to assist in managing the demand for Memorial services and projects in the lead-up to 2015. She completed the Cultural Management Development Program in 2005 and a Graduate Certificate in Public Sector Management in 2009.

**Mark Campbell** was appointed Head, Retail and Online Sales in November 2014. He has over 16 years' experience in retail, specifically in product development, buying, and retail operations. He was responsible for running multi-million retail operations consisting of 20 shops across numerous locations, and before joining the Memorial was responsible for developing the full retail operation for the then new Wet'n'Wild theme park in Sydney. Mark won a number of Worldwide Industry Awards for products he developed and is currently completing his MBA through Southern Cross University.

**Chris Chapman** was the acting Head of Finance at various times during 2015–16. He joined the Memorial in December 2008 as Manager, Budgets and Financial Policy. Prior to working at the Memorial, Chris gained financial and management accounting expertise across a range of private enterprises and state-owned corporations. He has a Bachelor of Business (Accounting), and is a member of Chartered Accountants Australia and New Zealand. He completed the Cultural Management Development program in 2011.

**Brian Dawson** was appointed to the position of Anzac Centenary Touring Exhibition Executive Manager on 11 December 2013. Prior to taking up this role, he was a member of a consultant project team that developed a proposal for the NSW Department of Transport regarding the implementation of a grain harvest management scheme (May to October 2013). In April 2013 he retired from the Australian Regular Army at the rank of Major General, having completed 40 years' service. Senior appointments held during his time in the army included: Australia's first military representative to NATO and the European Union (2010–13); Head of the Australian Department of Defence Public Affairs (2008–10); Deputy Commander of the Australian Joint Task Force in Iraq based in Baghdad (2007–08); Commandant of the Australian Defence Force Academy (2006–07); and Chief of Staff Land Headquarters (2002–05). He was appointed a Member of the Order of Australia (AM) in 2000 for his work in Defence logistics and awarded the Conspicuous Service Cross (CSC) for service in Somalia in 1995.

**Ashley Ekins** has worked as a military historian at the Memorial since 1990 and has been Head of the Military History Section since 2007. A graduate of the University of Adelaide, he specialises in the history of the First World War and the Vietnam War. He has published widely, presented his research at international conferences, and led the Memorial's battlefield tours to Gallipoli. His publications on the First World War include: *1918 year of victory: the end of the Great War and the shaping of history* (2010, shortlisted for the Templer Medal); *War wounds: medicine and the trauma of conflict* (with Elizabeth Stewart, 2011); *Gallipoli: a ridge too far* (2013, second revised edition 2015); and he compiled and wrote the introduction to a special third edition of *The Anzac Book*, the classic anthology of soldiers' writings and art from Gallipoli (2010). In his other major research area, the Vietnam War, he researched and wrote two volumes of the *Official history of Australian involvement in Southeast Asian conflicts 1948–1975*: Volume VIII, covering Australian ground operations in Vietnam, *On the offensive: the Australian Army in the Vietnam War, 1967–1968*, with the late Dr Ian McNeill (2003); and Volume IX *Fighting to the finish: the Australian Army and the Vietnam War 1968–1975* (2012).

**David Fitzgerald** joined the Memorial in 2006 as Manager, Buildings in the Corporate Services Branch, became acting Head of Buildings and Services in January 2013, and was promoted to this position in February 2015. David came to the Memorial from private enterprise and has substantial facilities management experience. He has trade certificates for electrical and refrigeration services and has completed various facilities and business management courses. He was previously employed as building manager on Canberra Total Asset Management contracts, including the Foreign Affairs and Immigration buildings. David completed the Cultural Management Development Program in 2008.

**Nick Fletcher** began working at the Memorial in 1995, and was appointed Head of Military Heraldry and Technology in 2009. In March 2011, he was temporarily transferred to the Exhibitions Section as Concept Leader for the redevelopment of the First World War galleries, a task which was completed with the official opening of the new galleries in February 2015. He has a Bachelor of Arts (Graphic Design) and completed the Cultural Management Development Program in 2006. Nick became the first Memorial staff member to visit Afghanistan as an official curator in 2009, making further visits in 2011 and 2015. He was also a regular leader of Australian War Memorial battlefield tours to Gallipoli and the Western Front.

**Frances Henderson** had been acting Head of Human Resources since April 2014. She was formally appointed to the role in August 2015. She joined the Memorial in May 2013 as the Manager of Performance and Employee Relations. Frances has held senior HR roles within the public and private sectors, including ten years with the US Department of State providing regional HR expertise throughout the South Pacific region. Frances has a business degree from Monash

University and is a Certified Professional of the Australian Human Resources Institute.

**Sarah Hitchcock** first joined the Memorial's Education and Visitor Services Section in August 2008 after 12 years with Australian Capital Tourism, her final year as General Manager. From 2010 to 2012, she returned to the ACT Government and held the position of Director of the Centenary of Canberra. Working with Creative Director Robyn Archer AO, Sarah led the formation and establishment of the Centenary of Canberra team, governance arrangements, and prepared the program of events and activities scheduled for the centenary. Sarah rejoined the Memorial in September 2012 as Head of the Commemoration and Visitor Engagement Section and has overseen the development and delivery of the Memorial's centenary commemorative program. Sarah is currently studying Psychology and is an active member of the Board of Management of the Tidbinbilla Nature Reserve.

**Ryan Johnston** was appointed Head of Art in October 2012. Before joining the Memorial he was Acting Director of the Shepparton Art Museum, where he oversaw a major redevelopment of the Museum and its subsequent re-launch. Ryan has also worked as a lecturer in the School of Creative Arts at the University of Melbourne. He is currently finalising his PhD on Scottish artist Eduardo Paolozzi, also at the University of Melbourne. His research has been published in local and international journals including the *Australian and New Zealand journal of art*, the *Journal of surrealism and the Americas*, and *Broadsheet*. He has been recognised with several awards, including a Yale University Fellowship. Ryan was a founding editor of *emaj*, Australia's first online refereed journal of art history. He is a member of the boards of Canberra Contemporary Art Space and Canberra Youth Theatre.

**Brie Lloyd** was appointed as Head of Digital Experience in April 2016. Brie has over ten years' experience in digital marketing, including both agency side and marketing side roles. She has worked for one of the biggest global communications agencies, Publicis Groupe, and developed a digital offering to key multinational clients. Most recently Brie was responsible for the strategic development and rollout of major B2C, B2B and e-commerce digital solutions for Sanofi, a multinational company in the pharmaceutical industry.

**Katherine McMahon** was appointed Head of Exhibitions in 2006 and has played an instrumental role in developing the strategic direction of the Memorial's exhibitions program. She has overseen \$70 million of major gallery redevelopment projects and delivered permanent exhibitions on the First World War, Second World War, Korea, Vietnam, Peacekeeping, First Gulf War, Iraq, and Afghanistan. Katherine most recently oversaw the \$32 million redevelopment of the Memorial's historic and heritage-listed First World War galleries. This project was a key part of the package of commemorative events and initiatives of the Australian Government's Anzac Centenary Program 2014–18. She has

a Bachelor of Arts (Art History and Curatorship) from the Australian National University.

**Leanne Patterson** has been Chief Finance Officer (CFO) and Head of Finance since December 2007 and has been acting Assistant Director, Corporate Services since January 2016. She joined the Memorial in December 1999 as Manager, Financial Reporting and Analysis, and was primarily focused on developing the framework to support the funding, valuation, and depreciation of the Memorial's billion-dollar collection of heritage and cultural assets. As CFO, Leanne has successfully influenced the outcome of government-wide financial and budget reforms as they relate to the Memorial, through regular participation in formal working groups, inquiries, and other consultative processes. She is a Fellow of CPA and has a Bachelor of Commerce (Accounting) from James Cook University. Leanne is an active member of the ACT CPA Public Sector Accountants Committee.

**Hans Reppin** has been the Head of Photographs, Film, Sound and Multimedia Services since March 2014, and manages the Multimedia and Digital Asset Management System. His background includes a diverse range of managerial positions and technical responsibilities. Hans's specialised professional background encompasses digital preservation management, Prolab experience within the television industry (motion picture, news, traditional film base processing, exhibition and commercial print outputs), and press and production photography experience garnered over 20 years. He is applying his expertise to digital content management and preservation within a museum environment as a digital advocate and innovator.

**Tim Sullivan** was appointed Assistant Director Branch Head National Collection in May 2013. He graduated from the University of Sydney where he studied history, English literature, and education. Tim has qualifications in earth sciences and a Masters in Management with a focus on museum development from the University of Technology, Sydney. His career has encompassed technical and managerial roles in the Geological Survey of NSW, the NSW Department of Mineral Resources, the Australian Museum, and the Sovereign Hill Museums Association, Ballarat. In 1999–2000, he was a Visiting Fellow with the Smithsonian Institution's National Museum of the American Indian in Washington DC. He has served on the Museums Board of Victoria and is a member of the National Cultural Heritage Committee. He has served on a diverse range of committees promoting regional research and development, heritage management, commemorative projects, and museum development. He has contributed to national and international forums on museum practice and development, and has written widely on the role of museums in promoting learning and regional heritage strategies.

**Robyn van Dyk** is Head of the Australian War Memorial's Research Centre. Her work involves leading the Research Centre team to develop, manage, preserve, and provide

access to the Memorial's archival and published collections. Robyn has curated a variety of exhibitions, including co-curating the MAGNA award-winning *Anzac voices* (2014) and a joint exhibition with Australian Geospatial-Intelligence Organisation, *Gallipoli to Afghanistan and the future: 100 years of mapping* (2015). She is the concept leader for *Anzac connections*, the Memorial's major centenary web project to enhance availability and access to digital content. Robyn has produced museum-related publications and delivered papers at national conferences. In October 2012, she travelled to Afghanistan as the Memorial's official curator, and spent several weeks observing conditions and collecting records and objects. Robyn has recently partnered with the Australian National University in an ARC-funded project researching Australians in Borneo during the Second World War.

