



# AUSTRALIAN WAR MEMORIAL ANNUAL REPORT 2019-20





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Annual report for the year ended  
30 June 2020, together with the  
financial statements and the report of  
the Auditor-General



*Australian War Memorial Annual Report 2019–2020*

*Annual report for the year ended 30 June 2020, together with the financial statements and the report of the Auditor-General*

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Cover image: *The Commemorative Area at the Australian War Memorial before the 2020 Anzac Day Dawn Service. Due to COVID-19 restrictions, the ceremony was attended by a small number of dignitaries including the Governor-General, the Prime Minister, the Chief of the Defence Force and the Chairman of the Australian War Memorial, and was nationally televised. Projected on the building was the name Private George William Harold Manning, who is listed on the Memorial's Roll of Honour. Manning was wounded during the Gallipoli landing, and later died of wounds received at Lone Pine.*

Photographer: Sean Davey AWM2020.4.37.317.

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# ACCEPTANCE OF THE REPORT



The Hon. Darren Chester  
Minister for Veterans' Affairs and Minister for Defence Personnel

Dear Minister

## STATEMENT BY ACCOUNTABLE AUTHORITIES

On behalf of the Council of the Australian War Memorial, we have pleasure in submitting to you, for presentation to each House of Parliament, the Australian War Memorial's annual report for the period 1 July 2019 to 30 June 2020. Council formally accepted this report on 31 August 2020.

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

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

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

Handwritten signature of Mr Kerry Stokes AC in blue ink.

Mr Kerry Stokes AC

CHAIR

Date 31 August 2020

Handwritten signature of Matt Anderson PSM in blue ink.

Matt Anderson PSM

DIRECTOR

Date 31 August 2020

*For we are young and free*

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# GOVERNANCE

## Enabling legislation

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

## Governance structure

The Act allows for the appointment of a Council and a Director as Chief Executive Officer of the Memorial.

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

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

## Purpose

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

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

1. The functions of the Memorial are:

- a) to maintain and develop the national memorial referred to in subsection 6(1) of the *Australian War Memorial Act 1962* as a national memorial of Australian who have died:
  - i. on or as a result of active service; or
  - ii. as a result of any war or warlike operations in which Australians have been on active service;

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

2. The Memorial shall use every endeavour to make the most advantageous use of the material collection in the national interests.

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

## Location

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

## Responsible Minister

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

Minister Chester has the following portfolio responsibilities:

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



## Accountable authority

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

Name	Position title/Position held Executive/Non-Executive	Period as the accountable authority or member within the reporting period		
		Date of commencement	Date of cessation	Number of meetings of accountable authority attended
Mr Kerry Stokes AC	Council (Chairman); Remuneration Committee	Aug-07		4
The Honourable Anthony (Tony) Abbott AC	Council	Oct-19		3
Wing Commander (Ret'd) Sharon Bown	Council; FACC	Jun-16		4
Lieutenant General Rick Burr AO DSC MVO	Council Ex Officio	Jan-18		4
Ms Gwen Cherne	Council	Feb-19		4
Air Marshal Mel Hupfeld AO, DSC	Council Ex Officio	Jul-19		4
Ms Margaret Jackson AC	Council	Jun-17	Jun-20	4
Mr Daniel Keighran VC	Council	Jun-16		4
Mr James McMahon DSC DSM	Council; FACC (Deputy Chair)	Oct-15		4
Major General (Ret'd) Greg Melick AO RFD FANZCN SC	Council; FACC (Chair), Remuneration Committee	Mar-15		4
Colonel (Ret'd) Susan Neuhaus AM CSC	Council	Apr-18		4
Vice Admiral Michael Noonan AO RAN	Council Ex Officio	Jul-18		4
Mrs Josephine Stone AM	Council; FACC	Feb-15		4

\*Two meetings over the financial year were conducted via video conference due to COVID-19 restrictions.

## Members of Council

### CHAIR

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

Mr Stokes is Chairman of Seven West Media. He is also Chairman of Seven Group Holdings. Through his private company, Australian Capital Equity, Mr Stokes has broad business interests. Mr Stokes was the recipient of the Companion in the General Division in the Order of Australia (AC) in 2008, having earlier been awarded the Officer in the General Division of the Order of Australia (AO) in 1995. He holds a Centenary Medal for Corporate Governance, and presented the Boyer Lectures in 1994 and the Andrew Olle Lecture in 2001. Mr Stokes holds an Honorary Life Membership of the Returned and Services League of Australia and received an RSL Commendation Award for outstanding service rendered to the ex-service community. He is a recipient of the Rotary Paul Harris Fellow Award and is also a former Chairman of the National Gallery of Australia and former Chairman of the Canberra Theatre Trust.

### COUNCIL MEMBERS

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

**Wing Commander (Ret'd) Sharon Bown** was appointed to Council in June 2016 for a three-year term and re-appointed for a further three-year term in 2019. Wing Commander Bown served as a nursing officer in the Royal Australian Air Force for 16 years, discharging from service in 2015. Wing Commander Bown deployed to Timor-Leste in 2000 and 2004; Afghanistan in 2008 as Officer-in-Charge of the Australian Medical Task Force in Tarin Kowt, Afghanistan; and on various aeromedical evacuation tasks, including Papua New Guinea in 2001, Solomon Islands in 2003, and Bali following the terrorist bombings in 2005. Having

cared for Australian Defence Force personnel and their families in Australia and overseas, Wing Commander Bown is a passionate advocate within the field of military and veteran's health, and demonstrates a unique insight into the welfare and healthcare needs of those adversely affected by their service. Wing Commander Bown has a Bachelor of Psychological Science and is the author of *One Woman's War and Peace: A Nurse's Journey in the Royal Australian Air Force*.

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

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

and then at IDS International as a senior trainer and manager for curriculum and training for both the military and civilians. More recently, she spent seven years working at the Australian Civil-Military Centre as a Program Manager. Gwen has a bachelor's degree in psychology with a minor in women's studies and a master's degree in public administration with a concentration in international policy from the NYU Robert F. Wagner School of Public Service.

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

**Ms Margaret Jackson AC** was appointed to Council for a three-year term from 27 June 2017. Margaret is Chairman of Ansett Aviation Training Limited and is also a director of the Melbourne Symphony Orchestra, Barefoot to Boots and a member of Monash University's Industry Council of Advisors. Margaret has also served as Chairman of Spotless, Qantas, FlexiGroup Ltd, the Victorian Transport Accident Commission, and a director of the Broken Hill Proprietary Company Limited, the Australian and New Zealand Banking Corporation, Pacific Dunlop Limited, John Fairfax Holdings Limited, Billabong International Ltd, Telecom Australia, West Gippsland Healthcare Group, and President of Australian Volunteers International. She is a former partner of KPMG Advisory and BDO Nelson. Margaret was awarded Companion of the Order of Australia in the General Division (AC) in June 2003 for service to business in diverse and leading Australian corporations and to the community in the area of support for medical research, the arts and education, and was awarded the Centenary Medal in 2001 for service to Australian society in Business. Margaret holds an honorary Doctorate of Laws from Monash University. She is the former chairman of the Advisory Board for the Salvation Army Southern Territory, the Playbox Theatre Company, and Methodist Ladies' College, as well as Prince's Charities Australia.

**Mr Daniel Keighran VC** was appointed to Council in June 2016 for a three-year term, and re-appointed to Council in May 2019 for a further three years. 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. Mr Keighran deployed to Rifle Company Butterworth, Malaysia, in 2001 and 2004; Timor-Leste (East Timor) in 2003–04; Iraq in 2006; and Afghanistan in 2007 and 2010. 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 association with Thales Australia.

**Mr James McMahon DSC DSM** was appointed to Council in October 2015. James is currently the Chief Operating Officer at Australian Capital Equity. Prior to this he was the Commissioner for the Department of Corrective Services in Western Australia and Chief Operating Officer at Azure Capital, a corporate advisory firm. James’s corporate and public sector experience followed a 22-year full-time career in the Australian Defence Force. As an SAS squadron commander, James’s squadron was awarded the Meritorious Unit Citation for exemplary performance. During James’s time as commanding officer, the SAS Regiment was awarded the Meritorious Unit Citation. James was awarded the Distinguished Service Cross and the Distinguished Service Medal for leadership and command in action in Timor-Leste, Afghanistan and Iraq. In 2019 he was named Western Australian of the Year for his service to the community. Board memberships include the West Coast Eagles Football Club 2007–2015, where he also served as deputy chairman and remains a current member of the Leadership Subcommittee, the SAS Resources Trust Board, the St John of God Health Care Board and the Investment Advisory Group Committee for RSL WA. He is also an ambassador for the Fathering Project. Education qualifications include a Masters in Management and a Masters in Business Administration.

**Major General (Ret’d) Greg Melick AO RFD FANZCN SC** was appointed to Council in March 2015. He is a Hobart-based senior counsel who was a member of the ADF Reserves from 1966 to 2018. He commanded at all levels from section to brigade before becoming Australia’s most senior reserve officer in 2007, and later becoming the ADF’s Head of the Centenary of Anzac Planning Team in 2011. Units in which he served included 2nd Battalion, Royal New South Wales Regiment and One Commando Company and units/ formations he commanded included 12th/40th Battalion, Royal Tasmania Regiment, 6 Training Group and 8 Brigade. He is the Colonel Commandant of 1st Commando Regiment and also President of the Australian Commando Association. He has been a Principal Crown Counsel in the Tasmanian Crown Law Office, a statutory member of the National Crime Authority and the NSW Casino Control Authority. He was appointed part-time Deputy President of the AAT in September 2014 and the part-time Chief Commissioner of the Tasmanian Integrity Commission in 2015. He has conducted several investigations including the one into the Beaconsfield mine collapse, and is Cricket Australia’s anti-corruption special investigator. He was elected President of the International Society for the Reform of Criminal Law in 2017, is a former chairman of the board of St John Ambulance (Tasmania) and in 2019 was elected National President of the RSL. He is patron of Friends of the 2nd Infantry Battalions, Army Museum Tasmania and ADF Cricket.

**Colonel (Ret’d) Susan Neuhaus AM CSC** was appointed to Council for a three-year term from 27 April 2018. Susan is a Fellow of the Royal Australasian College of Surgeons, holds an adjunct appointment as Clinical Associate Professor of Surgery at the University of Adelaide and is a practicing surgeon and surgical oncologist. Susan has completed a career spanning 20 years in both the Regular Army and Army Reserve. She is a graduate of Australian

Command and Staff College (Res). Her operational service includes deployments to Cambodia, Bougainville and Afghanistan. She was the Commanding Officer, 3rd Health Support Battalion, promoted to colonel in 2008 and awarded the Conspicuous Service Cross in 2009 for military service. Susan has held significant board appointments, predominantly in the not-for-profit sector and is a Fellow of the Australian Institute of Company Directors. Her former roles include Chair of the Repat Foundation – the Road Home, member of the South Australian Veterans Health Advisory Council and Co-Chair of the South Australian PTSD Centre of Excellence Ministerial Advisory Panel (now established as the Jamie Larcombe Centre). Susan is the currently Chair of the Veterans' Advisory Council, South Australia and Patron of the Virtual War Memorial, Australia. In the adjunct position of Associate Professor Conflict Medicine at the University of Adelaide, Susan led a developing national research collaborative investigating the gender-specific effects of military service and deployment. She is widely published in areas of operational health care and co-author of *Not for Glory: A Century of Service by Medical Women to the Australian Army and its Allies*. Susan was made a Member of the Order of Australia in 2020 for services to medicine and veterans and their families.