**Chris Wagner** was appointed as the Head of Communications and Marketing at the Australian War Memorial in May 2016. Chris and his team are responsible for the media, public relations, marketing, publications, the Friends of the Memorial, and the broader sponsorship program of the Memorial. He has over 15 years' experience in the communication sector, working in ministerial offices, government departments, and for a number of not-for-profit and corporate organisations. A former journalist, Chris has a

background in matters of mental health, suicide, criminal and civil justice, national security, emergency management, and grassroots community liaison. He has a First Class Honours Degree in Journalism and is a White Ribbon Ambassador.

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



Rear Admiral Ken Doolan AO RAN (Retd) presents an Australian War Memorial Fellowship to Peter Burnes.

## APPENDIX 4

### Selected VIP visits, events and ceremonies

#### VIP visits

8 July 2015	Professor Takashi Shiraishi, Japan
9 July 2015	Mr Masanori Nishi, Administrative Vice-Minister of Defence, Japan
11 July 2015	His Excellency Mr Ziad Chebib, Governor of Beirut, Lebanon
15 July 2015	Foreign Defence Attaché Corps
21 July 2015	General Sommai Kaotira, Chief of Joint Staff, Royal Thai Armed Forces
21 July 2015	Major General Gourlez de la Motte, Commander, Army Aviation, France
27 July 2015	His Excellency Dr Jakaya Mrisho Kikwete, President of the United Republic of Tanzania and Her Excellency Mama Salma Kikwete
4 August 2015	Brigadier General Mervyn Tan, Director of Military Intelligence, Singapore
11 August 2015	Australian Political Council Exchange, Republic of Korea
11 August 2015	Major General Iftikhar Ahmed Wyne, Director General Foreign Mutual Cooperation, Pakistan
12 August 2015	Senator John Cornyn, United States of America
20 August 2015	Major General Graham Binns, United Kingdom
21 August 2015	Sir Richard Billing Dearlove KCMG OBE, former Head of the British Secret Intelligence Service, United Kingdom
24 August 2015	Major General John Crackett, Assistant Chief of the Defence Staff (Reserves and Cadets), United Kingdom
26 August 2015	Major General Roland De Vries SD SM MMM (Retd), South Africa
1 September 2015	Brigadier Lord Fielakepa, Chief of Defense Staff, Tonga
3 September 2015	Lieutenant General Benedikt Zimmer, Director-General of Equipment, Information Technology and In-Service Support, Germany
3 September 2015	General David Petraeus AO (Retd), United States of America
8 September 2015	Senator Jean-Claude Lenoir, President of the Committee on Economic Affairs, France
11 September 2015	Australian Political Exchange Council, Vietnam
15 September 2015	Lieutenant General Yoshizo Ono, Commandant, Air Staff College, Japan
2 October 2015	The Honourable Karingozhakkal Mani Mani, Finance Minister and Chairman, Empowered Committee of State Finance Ministers, India
2 October 2015	Vice Admiral Andreas Krause, Chief of Navy, Germany
8 October 2015	Tourism Australia
8 October 2015	General Gregory S. Martin (Retd), Former Commander of the Air Force Material Command, United States Air Force
14 October 2015	Mr John Haslem, Former Member for Canberra, Australia
15 October 2015	Lieutenant General Guy Thibault CMM MSC CD, Vice Chief of Defence Staff, Canada
19 October 2015	Mr John Brennan, United States of America
20 October 2015	The Honourable Andrew Yang, Minister of National Defence, Taiwan
20 October 2015	Mrs Tracy Chamoun, Lebanon
21 October 2015	Lieutenant General Shir Aziz Kamawal, General Director of Security of the National Assembly, Afghanistan
21 October 2015	Dr Patrick Simon AO, Mayor, Villers-Bretonneux, France
22 October 2015	Professor Dr Maria Böhmer, Minister of State at the Federal Office, Federal Republic of Germany
23 October 2015	Joint Warfare Conference
26 October 2015	Brigadier Laurent Kolodziej, General Officer in charge of International Affairs and Exports, France

27 October 2015	Ms Lim Soo Hoon, Permanent Secretary, Ministry of Finance, Singapore
1 November 2015	Air Chief Marshal Sir Stuart Peach, Vice Chief of Defence Staff, United Kingdom
4 November 2015	General Jean-Louis Georgelin, Grand Chancellor of the Legion of Honour, France
5 November 2015	The Honourable Amy Adams MP and the Honourable Michael Woodhouse MP, New Zealand
10 November 2015	Major General Mark Westergren, Deputy Commander, Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance, United States Strategic Command, United States of America
10 November 2015	Mr Marc Daunis, Member of the Senate, France
11 November 2015	Mr Didier Pontzele, Head of the War Graves Service, Belgium
14 November 2015	Lieutenant General Lawrence Nicholson, Commander of Marine Forces Japan and III Marine Expeditionary Force, United States of America
17 November 2015	Brigadier General Gregory Guillot, Director of Strategic Plans, Requirements, and Programs, Headquarters Pacific Air Forces, Joint Base Pearl Harbor-Hickam, Hawaii, United States of America
23 November 2015	Rear Admiral Frank Trojahn, Chief of Naval Staff, Denmark
23 November 2015	Brigadier Muhammad Aamer Najam, Deputy Commandant, Command and Staff College, Quetta, Pakistan
24 November 2015	Honourable Domenico Rossi, Deputy Minister of Defence, Italy
25 November 2015	Australian Political Exchange Council
26 November 2015	Attorney Pio Lorenzo Batino, Undersecretary for Defense Policy, Philippines
1 December 2015	Baroness Emma Nicholson of Winterbourne, United Kingdom
2 December 2015	Air Chief Marshal Agus Supriatna, Chief of Air Force, Indonesia
5 December 2015	Ms Kelly Magsamen, Principal Deputy Assistant Secretary of Defense for Asian and Pacific Security Affairs, United States of America
9 December 2015	Mr Raphael Morav, Director of the Pacific Affairs Department, Ministry of Foreign Affairs, Israel
10 December 2015	Mr Yoshiya Muto, Deputy Director-General, Defence Intelligence Headquarters, Ministry of Defence, Japan
11 December 2015	Australian Club Members
27 January 2016	Ms Sarah Saldaña, Director of Immigration and Customs Enforcement, Homeland Security Investigations, United States of America
7 February 2016	Rear Admiral Simon Ancona, Assistant Chief of the Defence Staff (Defence Engagement), United Kingdom
8 February 2016	Ambassador Benny Dagan, Deputy Director General and Head of the Center for Policy Research for the Foreign Ministry of Israel
9 February 2016	Mr Axel Voss, Acting Chairman for the Relations with Australia and New Zealand of the European Parliament
9 February 2016	Air Vice Marshal Sean Corbett, Deputy Director for Commonwealth Integration, Defence Intelligence Agency, United States of America
9 February 2016	Delegation of the Konrad Adenauer Foundation, Germany
9 February 2016	Defence Delegation, United States of America
11 February 2016	General Mulyono, Chief of Staff, National Army, Indonesia
11 February 2016	General Elrick Irastorza, Chairman of the First World War Centenary Partnership Program, France
16 February 2016	Brigadier General Robert Marion, United States of America
17 February 2016	Air Vice Marshal Gary Waterfall, Air Officer Commanding, No. 1 Group, United Kingdom
17 February 2016	Rear Admiral William Merz, Commander Submarine Group Seven, Task Force 74/54, United States of America
19 February 2016	The Honourable Dan Tehan MP, Minister for Veterans' Affairs, Australia
22 February 2016	Major General Gregg Potter, Director, Signals Intelligence Directorate, United States of America

23 February 2016	Lieutenant General Christine Whitecross OMM MSM CD, Chief of Military Personnel, Armed Forces, Canada
29 February 2016	The Government Administration Committee, New Zealand Parliament
29 February 2016	Mr Jean-Yves Le Drian, Minister for Defence, France and His Excellency Mr Christophe Lecourtier, French Ambassador to Australia
1 March 2016	Dr Apichart Chinwanno, Permanent Secretary, Ministry of Foreign Affairs, Thailand
2 March 2016	Rear Admiral Yoshihisa Inui, Joint Chief of Logistics, Self Defence Force, Japan
2 March 2016	Minister Khanlav Fatiyev MP, Azerbaijani Parliament and Chairman of the Azerbaijan–Australia Interparliamentary Friendship Group and His Excellency Mr Rovshan Jamshidov, Azerbaijani Ambassador to Australia
3 March 2016	Brigadier General Stahl, Division Head Military Police and Operation, Ministry of Defence, Germany
4 March 2016	Dr Vivian Balakrishnan, Minister for Foreign Affairs, Singapore
9 March 2016	Major General David Robinson, United States Air Force
10 March 2016	Dr Ralf Brauksiepe, Parliamentary State Secretary, Ministry of Defence, Germany
11 March 2016	Rear Admiral Vincent Atkins, Coast Guard, United States of America
14 March 2016	Air Vice-Marshal Malcolm Brecht, Chief of Staff Capability, Air Command Headquarters, United Kingdom
16 March 2016	Mr Ross Boyd AM, Assistant Secretary, Defence Intelligence Organisation
16 March 2016	General Teerachai Nakwanich, Commander-in-Chief, Royal Thai Army
28 March 2016	The Honourable Harjit Singh Sajjan, Minister of National Defence, Canada
30–31 March 2016	Congressional Delegation, United States of America
6 April 2016	Major General Jalander Shah Bahnam, Commander of the Marshal Fahim National Defence University, Afghanistan
11 April 2016	Major General Agung Risdhianto, Assistant to the Commander in Chief of Operations, Indonesia
11 April 2016	Major General Dato' Suhaimi bin HJ Mohd Zuki, Assistant Chief of Staff Human Resources, Malaysia
14 April 2016	Lieutenant General Konstantinos Gkatzogiannis, Chief of Staff, Hellenic National Defence General Staff
14 April 2016	Defense Intelligence Agency Delegation, United States of America
22 April 2016	Major General Abdullah Baysar, Division Commander, Turkey
12 May 2016	Admiral Bernard Rogel, Chief of Navy, France
17 May 2016	Mr Chan Yeng Kit, Permanent Secretary (Defence), Singapore
2 June 2016	His Honour the Honourable John Hardy OAM, Administrator of the Northern Territory, Australia
17 June 2016	Major General Peter Kelly MNZM, Chief of Army, New Zealand
27 June 2016	Congresswoman Terri Sewell, United States of America
30 June 2016	Mr Ian Irving, Chief Executive and Mr Dave Perry, Chief Global Business Development Officer, Northrop Grumman

### Events and ceremonies

1 July 2015	Centenary of the Royal Australian Survey Corps Wreathlaying Ceremony
3 July 2015	Exhibition launch – <i>Reality in flames: modern Australian art and the Second World War</i>
8 July 2015	Defence Indigenous Wreathlaying Ceremony
23 July 2015	Army Indigenous Lone Pine Soil Collection Ceremony
24 July 2015	2nd Division Centenary Parade
29 July 2015	Australian Army Training Team Vietnam Wreathlaying Ceremony
15 August 2015	Victory in the Pacific Day Wreathlaying Ceremony
20 August 2015	27th Australian Infantry Battalion (South Australian Scottish Regiment) Plaque Dedication Ceremony
2 September 2015	Battle for Australia Wreathlaying Ceremony
3 September 2015	Australian National Flag Day Ceremony

5 September 2015	<i>Big things in store</i> open day
9 September 2015	National Servicemen's Association of Australia Wreathlaying Ceremony
10 September 2015	Air Force Band Jazz Group performance
14 September 2015	Australian Federation of Totally and Permanently Incapacitated Ex-Servicemen and Women Annual Congress Wreathlaying Ceremony
15 September 2015	Battle of Britain Wreathlaying Ceremony
16 September 2015	Commemorating Chinese–Australian Military History
18 September 2015	National Student Leadership Forum Wreathlaying Ceremony
23 September 2015	War Correspondents Memorial Dedication Ceremony
8 October 2015	Explosive Detection Dog and Handler Sculpture Dedication
11 October 2015	ACT Pipes and Drums Championship Competition
13 October 2015	Far East Strategic Reserve Navy Association Plaque Dedication Ceremony
16 October 2015	Balibo Five 40th Anniversary Wreathlaying Ceremony
19 October 2015	HMAS <i>Brisbane</i> Plaque Dedication Ceremony
4 November 2015	Campbell High School Wreathlaying Ceremony
10 November 2015	Roll of Honour Ceremony
11 November 2015	Remembrance Day National Ceremony
11 November 2015	Captain Reg Saunders Courtyard and Gallery Launch
26 November 2015	Army Lone Pine Indigenous Soil Return Ceremony
1 February 2016	Parliamentary Opening Last Post Ceremony
23 February 2016	Napier Waller Reflection Ceremony
1 March 2016	Army Birthday Wreathlaying Ceremony
19 March 2016	National Day of Prayer for Defence Wreathlaying Ceremony
2 April 2016	Royal Australian Corps of Military Police Centenary Parade
6 April 2016	Anzac Day Aged Care Wreathlaying Ceremony
25 April 2016	Anzac Day Dawn Service
25 April 2016	Anzac Day National Ceremony
29 April 2016	No. 37 Squadron Plaque Dedication Ceremony
10 May 2016	Nurses and Midwives Wreathlaying Ceremony
20 May 2016	Royal Australian Army Pay Corps Plaque Dedication Ceremony
27 May 2016	National Sandakan Remembrance Day Wreathlaying Ceremony
5 June 2016	Annual Bomber Command Commemorative Ceremony
10 June 2016	ACT RSL Congress Wreathlaying Ceremony
21 June 2016	Lightning Bolt on-site display
29 June 2016	Portsea Graduate Class of 1966 Wreathlaying Ceremony

### **Commemorative anniversary Last Post ceremonies**

19 July 2015	Battle of Cape Spada
24 July 2015	2nd Division Birthday
4 August 2015	115th Anniversary Battle of Elands River
6 August 2015	Centenary Battle of Lone Pine
7 August 2015	Centenary Battle of the Nek
8 August 2015	Centenary August Offensive
13 August 2015	75th Anniversary Canberra Air Disaster
15 August 2015	70th Anniversary end of Second World War Victory in the Pacific Day
18 August 2015	Vietnam Veterans Day

8 September 2015	Centenary Suvla Bay RAN Bridging Train
19 September 2015	Centenary Kangaroo March
16 October 2015	105th Field Battery Association
29 October 2015	Annual Defence Widows Support Group
4 November 2015	Australian Italian Service
7 November 2015	Annual Royal Australian Signals Association
11 November 2015	Remembrance Day
7 December 2015	Royal Military College Graduating Class 1960 and 1975 Vietnam
3 January 2016	75th Anniversary Battle of Bardia
1 February 2016	Parliamentary
12 February 2016	75th Anniversary Womens' Royal Australian Army Corps
13 February 2016	National Servicemen Association (ACT branch)
25 February 2016	75th Anniversary Womens' Australian Air Force
28 February 2016	HMAS <i>Perth</i> Annual Ceremony and 25th Anniversary of the end of the Gulf War
28 March 2016	75th Anniversary Battle of Cape Matapan
31 March 2016	95th Anniversary RAAF Birthday
1 April 2016	Centenary Royal Australian Corp of Military Police
6 April 2016	75th Anniversary German invasion of mainland Greece
10 April 2016	75th Anniversary Siege of Tobruk
23 April 2016	65th Anniversary Battle of Kapyong
25 April 2016	101st Anniversary Anzac Day
4 May 2016	St Florian's Day
5 May 2016	Centenary of first Australian action on the Western Front
8 May 2016	71st Anniversary Victory in Europe
14 May 2016	73rd Anniversary HMAS <i>Centaur</i>
20 May 2016	75th Anniversary German invasion of Crete
27 May 2016	Sandakan
31 May 2016	Centenary of the Battle of Jutland
1 June 2016	Reconciliation Week
4 June 2016	Bomber Command
8 June 2016	Start of the Syrian Campaign
17 June 2016	Centenary of the first AIF Casualties in Belgium during the First World War
25 June 2016	Reserved Forces

## APPENDIX 5

### Key Acquisitions and Disposals

#### Acquisitions

##### Art

1. Shirley Macnamara, *Memoir*, 2015 (spinfex, emu feathers, bullock bone, horse hair, wax thread, ochre and fixative).  
Produced from organic materials found near the artist's home in far west Queensland and taking crucifix form, *Memoir* was inspired by the commemorative events held to mark the 100th anniversary of the Gallipoli campaign. It commemorates the service of Indigenous soldiers who fought overseas and were never recognised or remembered.
2. Theo Scharf, *Europa*, 1922 (print portfolio, 14 offset lithographs, printed in black ink on cream wove paper, 41.3 x 49.4 (sheet), signed and dated, published by Georg Muller Verlag, Munich).  
*Europa* was produced by Scharf, an Australian artist based in Germany, in the period immediately following the signing of the Treaty of Versailles. The prints provide a vision of the impact of the First World War on Europe.
3. Yhonnie Scarce, *Blue Danube*, 2015 (blown glass).  
This hand-blown glass bomb represents the "Blue Danube", Britain's first operational atomic bomb. It contains a collection of hand-blown glass bush yams, alluding to the impact of the atomic testing program at Maralinga on the local Indigenous population.
4. Bernard Slawik, multiple works and archival materials.  
A major donation by the family of the artist included artwork and documents relating to his time in a Nazi concentration camp, his escape and subsequent journey to Australia via Scandinavia and the US.
5. Khaled Sabsabi, *Guerilla 2007–2014*, 2014 (33 acrylic, watercolour, gouache and lacquer paintings on photographs) and *Guerilla*, 2007 (single channel video).  
These 33 paintings on photographs provide a rare perspective on the 33 Day War from the perspective of a Lebanese-Australian who experienced it first-hand. The video work, donated by the artist, complements the graphic work by providing contextual interviews and footage of the war and its aftermath.