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

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

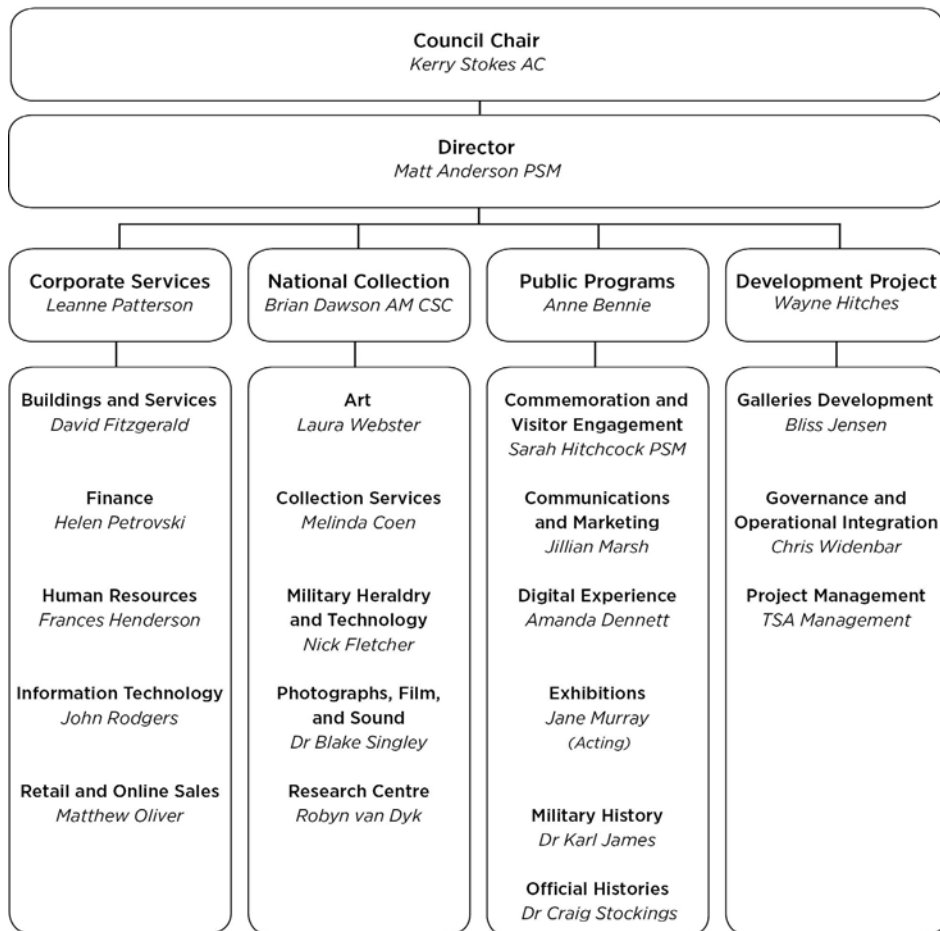
# Organisation structure

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

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

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

## Organisation chart



# Organisational demographics

The following is an overview of the metrics of the staff at the Memorial, as at 30 June 2020.

## Current period (2019-2020)

All ongoing employees

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

All non-ongoing employees

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

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

## Previous period (2018-2019)

All ongoing employees

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
ACT	122	5	127	130	16	146	0	0	0	273
<b>Total</b>	<b>122</b>	<b>5</b>	<b>127</b>	<b>130</b>	<b>16</b>	<b>146</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>273</b>

All non-ongoing employees

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total indeterminate	
ACT	23	0	23	33	3	36	0	0	0	59
<b>Total</b>	<b>23</b>	<b>0</b>	<b>23</b>	<b>33</b>	<b>3</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59</b>

\*Includes 33 casuals (full-time). Excludes statutory officer(s)



## Executive remuneration – key management personnel

Senior executive	Position title	Short-term benefits		Post-employment benefits	Other long-term benefits	Total remuneration
		Base salary	Bonuses	Superannuation contributions	Long service leave	
Mr Matthew Anderson PSM (commenced on 7/4/2020)	Director (current)	\$84,869		\$9,920	\$2,914	\$97,703
Mrs Anne Bennie	Assistant Director (Branch Head)	\$204,476		\$43,069	\$7,073	\$254,618
Major General (Ret'd) Brian Dawson AM CSC	Assistant Director (Branch Head)	\$216,682		\$33,614	\$7,427	\$257,723
Mr Wayne Hitches	Executive Director (Development)	\$353,518		\$54,108	\$11,732	\$419,358
Dr Brendan Nelson AO (ceased 31/12/2019)	Director (former)	\$218,243	*\$33,265	\$11,305	\$7,405	\$270,218
Ms Leanne Patterson	Assistant Director (Branch Head)	\$213,629		\$39,441	\$7,207	\$260,277
<b>Council</b>						
The Hon Anthony (Tony) Abbott AC (commenced on 19/09/2019)	Council Member	\$30,988		\$2,944		\$33,932
Wing Commander (Ret'd) Sharon Bown	Council Member	\$36,775		\$3,494		\$40,269
Ms Gwen Cherne	Council Member	\$36,775		\$3,494		\$40,269

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	Position title	Short-term benefits		Post-employment benefits	Other long-term benefits	Total remuneration
		Base salary	Bonuses	Superannuation contributions	Long service leave	
Ms Margaret Jackson AC	Council Member	\$36,775		\$3,494		\$40,269
Mr Daniel Keighran VC	Council Member	\$36,775		\$3,494		\$40,269
Mr James McMahon DSC DSM	Council Member	\$36,775		\$3,494		\$40,269
Major General (Ret'd) Greg Melick AO RFD FANZCN SC	Council Member	\$36,775		\$3,494		\$40,269
Colonel (Ret'd) Susan Neuhaus AM CSC	Council Member	\$36,775		\$3,494		\$40,269
Mr Kerry Stokes AC	Council Chair	\$73,550		\$6,987		\$80,537
Mrs Josephine Stone AM	Council Member	\$36,775		\$4,107		\$40,882

\*Pro Rata bonus paid on exit approved by Council in accordance with Remuneration Tribunal guidelines.

The variance in the disclosures in this table and Note 3.2 in the 2019-20 Financial Statements relates to the treatment of annual leave taken.

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

### Information about remuneration for senior executives

All senior executives are included in the key management personnel table above.

### Information about remuneration for key staff

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

## Audit committee

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended/total number of meetings	Total annual remuneration
Wing Commander (Ret'd) Sharon Bown	Bachelor of Nursing (1995) /Registered Nurse (1995 ongoing);ISO Internal Auditor Course (2001); Bachelor of Psychological Science (2017); Graduate of the Australian Institute of Company Directors' Company Directors' Course (2017); Air Force Association (National Vice President (2020 - ); Member of National Joint Board Steering Group (2019 - ) ACT Division Director (2019 - ))	4 of 4	\$40,268
Mr James McMahon DSC DSM	Master's in Business Administration, USQ, 2007. Masters in Management (Defence), UC, 2001, Graduate of the Australian Defence College – Staff College, 2001, Graduate Diploma in Management, UNSW, 1996. Graduate of the Officer Cadet School NZ as an Australian student, 1987. 2013–2017: Commissioner for the Department of Corrective Services, Western Australia, 2007–2013: Azure Capital: Chief Operating Officer, Corporate Advisory Firm (2007–2012); Managing Director, Management Consulting Division (Chauvel Group) (2012–2013); 1985–2007: Australian Defence Force: Operational deployments to Iraq, Afghanistan and Timor Leste; Commanding Officer of the Special Air Service Regiment (SASR) (2005–2006).	4 of 4	\$40,268
Major General (Ret'd) Greg Melick AO RFD FANZCN SC	Senior Counsel with experience with corporate law, past and present Commonwealth and State statutory officer.	4 of 4	\$40,268
Mrs Josephine Stone AM	LLB, company director	4 of 4	\$40,881
Matthew Broadfoot (independent)	Fellow of the Institute of Chartered Accountants in Australia and NZ (FCA) Fellow of the Australian Institute of Company Directors (FAICD) Retired partner of Deloitte Touche Tohmatsu (32 years)	4 of 4	\$4,780

Direct link to the AWM's Finance, Audit and Compliance Committee of Council Terms of Reference:

[https://www.awm.gov.au/sites/default/files/Finance%20Audit%20and%20Compliance%20Committee\\_Terms%20of%20Reference\\_April%202020%20update.pdf](https://www.awm.gov.au/sites/default/files/Finance%20Audit%20and%20Compliance%20Committee_Terms%20of%20Reference_April%202020%20update.pdf)

# ANNUAL PERFORMANCE STATEMENTS

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

## Outcome 1

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

### Output 1.1 Commemorative events

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

#### 1.1.1 Deliver major commemorative ceremonies and events as scheduled

**Target:** All major commemorations delivered as scheduled

**Analysis:**

Anzac Day

The Memorial delivered alternate Anzac Day commemorations on 25 April 2020. For the first time since the Second World War, the ceremonial program was unable to proceed due to COVID-19 restrictions. Fifteen invited guests attended the Dawn Commemorative Service in the Commemorative Area, which was broadcast nationally.

The National Ceremony and veterans' march were also affected and did not take place.

In recognition that people could not visit the Memorial in person on Anzac Day, nor place a poppy on the Roll of Honour, an online hub *Anzac at Home* was developed to support personal commemoration. The Virtual Poppy Wall received 2,162 poppies posted by members of the public (as at 26 April 2020).

*Anzac at Home* user survey indicated that:

- 83 per cent of those viewing were doing so alone, with 13 per cent viewing with family.
- 49 per cent had no connection with the Australian Defence Force. Twenty-seven per cent were family or friend of an ADF member or veteran, 12 per cent current or former ADF, and ten per cent were veterans.

On Anzac Day, there were more than 1.66 million website page views, a 50 per cent increase on last year.

The web pages most viewed were the *Anzac At Home* pages, viewed more than 500,000 times on Anzac Day, with the main landing page having 73,001 visits during the six-day campaign leading up to Anzac Day.

The *Anzac at Home* user survey indicated that:

· 78 per cent of visitors to the *Anzac at Home* webpages said that the content exceeded their expectations, 35 per cent of these said it “far exceeded” their expectations.

### Remembrance Day

An estimated 2,700 attended Remembrance Day National Ceremony in November 2019. This is 9,300 less than 2018, where the National Ceremony marked the end of the First World War commemorative program.