##### Military, Heraldry and Technology

1. Victoria Crosses – the following VC medal groups have arrived at the Memorial over the past year:
  - Harry Murray (long-term loan)
  - Peter Badcoe (shared display arrangement with SA History Trust)
  - Roy Inwood (short-term loan)
  - James Gordon (long-term loan).
2. The clothing and personal equipment worn by Corporal Cameron Baird VC MG on the day he was killed in action was donated by the ADF (through 2 Commando Regiment).
3. Other significant medal group acquisitions during the year were:
  - Lieutenant Colonel Vivian Bullwinkel, Australian Army Nursing Corps
  - Wing Commander Bobby Gibbes DSO DFC, RAAF
  - Able Seaman Geoffrey Rosevear DSM (HMAS *Sydney* (II))
  - Captain Edward Howells MC, 1 Fld Sqn Engineers, Desert Mounted Corps.
4. CH-47D Chinook A15-202 *Centaur* was transferred from the ADF to the Australian War Memorial in April. This is the first of a series of major aircraft acquisitions anticipated over the next four to five years, and is an important new collection item with significant combat history in both Iraq and Afghanistan.
5. Other important vehicle and technology acquisitions include:
  - Ford CMP Cab 12 Field Artillery Tractor (Second World War)
  - M577A1 Armoured Command Vehicle (veteran of Vietnam and Timor-Leste)
  - Polaris Sportsman All-Terrain Vehicle (SOTG Afghanistan)
  - AN/TPQ 36 Firefinder Weapon Locating Radar (used in Iraq).
6. A curatorial visit to the Middle East in August and September resulted in a large number of historic items being returned to Australia, particularly from Camp Baker, the ADF Base at Kandahar Air Field, Afghanistan.

## Photographs, Film and Sound

1. P12453.001: Photograph Album *Der Kampf im Westen: Die Soldaten des Fuhrers im Felde II. Band (The battle in the West: The soldiers of the new guidebook in the Field. II Band)*. This volume, written in German, is an important example of propaganda used to portray the war in the west to the German people. In addition to over 70 pages of text and some colour plates, it is equipped with pockets containing over 100 images for viewing through a stereoscope viewer, which is included within the book cover. Authored by Hasso von Wedel and Henrich Hansen and published by Raumbil-Verlag Otto Schonstein, Munich, 1940.
2. F11851: *Sententia: inside Afghanistan*. This two-hour director's cut of the documentary film *Sententia* contains content which is still classified, however a release version is accessible commercially on DVD and is available in the Memorial's shop.
3. The Memorial received a collection of photographs relating to Private Harry Victor Leckie, a photographer who worked with the Australian Flying Corps in Palestine and Egypt during the First World War. During his service Private Leckie made a significant contribution to surveillance operations in the desert campaign and extensively documented the work of the photographic team, taking informal photographs on the ground and from the air, and later preparing a manuscript titled *History of the first use of aerial military photography by Australia, 1914-1918* (official records number 3DRL/4180). The acquisition includes an album of photographs taken by Private Leckie and several prints he produced, offering an insight into his photographic processes and methods. These photographs complement previous donations made by Private Leckie's descendants, and will enhance other formed collections such as the official B series, where the work of individual AFC photographers remains largely uncredited.
4. Donated by Dennis Cowdroy (on behalf of the Martin Estate) a collection of 206 glass stereo transparencies, original wooden Verascope case, and folding stereo viewer from the First World War relates to the work of Staff Sergeant Robert William Martin of the Australian War Records Section (AWRS). This collection is an excellent example of stereo photography. The transparencies are images of AIF wounded/hospitals, Australian scenery, UK countryside, Cairo and Aden.
5. Photographs, Film and Sound staff spent a week with 7RAR in Adelaide in February, conducting video oral histories with regiment members preparing to deploy to either Iraq, for Operation Taji, or Afghanistan, for Operation Highroad. Over 20 hours of recordings were made for the National Collection. The same regiment members are to be re-interviewed on their return from deployment in order to create a package of interviews documenting the deployment experience during current operations.
6. Photographs, Film and Sound staff spent several days recording video interviews and capturing high-quality imagery of members of 5 Aviation Regiment involved in the history of the A15-202 Chinook which is now part of the Memorial's collection. The team accompanied the aircraft on its last journey and conducted in-depth interviews with key pilots and crew members in Canberra.
7. Second World War Bomber Command veteran Leonard Bence was interviewed about his experiences as a Lancaster pilot in an oral history for the National Collection. Mr Bence, who resides in South Australia and was recently widowed, made this special trip to Canberra to view the aircraft "G for George" and make a personal commemoration. His visit was extensively covered in the media.
8. The Memorial acquired *Avenue of Honour 2014* (printed 2016), 22 digital pigment prints. This work forms a significant response to the commemoration of the centenary of the First World War by Trent Parke, a leading contemporary photographer and the first and only Australian to be accredited as a full member of the prestigious Magnum Photography Agency.

## Research Centre

1. Diary written by Flying Officer John Reginald Dodds DFC in 27 descriptive instalments, each sent home to his parents in Australia. Dodds served as a Wireless Operator with 460 and 156 Squadron RAAF during the Second World War. Some of the diary instalments are sewn together to form a booklet. The diary covers his embarkation from Sydney in November 1941, sightseeing and training in England, and several bombing raids over Germany during 1943 and 1944. The last diary entry was made on 27 April 1944, the day of his final mission over Friedrichshafen where his plane was shot down with the loss of all crew. Dodds was posthumously awarded the Distinguished Flying Cross.
2. Collection of 160 letters written by Colonel Charles Herbert Davis between 1915 and 1919. Davis was first commissioned in the 4th Battalion of Infantry, Victoria Defence Forces in 1896. At the outbreak of the First World War he was appointed as a censor, and then in 1915 as commanding officer of 17th Infantry Brigade. In February 1916 he joined the AIF and was appointed Commanding Officer of the 38th Battalion, which experienced their first action in Armentieres in France in December. In recognition of his command of large raiding parties, including the most important ever undertaken by Australians on the Western Front – at Houplines on 27 February 1917 – he was awarded the Distinguished Service Order. His battalion also saw service at Ploegsteert Wood, Messines, Ypres, and Passchendaele, with subsequent holding of the

line at the Douve River, Amiens, and the Ancre River. In 1918 he transferred as colonel to take charge of the Australian General Base Depot, assisting with the repatriation of Australian troops. He was appointed CBE in June 1919.

3. Diaries, letters and documents relating to Sophia LeFaucheur (née van As) and her experience as a Dutch civilian prisoner of war in the Netherlands East Indies. Sophia (or "Fiep") worked for General Motors in Bandoeng and, with her friend Netty, soon joined a group of civilian women who entertained and nursed imprisoned Allied troops. The collection contains correspondence from POWs SX8406 Private Hubert John (2/3rd Machine Gun Battalion) and English soldier Charles H. Raley to Fiep thanking her for her friendship during their internment. Fiep and the female members of her family were soon interned in civilian camps such as Tjideng and Kampong Makassar. Her father and brothers were interned in three separate camps. The family was unable to correspond and did not hear news of their well-being until after liberation in 1945, when they were re-united. Her diaries (written in Dutch with English translations) discuss the overcrowded and harsh conditions endured by female civilians in the internment camps, including conditions under Captain Kenichi Sonei, from 1943 to 1945.
4. A collection assembled by Dr Bob Breen, author of the *Official history of peacekeeping, humanitarian and post-Cold War operations: Volume V The Good Neighbour: Australian Peace Support Operations in the Pacific Islands, 1980-2006* was acquired as AWM388. Dr Breen was an army operations analyst on East Timor, Bougainville and Solomon Islands. The material was accumulated as part of Operation Bel Isi and the activities of the Peace Monitoring Group.
5. The Reports of Proceedings (ROP) from the RAN Clearance Diving Team 3 (CDT3) was acquired from Sea Power Centre (Australia) as AWM78 3392/4. It documents Australia's naval involvement in the First Gulf War. The item was a large photo album with standard pages for the ROP, photocopied news reports, photographs and captions. The item was scanned for access online and the physical record will be displayed in the gallery.
6. Unit Commanders' diaries and Medical Officers' diaries for each of Unamir missions undertaken by the Australian Contingents to Rwanda, 1994-95 (AWM323). These official diaries will enter the open access period under the *Archives Act 1983* on 1 January 2018.
7. German U-boat manual taken from a submarine by Chief Engineer William Kempees of the Royal Netherlands Navy. This is volume seven of a larger set of manuals and provides illustrations of the compressed air system. The submarine was a Type XB submarine of Nazi Germany's Kriegsmarine during the Second World War. The submarine was commissioned with the designation U-219 in December 1942 but taken over as I 505 by the Imperial Japanese Navy following Germany's surrender in May 1945. Annotations on the cover and inside of the manual reflect this history.

## Disposals

### Art

1. James Dodd, *Saddam, Johnny, Osama*, 2013 (stencils on lithographic paper on marine ply). ART94984.  
This artwork was deemed inconsistent with the Memorial's objectives because of its portrayal of Australia's then Prime Minister John Howard in company with Saddam Hussein and Osama bin Laden.

## Military, Heraldry and Technology

No disposals this year.

## Photographs, Film and Sound

1. 5,175 VHS copies - Inferior duplicate replaced with high quality original.
2. 464 Sound copies - Inferior duplicate replaced with high quality original.
3. Five PROP photographic prints from *Icon and archive* travelling exhibition that are no longer used: PROP03235, PROP04816, PROP04869, PROP04889, PROP04890.

## Research Centre

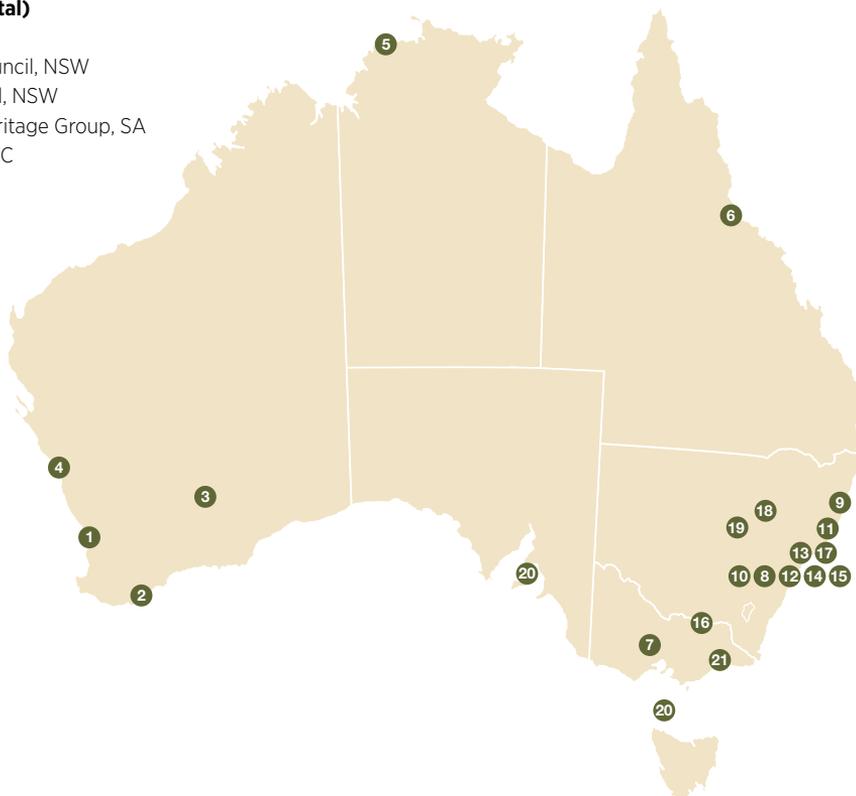
1. Three private records collections were returned to the donor as they did not relate to wartime experiences and were placed with an educational institution - PRO5612.DEA1, PRO5614.DEA1, PRO5891.DEA1.

## APPENDIX 6

### Touring Exhibitions

Total Touring Exhibitions visitation: 1/7/2015 to 30/06/2016

	From	To
<b><i>Remember me: the lost diggers of Vignacourt</i></b>		
1 Western Australian Museum, Perth, WA	06/06/2015	30/08/2015
2 Western Australian Museum, Albany, WA	12/09/2015	29/11/2015
3 Western Australian Museum, Kalgoorlie-Boulder, WA	12/12/2015	14/02/2016
4 Western Australian Museum, Geraldton, WA	27/02/2016	01/05/2016
<b><i>Ben Quilty: after Afghanistan</i></b>		
5 Museum and Art Gallery Northern Territory, Darwin, NT	04/07/2015	04/10/2015
6 Perc Tucker Regional Gallery, Townsville, QLD	16/10/2015	29/11/2015
7 Castlemaine Art Gallery and Historical Museum, Castlemaine, VIC	16/01/2016	15/04/2016
<b><i>Australians on the Western Front: 1916-1918 series – Anzacs in France, 1916</i></b>		
8 Ingleburn, NSW	28/02/2016	28/03/2016
9 Coffs Harbour, NSW	28/02/2016	28/03/2016
10 Penrith, NSW	02/04/2016	28/04/2016
11 Taree, NSW	02/04/2016	28/04/2016
12 Merrylands, NSW	02/05/2016	28/05/2016
13 Gosford, NSW	02/05/2016	28/05/2016
14 Canterbury Hurlstone Park, NSW	03/06/2016	02/07/2016
15 Dee Why, NSW	03/06/2016	02/07/2016
<b><i>A camera on Gallipoli: the photographs of Charles Ryan (graphic)</i></b>		
16 Arts Space, Wodonga, VIC	01/04/2016	30/04/2016
<b><i>A camera on Gallipoli (digital)</i></b>		
17 Cardiff RSL, NSW		
18 Tamworth Regional Council, NSW		
19 Gunnedah Shire Council, NSW		
20 Curramulka Cultural Heritage Group, SA		
21 East Gippsland Shire, VIC		



## APPENDIX 7

### Staff publications, lectures and talks

#### Claire Baddeley

“WEP: artist and war correspondent”, talk, Australian War Memorial, 3 July 2016

“James F Scott: the forgotten war artist”, talk, Australian War Memorial, 28 August 2015

“Food will win the war: food production, thrift and savings programs during WWI and WWII”, talk, Australian War Memorial, 9 September 2016

“Death, disease and desire: First and Second World War disease, health and hygiene posters”, talk, Australian War Memorial, 7 and 10 October 2016

“No fresh water and no bridge”, article, *Wartime*, Issue 71, Winter 2015

#### Craig Blanch

“The moment of freedom: Captain Stahl’s flag”, chapter in Lachlan Grant (ed.), *The Changi book*, NewSouth Publishing, 2015

“The Victoria Cross”, talk, Australian War Memorial, 29 April 2016

“The Hall of Valour”, talk, Australian War Memorial, 10 May 2016

“A bush hospital in the heart of England”, article, <https://www.awm.gov.au/blog/2016/06/07/bush-hospital-heart-england/>, 7 June 2016

“Fromelles”, talk, Australian War Memorial, 7 September 2016

“Enigma at war”, talk, Australian War Memorial, 21 September 2016

#### Stephanie Boyle

“Small screens and true: home movies and helmet-cam footage”, conference paper, Film and History Association of Australia and New Zealand Conference 2015, Queensland University of Technology, Queensland, 3 July 2016

“Inked: tattoos and the military”, talk, Australian War Memorial, 13 August 2015, 11 February, and 31 March 2016

“Introduction: film screenings for Vietnam Veterans Day”, talk, Australian War Memorial, 18 August 2015

“Barons, boots and beer: the First World War oral history collection”, talk, Australian War Memorial, 20 August 2015

“Is a black hole as bad as a dark age?: the challenge of digital collections of amateur film”, talk, UNESCO World Audiovisual Day/Directions Forum, National Film and Sound Archive, 27 October 2015

“Beyond the wire, behind the garage: the Australian War Memorial’s portrait commission”, talk, 2015 Conference of the Australasian Sound Recording Association, State Library of New South Wales, 21 November 2015

“Cats of war”, article, <https://www.flickr.com/photos/australian-war-memorial/sets/72157663104562229>, 21 January 2016

#### Rebecca Britt

Special Christmas gallery tour, talk, Australian War Memorial, 11 December 2015

White gloves presentation, talk, Australian War Memorial, 11 December 2015

#### Peter Burness

“Chauvel in Palestine”, article, *Wartime*, Issue 73, Summer 2016

“Australians in France”, talk, Alliance Française, Turner, ACT, 18 March 2016

#### Melissa Cadden

“Spirit of the squadron: Sqn Ldr John Francis Jackson” article, *Wartime*, Issue 73, Summer 2016

“Pioneers of colour: First World War colour photography”, talk, Australian War Memorial, 28 January 2016

#### Emma Campbell

“Australian Women War Reporters by Jeannine Baker”, book review, *Wartime*, Issue 72, Spring 2015

“Women’s work: Dame Alice Chisholm and the women who supported the First World War”, talk, Australian War Memorial, 16 November 2015

### **Eric Carpenter**

Introductory talk for senior history students from the Australian National University, talk, Australian War Memorial, 10 August 2015

### **Catherine Challenor**

"The conservation of the regimental colour of the Richmond Volunteer Rifle Company", talk, 26th International Congress of Vexillology, Sydney, NSW, 2 September 2015

### **Theresa Cronk**

"Digitisation projects: a case study in the value of digital preservation", conference paper, *The information explosion era and digital preservation in the Australian public sector*, Canberra ACT, 1 March 2016

### **Andrew Currey**

"Mephisto", talk, Australian War Memorial, 16 June 2016

### **Daniel Eisenberg**

"A most miserable hotch-potch: Charles Bean and the First World War film collection", conference paper, Film and History Association of Australia and New Zealand Conference 2015, Brisbane, QLD, 3 July 2015

"A most miserable hotch-potch: Charles Bean and the First World War film collection", talk, Australian War Memorial, 16 July 2015

"Moving battle lines: animation and war", talk, Australian War Memorial, 30 July 2015 and 14 January 2016

Introduction to film screening *Father Christmas goes to war*, talk, Australian War Memorial, 17 December 2015

### **Ashley Ekins**

"The significance of the centenary of the battle of Lone Pine", talk, recorded by Australian Institute of International Affairs (AIIA) and posted on website of AIIA journal, *Australian Outlook*: [http://www.internationalaffairs.org.au/australian\\_outlook/the-brutality-of-the-battle-of-lone-pine/](http://www.internationalaffairs.org.au/australian_outlook/the-brutality-of-the-battle-of-lone-pine/), 4 August 2015

"Lessons from counter-mine and improvised explosive device warfare in the Vietnam War", talk, Interpol Counter Improvised Explosive Device-Counter Terrorism (CIED-CT) Leaders' Forum, Australian War Memorial, 3 September 2015

"The battle of Long Tan", Defence Honours and Awards Appeals Tribunal panel, Lecture, Australian War Memorial, 12 November 2015

"Gallipoli's successful end", article, *The Australian*, 8 December 2015

"Vietnam: a winnable war?", chapter in Daniel Marston and Tamara Leahy (eds), *War, strategy and history: essays in honour of Professor Robert O'Neill*, ANU Press, the Australian National University, June 2016

### **Mike Etzel**

Public Tour Treloar B and C, talk, Australian War Memorial, 21 August 2015

"Australian issued rifles and bayonets of the First World War", article, <https://www.awm.gov.au/blog/2015/09/23/australian-issued-rifles-and-bayonets-first-world-war/>, 23 September 2015

"First World War Western Front – Christmas", talk, Australian War Memorial, 11 December 2015

### **James Fenn**

'How DAM enabled engaging customer experience', talk, HP Engage User Group, San Diego USA, 9 November 2015