**Source:** Australian War Memorial attendance records and Australian War Memorial online Anzac at Home user survey.

#### **1.1.2 Deliver minor commemorative ceremonies and events as scheduled**

**Target:** All minor commemorations delivered as scheduled

**Analysis:** In a private ceremony on 10 November 2019, the names of Squadron Leader (Chaplain) Garry Doecke and Leading Seaman Cameron Gurr were added to the Roll of Honour.

A total of 7,483 visitors attended one of the 25 minor commemorations or ceremonies that were conducted at the Memorial between 1 July 2019 and 24 March 2020.

**Source:** Australian War Memorial attendance records

#### **1.1.3 Deliver daily Last Post ceremonies**

**Target:** Last Post Ceremony delivered daily

**Analysis:** The Memorial’s Last Post Ceremony (LPC) was affected by major events of early 2020 including bushfires and the closure of the Memorial due to COVID-19.

Total number of LPCs conducted was 266, 19 of which were moved to Anzac Hall due to poor air quality associated with the bushfires.

During the closure period, streaming of archived ceremonies assisted in highlighting anniversaries and important occasions that would have been commemorated if the Memorial were open. This practice continued until the revised pre-recorded LPC launched on 4 June.

Total attendance at the Last Post Ceremony for this financial year was 88,445, with 477,532 online visitors through Facebook and YouTube.

**Source:** Australian War Memorial attendance records

## Output 1.2 The National Memorial and grounds

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

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

**Target:** The buildings and grounds are kept in a state consistent with a pre-eminent national institution

**Analysis:**

Ninety-eight per cent of visitors who included the Memorial's grounds and Sculpture Garden during their visit stated that they were very satisfied or satisfied; 80 per cent gave the rating of very satisfied.

Visitation to the grounds and sculpture garden continued during the COVID-19 closure with the Roll of Honour projections continuing.

*Source: General Visitor Survey 2019–20*

### **1.2.2 Staged implementation of the detailed Australian War Memorial Development (Memorial Master Plan)**

**Target:**

- (a) Commencement of project works at Campbell under an approved site development plan
- (b) Completion of logistics and accommodation upgrades at Mitchell site
- (c) Completion of facilities strategy including storage and accommodation for all sites; implementation from 2020-21

**Analysis:**

a) Project planning at the Campbell site commenced in accordance with the principles established in the Site Development Plan 2017 and the project Detailed Business Case as delivered to government in 2018. Major design consultancies, in particular architectural and engineering disciplines, were engaged and major design packages have been approved at schematic design.

Gallery master planning and initial curatorial research commenced in Q2 2019–20. The Gallery Master Plan was completed in April 2020.

Site activity for early and enabling project works was undertaken throughout the year under a Parliamentary Works Committee (PWC) Medium Works Approval. Key activities included modifications to Aircraft Hall, completion of a dedicated Development Information Gallery for stakeholder engagement and commencement of the Poppy's Café Car Park extension.

The project designs were submitted for assessment under two key approvals processes – Parliamentary Works Committee Major Works Approval (February 2020) and *Environmental Protection Biodiversity and Conservation Act* heritage and environment impact approvals (June 2020).

As of 30 June 2020 the project is on budget and on schedule.

b) The logistics and accommodation upgrades at the Mitchell site, including design and manufacture of supports for storage of existing Large Technology Objects (LTO) and new LTO acquisitions for the year such as the AP-3C Orion aircraft, was completed in Q3 2019–20. Refurbished offices for both the registration and LTO teams were completed during the financial year which enables teams to be co-located, thus creating efficiencies and better communication. Work has commenced to revise and improve the storage infrastructure in Treloar C. This will include pallet racking and compactus to facilitate art and small object storage as well as flexible storage areas to better accommodate medium and large objects. This work is expected to be complete by June 2021.

c) Due to the need to integrate storage and accommodation matters with the new spaces and facilities delivered by the Development Project this strategy was not finalised in 2019-20. The Memorial has commenced implementation of discrete elements of the strategy such as the staff accommodation and storage plan.

This strategy will be integrated with a Digital Facilities Management Framework (DFMF) and associated support systems in future reporting periods. This framework is designed to integrate new spaces or systems delivered by the Development Project with existing and/or enhanced facilities management systems across both Memorial sites to reduce future operating costs, lower risks around vendor dependency and increase security and regulatory compliance.

*Source: Quarterly report against the Australian War Memorial Business Plan; Quarterly Reporting against Australian War Memorial Corporate Plan; Development Project Annual Project Update Report (2019)*

## Output 1.3 The National Collection

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

**1.3.1 Continued development and maintenance of a National Collection of items relating to Australia's military history, including collecting from recent and current conflicts and operations including peacekeeping and some peacetime operations that add to the story of Australia's military history and heritage**

**Target:** Items appropriate for the National Collection are identified, acquired and conserved in accordance with AWM policy

**Analysis:** Major acquisitions/commissions in the reporting period included:

- Two curatorial deployments undertaken to Middle East Region – OPERATIONS Paladin (UNTSO Israel) and Mazurka (MFO Sinai) and identified key items for collection, with 17 oral histories collected and 200 photographs accessioned into the National Collection
- The Military Working Dog memorial sculpture, *Circling into sleep* by Steven Holland, was completed and dedicated on 24 February 2020
- Acquired 11 art works (from Napier Waller Art Prize 2019, including the winning submission Natalie Duncan's *You are in danger and I am far away*)
- Accepted donation of the 1885 NSW Sudan Contingent uniform of Private Arthur Barrett. The first military force ever raised and deployed overseas by an Australian colony, this is the only known complete surviving example of uniform worn by a member of the contingent
- Received commissioned series of work *Flight or Fight* by Megan Cope, the Memorial's first female Aboriginal official war artist
- Received transfer of research papers of Brigadier Sir Neil Hamilton Fairley, Australian Army Medical Corps in both World Wars, covering medical research in tropical medicine and malaria control
- Received transfer of official records of the Australian Army in East Timor of the INTERFET period
- Accepted donation of the medals of First World War pilot Captain Alfred Youdale MC and two bars from his descendants; they had previously been on display in New Zealand
- Bronco aircraft restoration project completed in December 2019
- Commissioned Australian composer Max Lyandvert's audio-visual work entitled *Witness* to highlight the Memorial's Holocaust collection and to note the 75th anniversary of the liberation of the Bergen-Belsen concentration camp

Total new acquisitions for the National Collection: 16,804

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

**1.3.2 Implementation of a comprehensive collection management strategy including regular reviews of collection priorities and setting of long term conservation and digitisation standards and targets**



**Target:** Collection Management Strategy implemented; reduction in frequency and severity of unplanned conservation activities and costs

**Analysis:** Collection Management Strategy implemented in accordance with the 2018–19 ANAO audit recommendations to include:

- National Collection Preservation Plan implemented to prioritise collection preservation programs and plan resourcing in line with upcoming strategic priority project
- National Collection Documentation Plan implemented to set documentation standards, review and ongoing management framework. This plan also prioritises strategic documentation projects to continually improve the standard of collection documentation
- Treloar Logistics Project continued to implement storage plan for the National Collection to allow for growth and upcoming logistics movements associated with the Memorial Development Program

*Source: Australian War Memorial corporate reporting against business plan*

### **1.3.3 The Memorial maintains a cost recovery based outwards loans and digital access program to support other organisations in telling stories of Australian service and sacrifice through the use of elements of the National Collection**

**Target:** National Collection material is used by museums, media and others to enrich and enhance exhibitions, articles and online material to tell stories of Australia at war

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

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

*Source: Australian War Memorial corporate reporting against business plan.*

## Output 1.4 Exhibitions

*Development and maintenance of outstanding permanent, temporary and travelling exhibitions.*

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

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

**Analysis:**

Ninety six per cent of visitors said they included a permanent gallery as part of their visit. One hundred per cent of these visitors said they were satisfied with the permanent exhibitions, 87 per cent were very satisfied.

The overall satisfaction rating with a visit to the Memorial for 2019–20 was 100 per cent; 86 per cent were very satisfied.

*Source: General Visitor Survey 2019–2020*

### 1.4.2 Temporary and touring exhibitions to further tell stories of Australian experience of war that are additional to and expand upon the permanent exhibitions

**Target:** Delivery of special exhibition *The Courage for Peace* and feedback from host venues for touring exhibitions demonstrates community engagement with Memorial exhibitions

**Analysis:**

The Memorial featured two special exhibitions this financial year:

*After the War* opened as part of the Centenary of Armistice program and closed on 15 September 2019. An exit survey was conducted providing the following results:

- 60 per cent of visitors said they learned something new
- 89 per cent said the exhibition gave them a better understanding of the Australian experience of war
- 93 per cent said the exhibition gave them a realistic insight into the impacts of war on Australian servicemen and servicewomen

*The Courage for Peace* opened to the public on 18 October 2019 and closed on 25 May 2020. A visitor exit survey was conducted and provided the following results:

- 71 per cent of visitors found this exhibition exceeded their expectations
- 92 per cent of respondents said the exhibition gave them a better understanding of the subject
- 92 per cent of respondents said the exhibition gave them a realistic insight into the impacts on Australian servicemen and servicewomen

The Memorial's touring exhibitions this financial year were postponed during the second half of the year due to COVID-19. Exhibitions included:

*Reality in Flames* toured three locations nationally, with an estimated visitation of 6,806.

- Blue Mountains Cultural Centre (NSW), SAMSTAG Museum of Art (SA) and the Glasshouse, Port Macquarie (NSW)

*For Country for Nation* toured four locations nationally with a total visitation of 18,356.

- The Glasshouse, Port Macquarie (NSW), Tweed Regional Gallery, Murwillumbah (NSW), SAMSTAG Museum of Art (SA) and Araluen Arts Centre, Alice Springs (NT)

Visitor feedback received by the host venue, Tweed Regional Gallery (NSW), showed that both the venue and its visitor's valued this travelling exhibition, with a range of comments including:

- "thought provoking and well laid out, with personal stories as well as artefacts" (Trip Advisor reviewer)
- "this painting (the dance) make me immediately just cry just now, which was shocking and embarrassing as its never happened to me before" (Instagram reviewer)
- "thank you for recognising our Indigenous diggers" (on site reviewer)

*Reality in Flames* and *For Country for Nation* were both on display at the SAMSTAG Museum of Art in Adelaide during July 2019. Visitor feedback received at this location showed that those exiting these exhibitions were all satisfied, most very satisfied, and two-thirds thought their expectations were exceeded:

- "It is a very important and challenging look at these events, true historic accounts of the war ... We had not realised the contribution made by contemporary artists to the preservation of these historic events." Female, South Australia
- "A good variety of works showing a good cross section of artistic styles and wartime experiences." Male visitor, South Australia

*Hearts and Minds* toured three locations in Victoria and Queensland, with a total visitation of 1,963.

- Whitehorse Artspace (VIC), Wangaratta Art Gallery (VIC) and Redcliffe Museum (QLD)

**Source:** *The Courage for Peace and After the War special exhibitions visitor exit surveys, Touring Exhibition host venue report and Australian War Memorial statistical data and attendance records.*

## Output 1.5 Interpretive services

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

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

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

**Analysis:** COVID-19 had significant impacts on public programs and events, with a large number of visits and programs cancelled from 24 March. Visitation to the Memorial totalled 705,692 which is a 44 per cent decrease when compared with 2018/19.