### **Nick Fletcher**

"In all aspects ready: Australia's Navy in World War One", book review, *Wartime*, Issue 71, July 2015

"The Mighty ATOM: The 'Conduct of Anti-Terrorist Operations in Malaya' handbook", article, *Wartime*, Issue 72, October 2015

"Curating the Australian War Memorial's new First World War galleries", talk, Campbell Park Offices, Canberra, ACT, 10 November 2015

Special Christmas gallery tour, talk, Australian War Memorial, 11 December 2015

"The aircraft collection of the Australian War Memorial", talk, Australian War Memorial, 24 February 2016

### David Gist

“Selling the good fight?: the Directorate of Public Relations in Vietnam”, conference paper, Film and History Association of Australian and New Zealand Conference 2015, Brisbane, QLD, 3 July 2015

“Offerings: managing personal commemoration at the Australian War Memorial”, conference paper, Museums Australasia, Auckland, New Zealand, 17 May 2016

### Chris Goddard

“Untac: United Nations Transitional Authority in Cambodia”, article, *Australian peacekeeper magazine*, Summer 2015, December 2015

### Lachlan Grant

“The Changi complex”, article, *Wartime*, Issue 71, July 2015

“*The Changi book*”, book, NewSouth Publishing, 1 August 2015

“Rediscovering Changi: highlights from the Australian War Memorial’s collection”, conference paper, *Victory in the Pacific: war and art*, Australian War Memorial, 15 August 2015

“Producing *The Changi book*: seventy years on”, talk, Australian War Memorial, 26 August 2016

“Enduring myth of Changi as ‘POW hell’ overshadows stories of survival”, article, *The Age*, <http://www.theage.com.au/comment/enduring-myth-of-changi-as-pow-hell-overshadows-stories-of-survival-20150903-gjemq1.html>, 5 September 2015

“Recovering prisoner of war memories: seventy years on”, talk, *Sir Albert Coates Oration*, Ballarat VIC, 22 October 2015

“The experiences of Australian POWs in the Second World War”, talk, Australian War Memorial, 17 November 2015

“The Fifth Column in World War II: suspected subversives in the Pacific War and Australia”, book review, *Wartime*, Issue 74, April 2016

“The Oxford Illustrated History of the First World”, book review, *Wartime*, Issue 74, April 2016

“The Oxford Illustrated History of World War II”, book review, *Wartime*, Issue 74, April 2016

“One job left to do: Australian military forces policing of Netherlands East Indies, August 1945–February 1946”, conference paper, *Asia–Pacific War, 1931–1945: international conference*, the Australian National University, 9–11 July 2015

### Anthea Gunn

“Australian artists in the Pacific”, talk, Australian War Memorial, 14 August 2015

“Art of the First World War”, talk, Australian War Memorial, 23 September 2015 and 24 February 2016

“Postera Crescam Laude: Brook Andrew’s ‘Sanctuary: tombs of the outcasts’”, article, *Eyeline*, No. 84, January 2016

“Gallipoli centenary commission: David Jolly”, talk, Australian War Memorial, 20 April 2016 and 15 June 2016

“Career pathways outside academia”, talk, ANU Early Career Academic Network retreat, National Museum of Australia, 8 June 2016

### Meleah Hampton

“First World War commemorations”, talk, *Keeping history alive and relevant* seminar, Belgian Embassy, 23 July 2015

“Reasons for Allied victory in the First World War”, talk, NSW History Teachers’ Association regional seminar, the Australian National University, 27 July 2015

“A question of contribution: Australia and the war on the Western Front”, article, *Teaching history*, Vol. 49, No. 3, September 2015

“A tale of two tanks”, talk, Australian War Memorial, 17 September 2015

“The rise and fall and rise of Douglas Haig”, article, *Wartime*, Issue 74, April 2016

“The battle that never was: Mouquet Farm 1916”, lecture, Strategic Defence Studies Centre, the Australian National University, 12 April 2016

“A company at Pozières”, article, *Wartime*, Issue 74, April 2016

“Hasn’t that been done?: the future of the operational history of the First World War”, conference paper, *New directions in war and history: debating military history*, the Australian National University, 4 February 2016

"Attack on the Somme: 1st Anzac Corps and the Battle of Pozzières Ridge", book, Helion and Company, Solihull, UK, 28 June 2016

"From the Somme to the Salient: the AIF and its battles, 1916–1917", chapter in J. Bou (ed) *The AIF in battle: how the Australian Imperial Force fought*, Melbourne University Press, 20 June 2016

"The Battle of the Somme: an Australian perspective", talk, Australian War Memorial, 1 June 2016

### **David Heness**

"Voices from the front", talk, Australian War Memorial, every Tuesday July 2015 to May 2016

### **Warwick Heywood**

"Reality in flames: victory in the Pacific – war and art", talk, Australian War Memorial, 15 August 2015

Ben Quilty curator talk, talk, Townsville Gallery, 29 November 2015

*Reality in flames*: curator talk, talk, Australian War Memorial, 17 January, 10 February, 8 March 2016

*Reality in flames*: exhibition talk, talk, Australian War Memorial, 27 April, 4 May, 1 June 2016

Holocaust talk, talk, Australian War Memorial, 18 May 2016

"Contemporary art commissions at the Australian War Memorial", talk, Asialink Leaders Program, Australian War Memorial, 31 May 2016

### **Eleni Holloway**

"Pattern 1908 web equipment", article, <https://www.awm.gov.au/blog/2015/07/14/pattern-1908-web-equipment/>, 14 July 2015

"'God bless and protect': Jim Blondahl's pottery", chapter in Lachlan Grant (ed.), *The Changi book*, NewSouth Publishing, 1 August 2015

"Clothing the colonials", talk, Australian War Memorial, 16 November 2015

### **Stephanie Hume**

"Iraqi's most wanted playing cards", talk, Australian War Memorial, 20 January 2016

"Changi concert party programs", talk, Australian War Memorial, 24 February 2016

"A mouthful of whisky", article, *The Last Post magazine*, 14 April 2016

"Charles George Sickling", article, *The Last Post magazine*, 14 April 2016

### **Karl James**

"More than mopping up: Bougainville", chapter in Peter J. Dean (ed.) *Australia 1944–45: victory in the Pacific*, Cambridge University Press, Port Melbourne, 7 July 2015

"'Black Jack' Galleghan: hero of Changi", chapter in L. Grant (ed.) *The Changi book*, NewSouth Publishing, 1 August 2015

"Victory in the Pacific", talk, Australian War Memorial, 5 August 2015

"World War II generation fading quietly away", article, *Sydney Morning Herald*, <http://www.smh.com.au/comment/world-war-ii-generation-fading-quietly-away-20150814-gizOnx.html>, 14 August 2015

"The war that shaped Australia", conference paper, *Victory in the Pacific: war and art*, Australian War Memorial, 15 August 2015

"A great generation might quietly pass without notice", article, *The Canberra Times*, 15 August 2015

"Curtin + MacArthur + Blamey", article, *Wartime*, Issue 73, January 2016

"The war in North Africa: prisoners during the siege of Tobruk", talk, Australian War Memorial, 2 March 2016

"No parade-ground soldiers: Australian commandos in the Pacific war, 1941–45", conference paper, *Asia-Pacific War, 1931–1945: international conference*, the Australian National University, 911 July 2015

"Australia and the Second World War", article, *Wartime*, Issue 71, Winter 2015

"Lauded legacy", article, *Portrait: magazine of Australian and New Zealand portraiture*, No. 50, Spring 2015

## Ryan Johnston

"From competitive memory to comparative commemoration", chapter in M. Walsh and A Varnava (eds), *Australia and the Great War: identity, memory and mythology*, Melbourne University Press, 1 January 2016.

*Ben Quilty: after Afghanistan* opening speech, talk, Castlemaine Art Gallery, 15 January 2016

"The Official War Art Scheme", lecture, Asialink Leaders Program, Australian War Memorial, 31 May 2016

Introduction to the Memorial's art collection, talk, Australian War Memorial, 31 May 2016

"The Gallipoli Letter 100 Years On: Imants Tillers, Nat Williams and Ryan Johnston in conversation", talk, National Library of Australia, 14 October 2015

## Magda Keaney and Joanne Smedley

"Photographic prints in the Australian War Memorial collection", talk, Australian War Memorial, 2 June 2016

## Michael Kelly

"Korea, Malaya and the Indonesian Confrontation", talk, Australian War Memorial, 7 July 2016 and 19 April 2016

"Hard road to Pakchon: in their first duty, the Australians of 3RAR proved their mettle alongside their British counterparts", article, *Wartime*, Issue 72, October 2015

"The Last Post: Wing Commander Luis Thomas Spence DFC and Bar", article, *Wartime*, Issue 72, October 2015

"The battle which ended the war: Samichon River and the hook 24–27 July 1953", talk, Camberwell RSL, Camberwell, VIC, 21 November 2015

Memorial tour, focus on Afghanistan and modern operations, talk, Australian War Memorial, 5 December 2015

"Kapyong: an epic battle in a forgotten war, 23–25 April 1951", article, *The Age*, *The Canberra Times* and *The Sydney Morning Herald*, 21 April 2016

## Bridie Macgillicuddy

"Girl operatives: women's war work", talk, Australian War Memorial, 23 July 2015

"Artistic impressions: the aftermath of Hiroshima", talk, Australian War Memorial, 6 August 2015

## Kate Morschel

"Faces of war", talk, Australian War Memorial, 11, 18 and 25 January 2016

"Faces of war", conference paper, *Museums Australasia conference*, Auckland, New Zealand, 17–18 May 2016