*Big Things in Store* saw the Memorial's new storage facilities at Mitchell open to the public in October for a collection-based experience. The majority of visitors interviewed were local residents from the Australian Capital Territory.

Ninety three per cent of visitors to *Big Things in Store* 2019 rated the display of the collection as good, 56 per cent as extremely good or very good.

One hundred per cent of visitors to *Big Things in Store* rated the staff assistance as good, 90 per cent rated the staff as extremely good or very good.

Visitor feedback included:

- "I am glad to see that there are things from Afghanistan, the fact that we are bringing the more recent events into the light, not just hyper focused on First World War and Vietnam".
- "I enjoyed how tough the Mac truck was that ran over the IED and they didn't notice, and I was astonished by how big the bronco's wing was."

**Source:** *Australian War Memorial statistical data and attendance records and Big Things in Store exit survey.*

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

**Target:** More than 135,000 students (and teachers) visit the organisation

**Analysis:** The Memorial welcomed a total of 104,377 school audience visitors, 94,875 were students and 9,502 were accompanying adults. This was a 30.5 per cent decrease when compared to the previous years, due to the bushfires and COVID-19 restrictions which saw the Memorial close from 24 March.

**Source:** *Australian War Memorial attendance records*

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

**Target:** Online and digital education resources aligned with Australian curriculum requirements

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

All resources are linked to the Australian Curriculum, and are designed to highlight the valuable primary and secondary source material in the Memorial's collection.

Page content	2019/20 page views	2019/20 unique page views	2018/19 page views	2018/19 unique page views
Visits/schools	11,420	4,180	23,995	9,333
/Learn	1,130,378	439,867	1,131,402	447,877
<b>Total</b>	<b>1,141,798</b>	<b>440,047</b>	<b>1,155,397</b>	<b>457,210</b>

During the year 34 virtual excursion programs were delivered to more than 1,500 students from across Australia. These included mainstream and special needs schools, along with students in distance education or learning remotely from home due to COVID-19 school closures.

Education's online learning resources expanded to include a new unit on Australian involvement in the conflict in Indonesia, along with additional activities related to Memorial Box content. The Memorial Box program included two new Victorian agents in Sovereign Hill and Swan Hill.

Review of the Anzac Diversity resource has continued, ensuring that the language is culturally appropriate and that the activities are relevant to the Australian curriculum. The Aboriginal and Torres Strait Islander section is now complete and online. A *Learn from home* hub was established to provide resources to teachers and families during COVID-19-related school closures. It included numerous resources on Anzac Day, personal stories of service, and related craft activities. The Google Street View gallery tours and Google Arts and Culture inclusions were also highlighted, encouraging visitors to take a "virtual tour".

*Source: Australian War Memorial corporate records*

## Output 1.6 Promotions and community services

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

### 1.6.1 Further refine the AWM online presence aligned to the Digital Strategy to facilitate greater involvement and outreach

**Target:** Strong website visitation and digital outreach including collection searches and continued social media engagement

**Analysis:** The Memorial has engaged the public online with

- 5,177,880 sessions and 40,744,664 page views of the Memorial's website.
- A total of 451,371 object records available on the Memorial's website.
- 138,793 Facebook followers by end of financial year.
- A total of 18,540,557 views over the lifetime of the Memorial's Flickr account.

“Places of Pride: the national register of war memorials” interactive database grew by more than 27%, and now comprises 8,426 and 1032 registered website users. On Anzac Day a special live stream was set up on the Places of Pride website to stream the sunrise from prominent memorials across Australia. This live stream was watched by 5,306 people.

The Memorial delivered a range of digital outreach initiatives including;

- The “Anzac At Home” content hub on the Memorial's website and supporting social media campaign encouraged personal commemoration by Australians, including students, who were not able to visit memorials around the nation on Anzac Day 2020 as a result of the COVID-19 coronavirus pandemic. This website content received 1.64 million page views and social media content reached 1.12 million on Facebook, 600,000 on Instagram and 180,534 on Twitter.
- Podcast program: During 2019-20 the Memorial published two podcast series. 12 episodes of the monthly “Collected: Stories from the Australian War Memorial” podcast were released and has had 16,293 unique downloads. The 6 part podcast series “Trapped” was released in February 2020 and has had 36,292 unique downloads.

*Source: Website user analytics and social media analytics*

### 1.6.2 Increase the AWM profile through proactive media outreach

**Target:** Strong media presence at and coverage of AWM, including events, generated through proactive media strategy and outreach

**Analysis:** During the reporting period, the Memorial received and responded to 878 media enquiries and issued 65 media releases and alerts. In this period, the Memorial received more than 16,000 mentions in the media, as recorded by media monitoring consultant iSentia.

The authoring of detailed and personal stories continued to be published. These articles are based on interviews with veterans, Memorial events, anniversaries, Last Post ceremonies and the collection and have a high level of engagement across a range of channels. They were shared through the Memorial's social media and featured within news media publishing.

*Source: Australian War Memorial statistical data*

### 1.6.3 Develop enhanced program delivery options for onsite visitors

**Target:** Enhanced tour programs delivered

**Analysis:** The Memorial refined a number of enhanced program offerings developed in the previous financial year and transitioned them to 'business as usual' with the following results:

#### Signature Series special experience

The Signature Series tour, which involves a tailored private tour of the Commemorative Area followed by a behind-the-scenes curator-led experience through the Photo, Film and Sound labs; the Art store; or the Research Centre collection was developed and delivered across the 2019-2020 financial year.

#### Highlights Audio Tour

The Highlights Audio Tour (HAT) was introduced in the previous financial year and provides visitors with insights into the First and Second World War galleries, the Hall of Valour, and Conflicts 1945 to Today galleries. The tour is available in English, Mandarin, and Hindi, as well as Auslan. A total of 2,276 users participated in the HAT program during the 2019/20 financial year, with participation affected by visitation declines due to both bushfires and COVID-19 pandemic closures.

#### Conducted paid tours

Conducted paid tours were introduced in the previous financial year to provide visiting groups with tailored tour options of the Memorial and galleries. Whilst impacted by the summer bushfires prior to the closure of the Memorial due to COVID-19 this program had exceeded its year to date revenue target by 9.5 per cent.

*Source: Commemoration and Visitor Engagement team, Australian War Memorial*

## Output 1.7 Research, information and dissemination

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

### 1.7.1 Support for research about Australian military history including:

- The Memorial's ongoing publications program
- Encouragement, fostering and contribution to research to further promote the understanding of Australian military history
- Facilitating access to collection items and military history information including:
  - Reading room facilities
  - An authoritative research enquiry service
  - Online research facilities
- Retail and online sales channels providing quality military history books and exhibition publications
- The provision of expert advice to internal and external stakeholders
- Maintain and grow an online repository of military history articles and resources made available through the Memorial's website
- Support for and publication of academic and online articles, *Wartime* magazine and books by Memorial staff featuring original research and writing

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

### Analysis:

- The Research Centre, supported by subject matter experts in other Memorial Sections including the Photo, Film and Sound, Military History and Military Heraldry and Technology sections, continued to facilitate access to collection items and military history through:
  - 10,882 research enquiries were answered by the Research Centre, with 95,278 pages copied, a 240 per cent increase
- Four editions of *Wartime Magazine* were produced over the period, with 21,886 distributed across all editions.
- Publications being finalised include *The Long Shadow: Australia's Vietnam Veterans since the war* and *For Gallantry: Australians awarded the George Cross and Cross of Valour*.
- Memorial staff continued to publish online articles; contribute to conference papers and book chapters, and present original research, for example:
  - Original publication with *In from the cold: reflections on Australia's Korean War* (ANU Press, 2020) edited by John Blaxland, Michael Kelly (AWM) and Liam Brewin Higgins



- Convening a special half-day symposium titled '*Reflections on INTERFET*' to recognise 20<sup>th</sup> anniversary of Australia's contribution to East Timor (now Timor-Leste)
- Book chapter in *The Routledge International Handbook of New Digital Practices in Galleries, Libraries, Archives, Museums and Heritage Sites*
- A lecture titled 'Australians in the Pacific war, 1944-45'
- Article titled '*From Great War to Obscurity: Diggers who fought Lenin*' in *The Weekend Australian*

**Source:** *Australian War Memorial corporate reporting against business plan*

## Output 1.8 Visitor Services

*Visitors to both the Memorial and its outreach programs are provided with a standard of service that enhances their experience and encourages them to re-use services and promote them to others. Through the provision of high-quality visitor services, this program component provides a necessary foundation for other program components to function effectively.*

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

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

**Analysis:** 58 per cent of visitors indicated they had received Memorial staff assistance during their visit and 19 per cent participated in a guided tour. 99 per cent of visitors were satisfied with their Memorial staff assistance, 83 per cent were very satisfied

100 per cent of Memorial visitors were satisfied with their visit overall, with 86 per cent were very satisfied

43 per cent were first time visitors to the Memorial, 57 per cent were returning visitors. 23 per cent of these were returning within 12 months and 41 per cent had not been for ten years or more.

98 per cent of those who participated in a Guided tour were satisfied, and 88 per cent were very satisfied.

86 per cent of those who used an audio tour were satisfied, with 71 per cent of these were very satisfied

*Source: General Visitor Survey 2019-2020*

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

**Target:** At least 80 per cent of surveyed return visitors state that the Memorial has maintained or improved its standard of service since their last visit.

**Analysis:**

43 per cent of visitors this year were attending the Memorial for the first time. Of the 57 per cent who were returning to the Memorial 36 per cent rated the Memorial as exceeding their expectations and 21 per cent rated it as meeting their expectations. Only 1 visitor said it did not meet their expectations.

87 per cent of visitors who used one of the Memorials two cafes were satisfied, 58 per cent were very satisfied with these facilities.

93 per cent of visitors who attend the Memorial shop were satisfied with this outlet. 69 per cent were very satisfied.

100 per cent of visitors who used the disability facilities said they were very satisfied with these facilities.

*Source: General Visitor Survey 2019-2020*

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

**Target:** Feedback and rankings through external surveys (eg. TripAdvisor) remains positive

**Analysis:** Visitor survey samples were low and incomplete this financial year due to lower survey rates during the smoke affected school holidays in January 2020, followed by the expanding international travel restrictions leading up to the closure of the Memorial on 24 March 2020 as part of the COVID19 response.

In house and onsite surveys conducted this financial year were;

- General Visitor Survey n=322
- *After the War* special exhibition exit survey n=226
- *Courage for Peace* special exhibition exit survey n=134
- Café performance exit survey n=382
- *Big Things in Store* exit survey n=42
- Anzac at Home online user survey n=123
- Last Post Ceremony trial survey n=30
- External research studies conducted n=2
- Social Heritage Values Research n=514

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

### 1.8.4 Cafes, Retail and Online Sales facilities that enhance the visitor experience and generate revenue to help support broader Memorial priorities

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

**Analysis:**

Net average return per visitor for the 2019-20 period decreased by 40 per cent on the cumulative average for the previous three financial years. The variance is due to a low net operating profit result from the Memorial retail operation due to a one-off aged inventory write off and reduced earnings from the catering contract due to the closure of the Memorial for COVID-19.

*Source: Australian War Memorial financial reports*

# ANNUAL FINANCIAL STATEMENTS



## INDEPENDENT AUDITOR'S REPORT

To the Minister for Veterans' Affairs

### Opinion

In my opinion, the financial statements of the Australian War Memorial (the Entity) for the year ended 30 June 2020:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2020 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2020 and for the year then ended:

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

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (Including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Accountable Authority's responsibility for the financial statements

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

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

GPO Box 707 CANBERRA ACT 2601  
38 Sydney Avenue FORREST ACT 2603  
Phone (02) 8203 7300 Fax (02) 6203 7777

### **Auditor's responsibilities for the audit of the financial statements**

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

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Australian National Audit Office



Mark Vial  
Senior Director  
Delegate of the Auditor-General  
Canberra  
17 August 2020

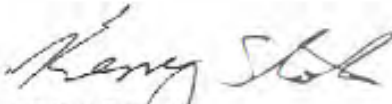
## Australian War Memorial

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

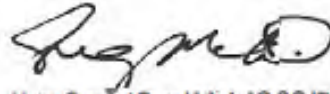
In our opinion, the attached financial statements for the year ended 30 June 2020 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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



Mr Kerry Stokes AC  
Chairman of Council



Major General Greg Medick AO SC (Ret'd)  
Chair of Finance, Audit and Compliance Committee



Mr Matt Anderson PSM  
Director



Ms Helen Petrovski  
Chief Finance Officer

14 August 2020

## Australian War Memorial Statement of Comprehensive Income

for the period ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Ref	Original Budget \$'000
<b>NET COST OF SERVICES</b>					
<b>Expenses</b>					
Employee benefits	1.1A	25,752	25,643	v	26,111
Suppliers	1.1B	18,649	28,311	i	20,207
Depreciation and amortisation	2.2A	13,755	9,371	ii	11,322
Write-down and impairment of other assets	1.1C	152	28		-
Losses from asset sales		18	3		-
<b>Total expenses</b>		<b>58,326</b>	<b>63,356</b>		<b>57,640</b>
<b>Own-Source Income</b>					
<b>Own-Source Revenue</b>					
Revenue from contracts with customers	1.2A	2,919	4,791	iii	4,275
Interest	1.2B	1,813	2,293	vii	2,333
Donations and sponsorships	1.2C	8,862	4,556	iv	2,084
Rental Income	1.2D	154	153		-
Other revenue	1.2E	851	1,046		170
<b>Total own-source revenue</b>		<b>14,599</b>	<b>12,839</b>		<b>8,842</b>
<b>Gains</b>					
Gains from sale of assets <sup>1</sup>		18	33		2,550
<b>Total gains</b>		<b>18</b>	<b>33</b>		<b>2,550</b>
<b>Total own-source income</b>		<b>14,617</b>	<b>12,872</b>		<b>11,392</b>
<b>Net cost of services</b>		<b>(43,709)</b>	<b>(50,484)</b>		<b>(46,248)</b>
Revenue from Government	1.2G	46,371	50,904		46,371
<b>Surplus on continuing operations</b>		<b>2,662</b>	<b>420</b>		<b>123</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
<b>Items not subject to subsequent reclassification to net cost of services</b>					
Changes in asset revaluation surplus		88	(36,213)		-
<b>Total other comprehensive income</b>		<b>88</b>	<b>(36,213)</b>		<b>-</b>
<b>Total comprehensive income/(loss)</b>		<b>2,750</b>	<b>(35,793)</b>		<b>123</b>

<sup>1</sup> The original budget comprises \$2,000,000 for gifted assets and \$550,000 for resources received free of charge. The related actuals for these items are recorded under 'Donations and Sponsorships' and 'Other Revenue' respectively.

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2019-20.

## Australian War Memorial Statement of Financial Position

as at 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Ref	Original Budget \$'000
<b>ASSETS</b>					
<b>Financial Assets</b>					
Cash and cash equivalents	2.1A	2,717	2,460		3,698
Trade and other receivables	2.1B	629	581		854
Investments <sup>2</sup>		85,500	75,500	vii	69,000
Accrued interest		578	1,060		935
<b>Total financial assets</b>		<b>89,424</b>	<b>79,601</b>		<b>74,487</b>
<b>Non-Financial Assets<sup>3</sup></b>					
Land and buildings	2.2A	196,848	175,415		199,578
Heritage and cultural	2.2A	1,164,611	1,153,060		1,194,148
Plant and equipment	2.2A	11,032	8,616		8,837
Exhibitions	2.2A	25,088	30,430		37,781
Software	2.2A	3,888	4,089		7,229
Inventories	2.2B	429	626		639
Prepayments		47	57		223
<b>Total non-financial assets</b>		<b>1,401,943</b>	<b>1,372,293</b>		<b>1,448,435</b>
<b>Total assets</b>		<b>1,491,367</b>	<b>1,451,894</b>		<b>1,522,922</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers	2.3A	2,833	3,500	i	4,524
Other payables	2.3B	468	448		278
<b>Total payables</b>		<b>3,301</b>	<b>3,948</b>		<b>4,802</b>
<b>Interest bearing liabilities</b>					
Leases	2.4A	20	-		-
<b>Total interest bearing liabilities</b>		<b>20</b>	<b>-</b>		<b>-</b>
<b>Provisions</b>					
Employee provisions	4.1	9,687	9,383	v	8,346
<b>Total provisions</b>		<b>9,687</b>	<b>9,383</b>		<b>8,346</b>
<b>Total liabilities</b>		<b>13,008</b>	<b>13,331</b>		<b>13,148</b>
<b>Net assets</b>		<b>1,478,359</b>	<b>1,438,563</b>		<b>1,509,774</b>
<b>EQUITY</b>					
Contributed Equity		168,233	131,187		166,433
Reserves		758,286	758,198		794,411
Retained Surplus		551,840	549,178		548,930
<b>Total equity</b>		<b>1,478,359</b>	<b>1,438,563</b>		<b>1,509,774</b>

2 The Memorial's investments represent term deposits held with Australian banks with terms greater than 90 days. Maturity dates range from July 2020 to May 2021. Effective interest rates range from 1.00 per cent to 1.65 per cent (2019: 2.50 per cent to 2.81 per cent).

3 Right-of-use assets are included in the Plant and Equipment line item.

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2019-20.



## Australian War Memorial Statement of Changes in Equity

for the period ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>CONTRIBUTED EQUITY</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		131,187	119,758	131,187
<b>Adjusted opening balance</b>		<b>131,187</b>	<b>119,758</b>	<b>131,187</b>
<b>Contributions by owners</b>				
Equity injection - Appropriations		37,046	11,429	35,246
<b>Total transactions with owners</b>		<b>37,046</b>	<b>11,429</b>	<b>35,246</b>
<b>Closing balance as at 30 June</b>		<b>168,233</b>	<b>131,187</b>	<b>166,433</b>
<b>RETAINED EARNINGS</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		549,178	548,644	548,807
Adjustment for errors		-	114	-
<b>Adjusted opening balance</b>		<b>549,178</b>	<b>548,758</b>	<b>548,807</b>
<b>Comprehensive income</b>				
Surplus/(Deficit) for the period		2,662	420	123
<b>Total comprehensive income</b>		<b>2,662</b>	<b>420</b>	<b>123</b>
<b>Closing balance as at 30 June</b>		<b>551,840</b>	<b>549,178</b>	<b>548,930</b>
<b>ASSET REVALUATION RESERVE</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		758,198	794,411	794,411
<b>Adjusted opening balance</b>		<b>758,198</b>	<b>794,411</b>	<b>794,411</b>
<b>Comprehensive income</b>				
Other comprehensive income		88	(36,213)	-
<b>Total comprehensive income</b>		<b>88</b>	<b>(36,213)</b>	<b>-</b>
<b>Closing balance as at 30 June</b>		<b>758,286</b>	<b>758,198</b>	<b>794,411</b>

## Australian War Memorial Statement of Changes in Equity

for the period ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>TOTAL EQUITY</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		1,438,563	1,462,813	1,474,405
Adjustment for errors		-	114	-
<b>Adjusted opening balance</b>		<b>1,438,563</b>	<b>1,462,927</b>	<b>1,474,405</b>
<b>Comprehensive income</b>				
Surplus/(Deficit) for the period		2,662	420	123
Other comprehensive income		88	(36,213)	-
<b>Total comprehensive income</b>		<b>2,750</b>	<b>(35,793)</b>	<b>123</b>
<b>Transactions with owners</b>				
<b>Contributions by owners</b>				
Equity injection - Appropriations		37,046	11,429	35,246
<b>Total transactions with owners</b>		<b>37,046</b>	<b>11,429</b>	<b>35,246</b>
<b>Closing balance as at 30 June</b>		<b>1,478,359</b>	<b>1,438,563</b>	<b>1,509,774</b>

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2019-20.

## Australian War Memorial Cash Flow Statement

for the period ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Ref	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>					
<b>Cash received</b>					
Appropriations		46,371	50,904		46,371
Sale of goods and rendering services		3,332	4,936	iii	4,425
Interest		2,295	2,168		2,333
GST received		4,237	4,162		5,791
Donations and sponsorships		3,150	3,025	iv	2,064
Other		798	511		20
<b>Total cash received</b>		<b>60,183</b>	<b>65,706</b>		<b>61,004</b>
<b>Cash used</b>					
Employees		25,221	25,180	v	26,087
Suppliers		23,941	31,627	i	19,657
GST paid		-	-		5,791
<b>Total cash used</b>		<b>49,162</b>	<b>56,807</b>		<b>51,535</b>
<b>Net cash from operating activities</b>		<b>11,021</b>	<b>8,899</b>		<b>9,469</b>
<b>INVESTING ACTIVITIES</b>					
<b>Cash received</b>					
Proceeds from sales of property, plant and equipment		18	33		-
Investments		116,500	83,000	vii	74,000
<b>Total cash received</b>		<b>116,518</b>	<b>83,033</b>		<b>74,000</b>
<b>Cash used</b>					
Purchase of property, plant and equipment		37,821	24,330	vi	44,208
Investments		126,500	82,500	vii	75,000
<b>Total cash used</b>		<b>164,321</b>	<b>106,830</b>		<b>119,208</b>
<b>Net cash from / (used by) investing activities</b>		<b>(47,803)</b>	<b>(23,797)</b>		<b>(45,208)</b>
<b>FINANCING ACTIVITIES</b>					
<b>Cash received</b>					
Contributed equity		37,046	11,429		35,246
<b>Total cash received</b>		<b>37,046</b>	<b>11,429</b>		<b>35,246</b>
<b>Cash used</b>					
Principal payments of lease liabilities		7	-		-
<b>Total cash used</b>		<b>7</b>	<b>-</b>		<b>-</b>
<b>Net cash from financing activities</b>		<b>37,039</b>	<b>11,429</b>		<b>35,246</b>
<b>Net (decrease)/increase in cash held</b>		<b>257</b>	<b>(3,469)</b>		<b>(493)</b>
Cash and cash equivalents at the beginning of the reporting period		2,460	5,929		4,191
<b>Cash and cash equivalents at the end of the reporting period</b>	2.1A	<b>2,717</b>	<b>2,460</b>		<b>3,698</b>

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

The original budget comprises the budget as disclosed in the Portfolio Budget Statements 2019-20.