"Great battles, great gains", conference paper, *Museums Australasia conference*, Auckland New Zealand, 17 May 2016

"Reflections and predictions: closing plenary for the *Museums Australasia Conference*", conference paper, Museums Australasia conference, Auckland, New Zealand, 18 May 2016

"Faces of war" (International Women's Day), talk, Australian War Memorial, 8 March 2016

"Anzac from the air", talk, Australian War Memorial, 2 July 2016

## Kate Morschel and Luke Diggins

"Anzac from the air: re-imagining the Australian War Memorial's Gallipoli aerial collection", chapter in B. Stichelbaut and D. Cowley (eds), *Conflict landscapes and archaeology from above*, Ashgate, England, 1 February 2016

## Kerry Neale

"Private Gleeson's artificial leg: a pioneering medical innovation", chapter in Lachlan Grant (ed.), *The Changi book*, NewSouth Publishing, 1 August 2015

"The remembering of facial disfigurement", talk, *War and emotions symposium*, Museum Victoria, 18 September 2015

"On the disfigured", conference paper, *Rethinking resilience: medicine and WWI*, Royal Dutch Military Academy (via video), 23 September 2015

"Bullencourt tank", talk, Australian War Memorial, 19 October 2015

"Healing a nation: wounded veterans and family caregiving after the First World War", talk, Inverell RSM Club, 9 January 2016

"Caterpillars, goldfish and guinea pigs: badges of the (un)lucky clubs of the Second World War", article, <https://www.awm.gov.au/blog/2016/01/18/caterpillars-goldfish-and-guinea-pigs-badges-unlucky-clubs-second-world-war/>, 18 January 2016

"Memorial, museums and memory: the next 100 years for the Australian War Memorial", conference paper, *New directions in war and history: debating military history* conference, the Australian National University, Canberra, 4 February 2016

"A 'fine body of men': the Kurrajongs recruitment march", January 1916, article, <https://www.awm.gov.au/blog/2016/01/21/fine-body-men-kurrajongs-recruitment-march-january-1916/>, 21 February 2016

"Memories, memorials and museums: are we already done with the Great War centenary?", conference paper, *Museums Australasia conference*, Auckland, New Zealand, 18 May 2016

"A hundred years of the RSL: a history in badges", article, <https://www.awm.gov.au/blog/2016/06/16/100-years-rsl-history-badges/>, 16 June 2016

### **Suzu Nunes and Shelley Blakely**

"Australian Women's Army Service: doing their bit", talk, Rotary Club, Raiders Club, Canberra ACT 19 April 2016

"Australian Women's Army Service: doing their bit", talk, Australian War Memorial, 3 May 2016

### **Garth O'Connell**

"Diggers and doughboys at Hamel", talk, Australian War Memorial, 6 July 2015

"The devil's chariot: A7V Mephisto", talk, Australian War Memorial, 12 October 2015

"Diggers and doughboys: the 98th anniversary", talk, Australian War Memorial, 4 July 2015

### **Garth O'Connell and Amanda Rebbeck**

"One Fitty: the Australian War Memorial's Long Range Patrol Vehicle", talk, Australian War Memorial, 4 February, 2 and 8 June 2016

### **Aaron Pegram**

"Prisoners of war (Australia)", article, [http://encyclopedia.1914-1918-online.net/article/prisoners\\_of\\_war\\_australia](http://encyclopedia.1914-1918-online.net/article/prisoners_of_war_australia), 15 July 2016

"Bold bids for freedom: escape and Australian prisoners of war in Germany, 1916-1918", talk, Australian War Memorial, 15 July 2015

"Australia in the Great War", talk, Australian War Memorial, 18, 19, 25 August, 3 and 8 September, 3 October 2015

"Lest we forget: history, memory and commemorating the First World War in Australia", conference paper, *War, military, society and the politics of naming in the Twentieth Century*, German Defence Force Centre for Military History and Social Sciences, Potsdam, Germany, 2 December 2015

"Escaping the great escape: rethinking captivity in Germany in the Great War", lecture, *Research colloquium in modern history*, Friedrich-Meinecke-Institute, Freie Universität, Berlin, Germany, 8 December 2015

"The missing mortars of Bridoux", article, *Wartime*, Issue 74, April 2016

"The carnage of the Somme", article, *The Melbourne Age* and *The Canberra Times*, 24 April 2016

"The nature of gross slackness: 1 ANZAC, the Nursery and the Bridoux Salient trench raid", 5 May 1916, talk, Australian War Memorial, 1 May 2016

"Nightly suicide operations", chapter in J. Bou (ed.) *The AIF in battle: how the Australian Imperial Force fought*, Melbourne University Press, 20 June 2016

### **Amanda Rebbeck**

"Military helmets: an introduction", article, <https://www.awm.gov.au/blog/2015/07/27/introduction-military-helmets/>, 27 July 2015

"Capturing the albatross", talk, Australian War Memorial, 21 December 2015

"Capturing the albatross", article, <https://www.awm.gov.au/blog/2015/12/22/capturing-albatros/>, 23 December 2015

### **Barbara Reeve**

"ASY 583 / RAAF Mission 3614 and courier: transport War Memorial objects around the world", talk, Yarralumla, Canberra ACT, 29 July 2015

"A case study in EPBC Act compliance: reconstructing elements of the Australian War Memorial's Commemorative Area", talk, Environment Institute of Australia and New Zealand, Canberra ACT, 8 March 2016

“Reconstructing heritage elements in the Australian War Memorial’s Commemorative Area”, talk, Australia ICOMOS Canberra Talk Series, Canberra ACT, 24 March 2016

“The identification, management and display of radioactive items at the Australian War Memorial”, article, in M. Wetzenkicher and V.L. Tobisch (eds), *Gefahrstoffe in Museumsobjekten – Erhaltung oder Entsorgung?*, Technisches Museum Wien, 1 June 2016

### **Jane Robertson and Stephanie Hume**

“Research Centre collections and services: peacekeeping and recent conflicts”, talk, Australian War Memorial, 23 September 2015

### **Ally Roche**

“Two wheels to the front line: Australian Corps Cycling battalions”, talk, Australian War Memorial, 30 June, 30 July, and 10 September 2015

### **Cameron Ross**

“General Piet Cronje’s rifle”, talk, Australian War Memorial, 2 November 2015

“British concentration camps”, talk, Australian War Memorial, 1 February 2016

“Trooper Francis Arthur Groom DCM”, article, <https://www.awm.gov.au/blog/2016/04/20/trooper-francis-arthur-groom-dcm/>, 20 April 2016

“Losing mortars”, talk, Australian War Memorial, 9 May 2016

“Behind the Memorial’s Boer War collection”, talk, Australian War Memorial, 14 May 2016

### **Dianne Rutherford**

“Forced marches”, article, *Wartime*, Issue 71, July 2015

“The mysterious case of the Emden Bell”, talk, Australian War Memorial, 15 July 2015

“Understanding Australian identity discs part 3: Second World War, army”, article, <https://www.awm.gov.au/blog/2015/08/20/identity-discs-australian-army/>, 20 August 2015

“The German aviator’s leg”, article, <https://www.awm.gov.au/blog/2015/10/26/german-aviators-leg/>, 26 October 2015

“Sabotage!”, article, <https://www.awm.gov.au/blog/2015/11/05/sabotage/>, 5 November 2015

“Some songs and two cans of beer in Dili”, article, *Australian Peacekeeper Magazine*, 1 December 2015

“The German officer’s corset”, article, <https://www.awm.gov.au/blog/2016/01/04/german-officers-corset/>, 4 January 2016

“The German officer’s corset”, talk, Australian War Memorial, 4 January 2016

“‘Gott Strafe England!': Walter Koch in Holsworthy Camp 1918”, article, <https://www.awm.gov.au/blog/2016/02/09/gott-strafe-england-walter-koch-holsworthy-camp-1918/>, 9 February, 2016

“Perham Downs and the Aussies’ concert parties”, talk, Australian War Memorial, 29 February 2016

“Welcoming home HMAS *Sydney* from the Gulf War, 1991”, article, <https://www.awm.gov.au/blog/2016/02/26/hmas-sydney-gulf-war-1991/>, 26 February 2016

“The adventurous Maud Butler”, article, <https://www.awm.gov.au/blog/2016/03/07/adventurous-maud-butler/>, 7 March 2016

“The famous military costume comedy company, the AUSSIES!”, article, <https://www.awm.gov.au/blog/2016/03/15/the-aussies/>, 15 March 2016

“Rothberg the spy: rumours in the 24th Battalion, 1916”, article, <https://www.awm.gov.au/blog/2016/06/30/rothberg-the-spy-1916/>, 30 June 2016

### **Jennifer Selby and Lenny Preston**

“To my dear mother: the story of the Lanser disc”, talk, Australian War Memorial, 5 November 2016

“To my dear mother: the story of the Lanser disc”, conference paper, *Play it forward: sustainability in a time of rapid change*, Australasian Sound Recording Association (ASRA) conference, 19 November 2015

### **Robyn Siers**

“Stories of Indigenous service”, talk, ACT College teachers, University of Canberra ACT, 28 January 2016

“Life-long learning: story-telling tips”, talk, Australian War Memorial, 14 June 2016

### **Joanne Smedley**

“Cirkut panorama photographs from the First World War”, talk, Australian War Memorial, 27 August 2015

“Reverse painted glass framed photographs: First World War portraits with decorative surrounds”, talk, Australian War Memorial, 1 October 2015

“Algernon Darge’s 19,000 Soldiers: photographs of the First World War”, talk, Australian War Memorial, 25 February, 25 and 26 March 2015