## Australian War Memorial Budget Variances Commentary

for the period ended 30 June 2020

The following table provides an explanation of major variances between the 2019-20 Portfolio Budget Statements and the 2019-20 final outcome as presented in accordance with Australian Accounting Standards for the Memorial. The budget is not audited.

Ref	Variance	Affected line items (and statement)	Explanation of major variances
i	(7.7)%	Expenses - Suppliers (Statement of Comprehensive Income)	Savings in cleaning, security, travel and training costs due to the impact of the COVID-19 shutdown of the Memorial, offset by an increase in spend due to digitisation of Anzac Day 2020 (sponsored) ceremony.
	(37.4)%	Liabilities - Payables - Suppliers (Statement of Financial Position)	
	21.8%	Operating Activities - Cash Used - Suppliers (Cash Flow Statement)	
ii	21.5%	Expenses - Depreciation and Amortisation (Statement of Comprehensive Income)	Increased depreciation charges for exhibition assets following the revaluation in 2019, plus a re-estimation of the useful life of some gallery assets.
iii	(31.8)%	Own-Source Revenue - Revenue from Contracts with Customers (Statement of Comprehensive Income)	Decline in commercial revenue (e.g. shop) due to COVID-19 shut down of the Memorial.
	(24.7)%	Operating Activities - Cash Received - Sale of Goods and Rendering of Services (Cash Flow Statement)	
iv	329.4%	Own-Source Revenue - Donations and Sponsorships (Statement of Comprehensive Income)	Donations of collection items from the Department of Defence, being the Orion and Fairey Firefly aircrafts, and donations towards the Development information centre.
	52.6%	Operating Activities - Cash Received - Donations and Sponsorships (Cash Flow Statement)	
v	16.1%	Liabilities - Employee Provisions (Statement of Financial Position)	Increase in capitalisation of salaries to internal asset projects reducing operational salaries offset by an increase in employee provisions due to the significant reduction in the 10-year Government bond rate in 2019-20.
	(1.4)%	Expenses - Employee Benefits (Statement of Comprehensive Income)	
	(3.3)%	Operating Activities - Cash Used - Employees (Cash Flow Statement)	
vi	(14.5)%	Investing Activities - Cash Used - Purchase of Property, Plant and Equipment (Cash Flow Statement)	Final actual capital costs are less than budget due to the impact of timing of the AWM Development, ICT modernisation and deferred gallery exhibition costs. Collection capital less than budget with conservation resources moved over to gallery development.
vii	(22.3)%	Own-Source Revenue - Interest (Statement of Comprehensive Income)	Reduction in interest rates on offer across financial institutions due to the lowering of the cash rate. Current investment portfolio of \$85.5m spread across three financial institutions.
	23.9%	Assets - Financial Assets - Investments (Statement of Financial Position)	
	57.4%	Investing Activities - Cash Received - Investments (Cash Flow Statement)	
	68.7%	Investing Activities - Cash Used - Investments (Cash Flow Statement)	

The Memorial determines major variances to exhibit the following attributes:

\* more than 10% of the line item budget (provided the amount is material);

\* more than 2% of the relevant sub-total (expenses, income, assets and liabilities); and

\* qualitative factors such as disclosure in the public interest and for completeness in analysing performance.

# Australian War Memorial

## Notes to and forming part of the financial statements

### Overview

#### 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 – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

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

#### New Accounting Standards

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

Standard / Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
<p>AASB 15 <i>Revenue from Contracts with Customers</i></p> <p>AASB 2016-8 <i>Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-For-Profit Entities</i></p> <p>AASB 1058 <i>Income of Not-For-Profit Entities</i></p>	<p>AASB 15, AASB 2016-8 and AASB 1058 became effective 1 July 2019.</p> <p>AASB 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces existing revenue recognition guidance, including AASB 118 <i>Revenue</i>, AASB 111 <i>Construction Contracts</i> and Interpretation 13 <i>Customer Loyalty Programmes</i>. The core principle of AASB 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.</p> <p>AASB 1058 is relevant in circumstances where AASB 15 does not apply. AASB 1058 replaces most of the not-for-profit (NFP) provisions of AASB 1004 <i>Contributions</i> and applies to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable the entity to further its objectives, and where volunteer services are received.</p> <p>The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.</p>
AASB 16 <i>Leases</i>	<p>AASB 16 became effective on 1 July 2019.</p> <p>This new standard has replaced AASB 117 <i>Leases</i>, Interpretation 4 <i>Determining whether an Arrangement contains a Lease</i>, Interpretation 115 <i>Operating Leases – Incentives</i> and Interpretation 127 <i>Evaluating the Substance of Transactions Involving the Legal Form of a Lease</i>.</p> <p>AASB 16 provides a single lessee accounting model, requiring the recognition of assets and liabilities for all leases, together with options to exclude leases where the lease term is 12 months or less, or where the underlying asset is of low value. AASB 16 substantially carries forward the lessor accounting in AASB 117, with the distinction between operating leases and finance leases being retained.</p> <p>The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.</p>

## Australian War Memorial Notes to and forming part of the financial statements

### *Application of AASB 15 Revenue from Contracts with Customers / AASB 1058 Income of Not-For-Profit Entities*

The Memorial adopted AASB 15 and AASB 1058 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for 2019 is not restated, that is, it is presented as previously reported under the various applicable AASBs and related interpretations.

Under the new income recognition model the Memorial shall first determine whether an enforceable agreement exists and whether the promises to transfer goods or services to the customer are 'sufficiently specific'. If an enforceable agreement exists and the promises are 'sufficiently specific' (to a transaction or part of a transaction), the Memorial applies the general AASB 15 principles to determine the appropriate revenue recognition. If these criteria are not met, the Memorial shall consider whether AASB 1058 applies.

In relation to AASB 15, the Memorial elected to apply the new standard to all new and uncompleted contracts from the date of initial application. The Memorial is required to aggregate the effect of all of the contract modifications that occur before the date of initial application.

In terms of AASB 1058, the Memorial is required to recognise volunteer services at fair value if those services would have been purchased if not provided voluntarily, and the fair value of those services can be measured reliably.

The initial impact of AASB 15 and AASB 1058 on transition has been assessed and determined not to have a material impact on the Memorial's revenue streams. The Memorial is not required to adjust retained earnings for the cumulative effect of initial application.

### *Application of AASB 16 Leases*

The Memorial adopted AASB 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for 2019 is not restated, that is, it is presented as previously reported under AASB 117 and related interpretations.

The Memorial elected to apply the practical expedient to not reassess whether a contract is, or contains a lease at the date of initial application. Contracts entered into before the transition date that were not identified as leases under AASB 117 were not reassessed. The definition of a lease under AASB 16 was applied only to contracts entered into or changed on or after 1 July 2019.

AASB 16 provides for certain optional practical expedients, including those related to the initial adoption of the standard. The Memorial applied the following practical expedients when applying AASB 16 to leases previously classified as operating leases under AASB 117:

- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term remaining as of the date of initial application.

As a lessee, the Memorial previously classified leases as operating or finance leases based on its assessment of whether the lease transferred substantially all of the risks and rewards of ownership. Under AASB 16, the Memorial recognises right-of-use assets and lease liabilities for most leases. However, the Memorial has elected not to recognise right-of-use assets and lease liabilities for some leases of low value assets based on the value of the underlying asset when new or for short-term leases with a lease term of 12 months or less.

On adoption of AASB 16, the Memorial recognised right-of-use assets and lease liabilities in relation to leases of motor vehicles, which had previously been classified as operating leases.

The lease liabilities were measured at the present value of the remaining lease payments, discounted using the Memorial's incremental borrowing rate as at 1 July 2019. The Memorial's incremental borrowing rate is the rate at which a similar borrowing could be obtained from an independent creditor under comparable terms and conditions.

The right-of-use assets were measured at the carrying value that would have resulted from AASB 16 being applied from the commencement date of the leases, subject to the practical expedients noted above.

## Australian War Memorial

### Notes to and forming part of the financial statements

#### Impact on transition

On transition to AASB 16, the Memorial recognised additional right-of-use assets and additional lease liabilities, recognising the difference in retained earnings. The impact on transition is summarised below:

	1 July 2019 \$'000
<b>Departmental</b>	
Right-of-use assets - property, plant and equipment	9
Lease liabilities	(9)
Retained earnings	-

The following table reconciles the minimum lease commitments disclosed in the Memorial's 30 June 2019 annual financial statements to the amount of lease liabilities recognised on 1 July 2019:

	1 July 2019 \$'000
<b>Departmental</b>	
Minimum operating lease commitment at 30 June 2019	507
Less: short-term leases not recognised under AASB 16	(405)
Less: low value leases not recognised under AASB 16	-
Plus: effect of extension options reasonable certain to be exercised	-
<b>Undiscounted lease payments</b>	<u>102</u>
Less: effect of discounting using the incremental borrowing rate as at the date of initial application	<u>(93)</u>
<b>Lease liabilities recognised at 1 July 2019</b>	<u>9</u>

#### Taxation

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

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

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

#### Events After the Reporting Period

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

## Australian War Memorial Notes to and forming part of the financial statements

### 1. Departmental Financial Performance

This section analyses the financial performance of the Australian War Memorial for the year ended 30 June 2020.

#### 1.1. Expenses

	2020 \$'000	2019 \$'000
<b>Note 1.1A: Employee Benefits</b>		
Wages and salaries	21,178	20,897
Superannuation		
Defined contribution plans	2,403	2,380
Defined benefit plans	1,076	1,067
Leave and other entitlements	988	1,159
Separation and redundancies	107	140
<b>Total employee benefits</b>	<b>25,752</b>	<b>25,643</b>

#### Accounting Policy

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

#### Note 1.1B: Suppliers

##### Goods and services supplied or rendered

Property and Support Services	5,702	5,512
Professional Services	5,799	10,090
Agency/Contract Staff Costs	2,977	4,724
Information Technology	1,097	895
Costs of Good Sold	740	1,335
Advertising and Promotions	608	1,984
Travel	264	508
Exhibitions	99	359
Financial Statement Audit Services	67	65
Other	940	2,481
<b>Total goods and services supplied or rendered</b>	<b>18,293</b>	<b>27,953</b>
Goods supplied	2,167	3,611
Services rendered	16,126	24,342
<b>Total goods and services supplied or rendered</b>	<b>18,293</b>	<b>27,953</b>

##### Other suppliers

Operating lease rentals <sup>4</sup>	-	210
Workers compensation expenses	162	148
Short-term leases <sup>4</sup>	194	-
<b>Total other suppliers</b>	<b>356</b>	<b>358</b>
<b>Total suppliers</b>	<b>18,649</b>	<b>28,311</b>

- 4 The Memorial has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

The Memorial has short-term (12 months or less) lease commitments of \$2,811 and commitments for leases of low-value assets of \$43,397 (2019: Operating Lease Commitments: \$506,608).

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



## Australian War Memorial Notes to and forming part of the financial statements

### Accounting Policy

#### Short-term leases and leases of low-value assets

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

	2020 \$'000	2019 \$'000
<b>Note 1.1C: Write-Down and Impairment of Other Assets</b>		
Impairment of receivables	(1)	2
Impairment of inventories	153	26
<b>Total write-down and impairment of other assets</b>	<b>152</b>	<b>28</b>

### 1.2. Own-Source Revenue and Gains

	2020 \$'000	2019 \$'000
<b>Note 1.2A: Revenue from Contracts with Customers</b>		
Sales of goods	1,829	3,186
Rendering of services	1,090	1,605
<b>Total revenue from contract with customers</b>	<b>2,919</b>	<b>4,791</b>

#### Disaggregation of revenue from contracts with customers

##### Major product / service line:

Physical and online shop sales	1,651	3,059
Commission from café sales	153	262
Revenue from functions	123	155
Education and National Collection Loan Programs	447	615
Other commercial activities (audio and facilitated tours, certificates etc)	545	700
	<b>2,919</b>	<b>4,791</b>

##### Types of customer:

Australian government entity	10	7
Non-government entity	2,909	4,784
	<b>2,919</b>	<b>4,791</b>

##### Timing of transfer of services:

Point in time	2,919	4,791
	<b>2,919</b>	<b>4,791</b>

### Accounting Policy

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

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

Donations and sponsorships while based on contracts do not contain sufficiently specific performance obligations to enable the Memorial to determine when they have been satisfied so are therefore accounted for under AASB 1058. Sales from the physical and online shop represent daily takings that are recognised at the close of business each day so are therefore accounted for under AASB 15.

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.

## Australian War Memorial Notes to and forming part of the financial statements

	2020	2019
	\$'000	\$'000
<b>Note 1.2B: Interest</b>		
Deposits	1,813	2,293
<b>Total accrued interest</b>	<u>1,813</u>	<u>2,293</u>

**Accounting Policy**  
Interest revenue is recognised using the effective interest method.

<b>Note 1.2C: Donations and Sponsorships</b>		
Donations	1,300	1,721
Sponsorships	1,852	1,304
Donated Heritage and Cultural items	5,710	1,531
<b>Total Donations and sponsorships</b>	<u>8,862</u>	<u>4,556</u>

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

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

<b>Note 1.2D: Rental Income</b>		
Operating lease:		
Investment properties <sup>5</sup>	154	153
<b>Total rental income</b>	<u>154</u>	<u>153</u>

5 The Memorial receives a monthly license fee for the use of its Mitchell premises by an external entity.

<b>Note 1.2E: Other Revenue</b>		
Resources received free of charge	574	753
Royalties	81	172
Friends of the Memorial	89	75
Comcare reimbursements	71	29
Paid Parental leave income	36	17
<b>Total other revenue</b>	<u>851</u>	<u>1,046</u>

**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.

## Australian War Memorial Notes to and forming part of the financial statements

### Note 1.2F: Volunteer Services

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

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

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

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

#### Accounting Policy

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

	2020	2019
	\$'000	\$'000
<b>Note 1.2G: Revenue from Government</b>		
Department of Veteran's Affairs		
Corporate Commonwealth entity payment item	<u>46,371</u>	<u>50,904</u>
<b>Total revenue from Government</b>	<u>46,371</u>	<u>50,904</u>

#### Accounting Policy

##### *Revenue from Government*

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

## Australian War Memorial Notes to and forming part of the financial statements

### 2. Departmental Financial Position

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

#### 2.1. Financial Assets

	2020 \$'000	2019 \$'000
<b>Note 2.1A: Cash and Cash Equivalents</b>		
Cash on hand	5	5
Deposits	<u>2,712</u>	<u>2,455</u>
<b>Total cash and cash equivalents</b>	<u>2,717</u>	<u>2,460</u>
<b>Note 2.1B: Trade and Other Receivables</b>		
<b>Goods and services receivables</b>		
Goods and services	<u>596</u>	<u>536</u>
<b>Total goods and services receivables</b>	<u>596</u>	<u>536</u>
<b>Other receivables</b>		
Other	<u>33</u>	<u>47</u>
<b>Total other receivables</b>	<u>33</u>	<u>47</u>
<b>Total trade and other receivables (gross)</b>	<u>629</u>	<u>583</u>
<b>Less impairment loss allowance</b>	<u>-</u>	<u>(2)</u>
<b>Total trade and other receivables (net)</b>	<u>629</u>	<u>581</u>

Credit terms for goods and services were within 30 days (2019: 30 days).

#### Accounting Policy

##### Financial assets

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

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

##### **Accounting Judgements and Estimates**

Impairment loss is determined using an analysis of the probability that an invoice will remain unpaid at the end of the reporting period.

## Australian War Memorial Notes to and forming part of the financial statements

### 2.2. Non-Financial Assets

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

	Land \$'000	Buildings \$'000	Heritage and cultural <sup>6</sup> \$'000	Plant and equipment <sup>6</sup> \$'000	Exhibitions \$'000	Software <sup>7</sup> \$'000	Total \$'000
<b>As at 1 July 2019</b>							
Gross book value	13,096	166,412	1,153,060	10,653	30,430	5,845	1,379,496
Accumulated depreciation, amortisation and impairment	-	(4,093)	-	(2,037)	-	(1,756)	(7,886)
<b>Total as at 1 July 2019</b>	<b>13,096</b>	<b>162,319</b>	<b>1,153,060</b>	<b>8,616</b>	<b>30,430</b>	<b>4,089</b>	<b>1,371,610</b>
Recognition of right of use asset on initial application of AASB 16	-	-	-	9	-	-	9
<b>Adjusted total as at 1 July 2019</b>	<b>13,096</b>	<b>162,319</b>	<b>1,153,060</b>	<b>8,625</b>	<b>30,430</b>	<b>4,089</b>	<b>1,371,619</b>
<b>Additions</b>							
Purchase	-	26,394	6,385	3,449	562	987	37,777
Internally developed	-	-	-	-	-	26	26
Donation/Gift	-	-	5,712	-	-	-	5,712
Right-of-use assets	-	-	-	18	-	-	18
Revaluations and impairments recognised in other comprehensive income	-	-	(546)	634	-	-	88
Depreciation and amortisation	-	(4,961)	-	(1,669)	(5,904)	(1,214)	(13,748)
Depreciation on right-of-use assets	-	-	-	(7)	-	-	(7)
Disposals	-	-	-	(16)	-	-	(16)
<b>Total as at 30 June 2020</b>	<b>13,096</b>	<b>183,752</b>	<b>1,164,611</b>	<b>11,032</b>	<b>25,088</b>	<b>3,888</b>	<b>1,401,467</b>
<b>Total as at 30 June 2020 represented by</b>							
Gross book value	13,096	192,806	1,164,611	11,038	30,992	6,858	1,419,401
Accumulated depreciation, amortisation and impairment	-	(9,054)	-	(6)	(5,904)	(2,970)	(17,934)
<b>Total as at 30 June 2020</b>	<b>13,096</b>	<b>183,752</b>	<b>1,164,611</b>	<b>11,032</b>	<b>25,088</b>	<b>3,888</b>	<b>1,401,467</b>
Carrying amount of right-of-use assets	-	-	-	20	-	-	20

6 Plant and equipment that met the definition of a heritage and cultural item were disclosed in the heritage and cultural asset class.

7 The carrying amount of computer software includes both purchased and internally developed software.

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

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

## Australian War Memorial Notes to and forming part of the financial statements

### Contractual commitments for the acquisition of property, plant, equipment and intangible assets

The Memorial has entered into net future commitments for the acquisition of buildings, heritage and cultural, plant and equipment, exhibitions and intangibles of \$38,111,654 (2019 \$9,788,451).

Significant individual commitments relate to: buildings with commitments for the design and approved preliminary works for the Development of the Memorial (\$30,382,941) and facilities management (\$4,782,726); and, the National Collection with commitments for a cold storage facility to stabilise nitrate film (\$1,360,755) and the commission of a historian to document the history of Vietnam medical legacies (\$425,250).

### Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 2.2A. On 30 June 2020, independent valuers conducted a revaluation of Plant and Equipment assets.

## Australian War Memorial Notes to and forming the financial statements

### Accounting Policy

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

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

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

#### Asset Recognition Threshold

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

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

#### Revaluations

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

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

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

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

#### Derecognition

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

### Depreciation

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

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:

	2020	2019
Buildings	3 to 150 years	7 to 150 years
Plant and equipment	2 to 20 years	2 to 20 years
Exhibitions	1 to 15 years	1 to 20 years

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

### Impairment

All assets were assessed for impairment at 30 June 2020. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

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

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

### Significant accounting judgements and estimates

The fair value of land and buildings is considered to be the market value of similar assets, taking into account the heritage aspects of the buildings where appropriate, and using depreciated replacement cost if no active market is identified.

## Australian War Memorial Notes to and forming the financial statements

### Heritage and Cultural (Collection) Assets

Significant donated Heritage and Cultural (Collection) assets are recognised at the time of acquisition, and other donated collection items are brought to account at the time of revaluation.

The Memorial's collection of Heritage and Cultural Assets comprises a wide range of objects relating to Australia's military history, including but not limited to:

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

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

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

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

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

The Memorial's Collection Development Plan for Heritage and Cultural Assets can be found at:

<https://www.awm.gov.au/about/organisation/corporate/national-collection-development-plan>

The Memorial's preservation and curatorial policies for Heritage and Cultural Assets can be found at:

<https://www.awm.gov.au/about/our-work/projects/conservation>

### Recognition Threshold

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

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

### Revaluations

Heritage and Cultural (Collection) Assets are carried at fair value which is measured at depreciated replacement cost or market selling price (for items where a market exists).

Following initial recognition at cost, Heritage and Cultural (Collection) Assets are carried at fair value less accumulated impairment losses. Valuations are conducted with sufficient frequency such that the carrying amounts of assets do not differ materially from the assets' fair values at the reporting date.

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

### Depreciation

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

### Significant accounting judgements and change in estimates

The fair value of Heritage and Cultural (Collection) Assets is considered to be market selling price (where such a market exists), or depreciated replacement cost, taking into consideration the intrinsic value of historically significant objects.

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

## Australian War Memorial Notes to and forming the financial statements

### Leased Right of Use (ROU) Assets

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

On initial adoption of AASB 16 the Memorial has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

### Intangibles

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives range from 1 to 8 years (2019: 3 to 8 years). All software assets were assessed for indications of impairment at 30 June 2020.