### **Tim Sullivan**

“Rosie Ware commission”, talk, Australian War Memorial, 23 October 2015

### **Alex Torrens**

“NAIDOC Week Indigenous experience of war: Jack Dale and David Paul”, talk, Australian War Memorial, 9 July 2015

“NAIDOC Week: art by Indigenous artists”, talk, Australian War Memorial, 10 July 2015

“Art of the Korean War”, talk, Australian War Memorial, 18 July 2015

“The Torres Strait Islands at war”, talk, Australian War Memorial, 23 October 2015

“Germania furiosa: the cartoons of Stanislaw Toegel”, talk, Australian War Memorial, 18 November 2015

“Indigenous art from the collection”, talk, Australian War Memorial, 23 November 2015

“Korean and Vietnam War official art scheme”, talk, Australian War Memorial, 31 May 2016

“Introduction to the art collection”, talk, Australian War Memorial, 6 June 2016

“Art of the First World War”, talk, Australian War Memorial, 6 June 2016

“Ivor Hele in Korea”, talk, Australian War Memorial, 29 June 2016

### **Alex Torrens and Dianne Rutherford**

“3 Squadron”, talk, Australian War Memorial, 10 February 2016

### **Alana Treasure**

“First World War diorama conservation project”, talk, ACT Scale Modellers Society, Woden ACT, 8 July 2015

“Behind, over and under the scenes: the conservation of the First World War dioramas at the Australian War Memorial”, conference paper, Australian Institute for the Conservation of Cultural Material (AICCM) 2015 National Conference, Hobart, TAS, 5 November 2015

“Behind, over and under the scenes: the conservation of the First World War dioramas at the Australian War Memorial”, talk, Australian War Memorial, 21 January 2016

### **Robyn Van Dyk**

“100 years of Australian military mapping: centenary for the Australian Army Survey Corps”, talk, Australian War Memorial, 1 July 2015

“*Anzac connections* and the First World War centenary”, talk, Australian War Memorial, 5 July 2015

“*Anzac connections*: delivering new collections outline and linked open data”, conference paper, Forum 2015 Conference of Records and Information Management Professionals Australasia, Melbourne, VIC, 1 September 2015

“Australian Women’s Land Army: serving on the home front”, talk, Australian Women’s Day conference, Boorowa, NSW, 13 March 2016

“Private memories connecting the war of yesterday to today’s digital reality: the experience of the *Anzac connections* project”, conference paper, *Revealing the conflict/representing the war: war, curatorship and museum experience*, loDeposito NGO, Giavera del Montello, Italy, 12 March 2016

**Carlie Walker**

“Ancestry: stories of multicultural Anzacs”, talk, Melbourne, VIC, 29 September 2015

**Laura Webster**

“Dioramas at the Australian War Memorial”, talk, Australian War Memorial, 24 May 2016

“Contemporary art commissions at the Australian War Memorial”, talk, Australian War Memorial, 31 May 2016

**Laura Webster and Emma Kindred with Shaune Lakin**

*Anzac Centenary Print Portfolio*, book, Australian War Memorial, 1 March 2016

**Peter Yule**

“The medical legacies of the Vietnam War: an Australian perspective”, conference paper, *Symposium: a medical history of the Vietnam War*, Texas Tech University, USA, 12 March 2016

## APPENDIX 8

### Staffing overview as at 30 June 2016

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

#### Ongoing and non-ongoing staff by gender (excludes Statutory Officer)

	2014-15			2015-16		
	Female	Male	Total	Female	Male	Total
Ongoing full-time	114	117	231	117	111	228
Ongoing part-time	16	3	19	17	6	23
Non-ongoing full-time	8	8	16	17	7	24
Non-ongoing part-time	1		1	4	1	5
Casual	16	11	27	16	13	29
<b>Total</b>	<b>155</b>	<b>139</b>	<b>294</b>	<b>171</b>	<b>138</b>	<b>309</b>

#### Senior executive staff by gender

	2014-15			2015-16		
	Female	Male	Total	Female	Male	Total
Band 1	2	1	3	2	1	3
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>

#### Staff by classification and gender

	2014-15			2015-16		
	Female	Male	Total	Female	Male	Total
APS 1	0	0	0	0	0	0
APS 2	10	15	25	13	19	32
APS 3	31	27	58	30	25	55
APS 4	19	11	30	17	12	29
APS 5	12	14	26	18	12	30
APS 6	29	24	53	32	23	55
AWM BBB	2	0	2	2	0	2
AWM BB1	0	3	3	0	4	4
AWM BB2	0	1	1	0	0	0
AWM BB3	22	11	33	24	9	33
AWM BB4	1	4	5	1	3	4
EL 1	22	16	38	25	18	43
EL 2	5	12	17	7	12	19
SES	2	1	3	2	1	3
STAT OFF	0	1	1	0	1	1
<b>Total</b>	<b>155</b>	<b>140</b>	<b>295</b>	<b>171</b>	<b>139</b>	<b>310</b>

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

	Total Staff			ATSI		BO		BO+ENFL		PWD	
	No	Women	%	No	%	No	%	No	%	No	%
APS 1-2	32	13	40.6			2	6.3				
APS 3-4	84	47	56.0			2	2.4			1	1.2
APS 5-6	85	50	58.8	2	2.4	9	10.6	2	2.4	1	1.2
BBB-AWMBB1	6	2	33.3								
AWMBB2-BB3	33	24	72.7	1	3.0	2	6.1			1	3.0
AWMBB4	4	1	25.0			2	50.0	1	25.0	1	25.0
EL 1	43	25	58.1	1	2.3	4	9.3				
EL 2	19	7	36.8			3	15.8				
SES and STAT	4	2	50.0								
Total	310	171	55.2	4	0.3	24	7.7	3	1.0	4	1.3

**ATSI = Aboriginal and Torres Strait Islander; BO = born overseas; BO+ENFL = born overseas and did not speak English as a first language; PWD = people with a disability**

## APPENDIX 9

### Major Sponsors

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

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

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Australian Submarine Corporation	John T. Reid Charitable Trusts
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BHP Billiton Sustainable Communities	Mr Dick Smith AO and Pip Smith
Boeing Australia	State Government of New South Wales
Coles Myer Ltd	State Government of Victoria
Commonwealth Government of Australia	Mr Kerry Stokes AC
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*Companions are those who have contributed over \$50,000*

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Australian Capital Territory Government	The Bruce and Joy Reid Foundation
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Estate of the late James Frederick Blythe	RSL and Services Clubs Association Ltd
Estate of the late Kingsley Juan Clark	Michael and Katherine Ribot de Bressac
Estate of the late Ella Maud Clarke	SEDCOM Communications Pty Ltd
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Estate of the late Elsie Ada McGrath	The Sidney Myer Fund
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*Patrons are those who have contributed over \$20,000*

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Spicers Paper

Teys Bros (Holdings) Pty Ltd

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## GLOSSARY

AC	Companion of the Order of Australia	ICT	Information and Communications Technology
ADF	Australian Defence Force	IMSG	Information Management Steering Group
AFP	Australian Federal Police	IPS	Information Publication Scheme
AGO	Australian Geospatial-Intelligence Organisation	IT	Information Technology
AIF	Australian Imperial Force	JPAU	Joint Public Affairs Unit
AM	Member of the Order of Australia	KCMG	Knight Commander of the Order of St Michael and St George
ANAO	Australian National Audit Office	KPI	Key Performance Indicator
ANU	Australian National University	LTO	Large Technology Object
Anzac	Australian and New Zealand Army Corps	MBE	Member of the Order of the British Empire
AO	Officer of the Order of Australia	MC	Military Cross
APS	Australian Public Service	MEAO	Middle East Area of Operations
AWM	Australian War Memorial	MG	Medal for Gallantry
CAS	Collection Access System	MHQ	Maritime Headquarters
CASG	Capability Acquisition and Sustainment Group	MICA	Memorial Integrated Collection Access System
CCG	Collections Coordination Group	MP	Member of Parliament
CEO	Chief Executive Officer	OAM	Medal of the Order of Australia
CFO	Chief Finance Officer	PCG	Project Control Group
CMG	Companion of the Order of St Michael and St George	PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
CMG	Corporate Management Group	PM&C	the Prime Minister and the Cabinet
Comcare	Commonwealth agency responsible for workplace safety, rehabilitation and compensation	PSPF	Protective Security Policy Framework
Comcover	Commonwealth general insurance fund	PwC	Pricewaterhouse Coopers
CPA	Certified Practising Accountant	RAAF	Royal Australian Air Force
CSC	Conspicuous Service Cross	RAN	Royal Australian Navy
DAMS	Digital Assets Management System	RAP	Reconciliation Action Plan
DBE	Dame Commander of the Order of the British Empire	RAR	Royal Australian Regiment
DDA	Disability Discrimination Act	Retd	Retired
DFC	Distinguished Flying Cross	RFD	Reserve Force Decoration
DSC	Distinguished Service Cross	RSL	Returned and Services League of Australia
DSM	Distinguished Service Medal	SC	Senior Counsel
DVA	Department of Veterans' Affairs	SMG	Senior Management Group
EPBC Act	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>	SOE	Standard Operating Environment
FBT	Fringe Benefits Tax	VC	Victoria Cross
FOI Act	<i>Freedom of Information Act 1982</i>	VIP	Very Important Person
GST	Goods and Services Tax	WAM	Western Australia Museum
HMAS	His/Her Majesty's Australian Ship		
HMP	Heritage Management Plan		
HQJOC	Headquarters Joint Operations Command		
HR	Human Resources		

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