2020	2019
\$'000	\$'000

### Note 2.2B: Inventories

#### Inventories held for sale:

Finished goods	429	626
<b>Total inventories held for sale</b>	<b>429</b>	<b>626</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:

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

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

## 2.3. Payables

2020	2019
\$'000	\$'000

### Note 2.3A: Suppliers

Trade creditors and accruals	2,833	3,500
<b>Total suppliers</b>	<b>2,833</b>	<b>3,500</b>

Settlement terms are 30 days.

### Note 2.3B: Other Payables

Salaries and wages	458	231
Prepayments received/unearned income	10	217
<b>Total other payables</b>	<b>468</b>	<b>448</b>



## Australian War Memorial Notes to and forming the financial statements

### 2.4. Interest Bearing Liabilities

	2020	2019
	\$'000	\$'000
<b>Note 2.4A: Leases</b>		
Lease Liabilities <sup>8</sup>		
Plant and equipment	20	-
<b>Total leases</b>	<u>20</u>	<u>-</u>

<sup>8</sup> The Memorial has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

#### Accounting Policy

Refer Overview section for accounting policy on leases.

# Australian War Memorial

## Notes to and forming the financial statements

### 3. People and Relationships

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

#### 3.1. Employee Provisions

	2020	2019
	\$'000	\$'000
<b>3.1: Employee Provisions</b>		
Leave	<b>9,687</b>	9,383
<b>Total employee provisions</b>	<b>9,687</b>	<b>9,383</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.

#### Separation and Redundancy

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

#### Superannuation

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

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

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

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

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

## Australian War Memorial Notes to and forming the financial statements

### 3.2. Key Management Personnel Remuneration

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

#### Note 3.2A: Key Management Personnel Remuneration

	2020 \$'000	2019 \$'000
Short-term employee benefits <sup>10</sup>	1,788	1,504
Post-employment benefits	230	167
Other long-term employee benefits <sup>10</sup>	44	37
<b>Total key management personnel remuneration expenses<sup>9</sup></b>	<b>2,062</b>	<b>1,708</b>

The total number of key management personnel that are included in the above table are 16 (2019: 15).

- 9 The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Memorial.
- 10 Annual leave provision movement previously reported as an 'other long-term employee benefit' in 2019 has been re-classified in the comparatives as a 'short-term employee benefit'.

### 3.3. Related Party Disclosures

#### Related party relationships:

The Memorial is an Australian Government controlled entity. Related parties to the Memorial are Council members, Key Management Personnel and other Australian Government entities.

#### Transactions with related parties:

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

Significant transactions with related parties can include:

- purchases of goods and services; and
- asset purchases.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Memorial, it has been determined that there are no related party transactions to be separately disclosed (2019: no transactions).

## Australian War Memorial Notes to and forming the financial statements

### 4. Managing Uncertainties

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

#### 4.1. Contingent Assets and Liabilities

The Memorial has one contingent asset in respect of the balance of an estate to be paid to the Memorial as beneficiary which is estimated at \$575,000 (2019: nil). There were no contingent liabilities in the current reporting period (2019: nil).

#### Accounting policy

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

#### 4.2. Financial Instruments

	2020	2019
	\$'000	\$'000
<b>Note 4.2A: Categories of Financial Instruments</b>		
<b>Financial assets at amortised cost</b>		
Cash at bank	2,717	2,460
Trade and other receivables	629	581
Deposits in short-term investments	85,500	75,500
Accrued interest revenue	578	1,060
<b>Total financial assets at amortised cost</b>	<b>89,424</b>	<b>79,601</b>
<b>Total financial assets</b>	<b>89,424</b>	<b>79,601</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors	3,301	3,948
<b>Total financial liabilities measured at amortised cost</b>	<b>3,301</b>	<b>3,948</b>
<b>Total financial liabilities</b>	<b>3,301</b>	<b>3,948</b>
<b>Note 4.2B: Net Gains or Losses on Financial Assets</b>		
<b>Financial assets at amortised cost</b>		
Interest revenue	1,813	2,293
Impairment	(1)	(2)
<b>Net gains/(losses) on financial assets at amortised cost</b>	<b>1,812</b>	<b>2,291</b>
<b>Net gains on financial assets</b>	<b>1,812</b>	<b>2,291</b>

The net interest income from financial assets not at fair value through profit or loss is \$1,812,670 (2019: \$2,292,611).

## Australian War Memorial

### Notes to and forming the financial statements

#### Accounting Policy

##### Financial assets

With the implementation of AASB 9 *Financial Instruments* for the first time in 2019, the Memorial classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss;
- b) financial assets at fair value through other comprehensive income; and
- c) financial assets measured at amortised cost.

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

Comparatives have not been restated on initial recognition.

##### Financial assets at amortised cost

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

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

Amortised cost is determined using the effective interest method.

##### Effective Interest Method

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

##### Impairment of Financial Assets

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

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

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

##### Financial liabilities

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

##### Financial liabilities at amortised cost

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

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

## Australian War Memorial Notes to and forming the financial statements

### 4.3. Fair Value Measurement

#### Accounting Policy

The Memorial procured independent valuation services from Pickles Valuations for plant and equipment assets this year. The revaluation of the Memorial's exhibition assets was undertaken by Pickles Valuations in 2019 and the revaluation of the Memorial's Heritage and Cultural (Collection) assets was undertaken by Australian Valuations Pty Ltd in 2018. The Memorial relies on the valuation models provided by our valuers which are reviewed and tested by the Memorial at least once every 12 months.

The significant unobservable inputs used in the fair value measurement of the Memorial's plant and equipment assets are identical or similar items sold through recorded auction sales, catalogues and known private collections. Significant increases (decreases) in any of those inputs in isolation would not result in a significantly higher (lower) fair value measurement.

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

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

#### Note 4.3A: Fair Value Measurement

	Fair value measurements at the end of the reporting period	
	2020 \$'000	2019 \$'000
<b>Non-financial assets</b>		
Land	13,096	13,096
Buildings on freehold land	183,752	162,319
Heritage and Cultural (Collection)	1,164,611	1,153,060
Exhibitions	25,088	30,430
Other property, plant and equipment <sup>13</sup>	11,032	8,616
<b>Total non-financial assets</b>	<b>1,397,579</b>	<b>1,367,521</b>

Liabilities measured at fair value comprise \$20,000 for lease liabilities over plant and equipment (2019: nil). Fair value is represented by the present value of the remaining lease payments, discounted using the incremental borrowing rate.

## Australian War Memorial Notes to and forming the financial statements

### 5. Other Information

#### 5.1. Aggregate Assets and Liabilities

##### Note 5.1A: Aggregate Assets and Liabilities

	2020 \$'000	2019 \$'000
<b>Assets expected to be recovered in:</b>		
No more than 12 months	89,872	80,284
More than 12 months	<u>1,401,495</u>	<u>1,371,610</u>
<b>Total assets</b>	<u>1,491,367</u>	<u>1,451,894</u>
<b>Liabilities expected to be recovered in:</b>		
No more than 12 months	8,405	8,927
More than 12 months	<u>4,603</u>	<u>4,405</u>
<b>Total liabilities</b>	<u>13,008</u>	<u>13,332</u>

#### 5.2. Assets Held in Trust

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

##### Note 5.2A: Florance Foundation Trust Fund - monetary asset

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

	2020 \$'000	2019 \$'000
<b>Donations and bequests</b>		
<b>As at 1 July</b>	21	21
Receipts	-	-
Payments	<u>-</u>	<u>-</u>
<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>

##### **Non-monetary assets**

The current policy is for the trust fund to contribute the interest earned on the account towards the costs of fares associated with the transportation of disadvantaged children to the Memorial, as part of Anzac Day commemorations. The Legacy Coordinating Council and the Memorial together meet the balance of the fares' cost.

## Australian War Memorial Notes to and forming the financial statements

### Note 5.2B: Australian War Memorial Krait Fund - monetary asset

In April 1985, the Memorial received the MV Krait and \$50,000 from the Z Special Unit Association Krait Public Museum Fund. The monies, together with interest, are held in a separate bank account, as provided for in the agreement with the trustees of the Krait Fund. These funds are for the conservation of the MV Krait. The interest earned 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:

	2020 \$'000	2019 \$,000
<b>Donations and bequests</b>		
As at 1 July	40	40
Receipts	1	1
Payments	-	(1)
<b>Total as at 30 June</b>	<u>41</u>	<u>40</u>
<b>Total monetary assets held in trust</b>	<u>41</u>	<u>40</u>



# LEGISLATIVE COMPLIANCE

## Advertising and Marketing

In accordance with section 311A of the *Commonwealth Electoral Act 1918*, the following is a summary of amounts paid by the Memorial to advertising agencies, media advertising organisations, and market research organisations. The Memorial made no payments to polling organisations or direct mail organisations in the current reporting period. As required, particulars of payments of less than \$13,800 have not been included.

Service provider	Total amount paid (inc GST)	General advertising	Market research
iSentia	\$46,200		\$46,200
Canberra FM Radio Pty Ltd	\$14,255	\$14,255	
Fairfax Media Ltd	\$23,916	\$23,916	
Hardie Grant Media Pty Ltd	\$17,193	\$17,193	
Medium Rare Content Agency Pty Ltd	\$56,870	\$56,870	
Stackla Pty Ltd	\$33,000	\$33,000	
TripAdvisor Singapore Pty Ltd	\$25,833	\$25,833	
Fivefold Creative Pty Ltd	\$42,042	\$42,042	
Cre8ive	\$89,584	\$89,584	
<b>Total</b>	<b>\$348,893</b>	<b>\$302,693</b>	<b>\$46,200</b>

## Energy consumption and environmental management

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

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

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

During the reporting period, the Memorial's activities have accorded with the principles of ecologically sustainable development by striving to reduce the Memorial's carbon footprint, and reduce reliance on non-renewable resources. The introduction of newly available data analytics software has allowed the Memorial to manage the energy consumption in detail. This detailed management has seen noticeable reductions in the energy consumption of

Treloar E and energy usage of other buildings are being investigated. The data analytics software has the capacity to monitor electricity, water and gas usage and can expand to include any new infrastructure as part of the Development Project. The ongoing upgrading of old lighting to LED technology continues with the reduction of energy and zero ultra-violet emission for collection protection. The process of 'recycle and reduce use where possible' continues with the most recent example being the introduction of a system to recycle disposable gloves.

# APPENDIX A: LIST OF REQUIREMENTS – CORPORATE COMMONWEALTH ENTITIES

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

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

17BE(taa)	Governance	<p><i>The following information about the audit committee for the entity:</i></p> <p><i>(a) a direct electronic address of the charter determining the functions of the audit committee;</i></p> <p><i>(b) the name of each member of the audit committee;</i></p> <p><i>(c) the qualifications, knowledge, skills or experience of each member of the audit committee;</i></p> <p><i>(d) information about each member's attendance at meetings of the audit committee;</i></p> <p><i>(e) the remuneration of each member of the audit committee.</i></p>	Mandatory
17BE(ta)	Governance	Information about executive remuneration.	Mandatory

