

Australian War Memorial

Agency resources and planned performance

AUSTRALIAN WAR MEMORIAL

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AUSTRALIAN WAR MEMORIAL

Section 1: Agency overview and resources

1.1 STRATEGIC DIRECTION STATEMENT

The Australian Government's outcome for the Australian War Memorial (AWM) includes all functions required of the Memorial under the *Australian War Memorial Act 1980*. One program and eight program components contribute to a single outcome:

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.

During 2010–11, the Memorial will contribute significantly to its planned outcome by producing the specific outputs detailed in the *Corporate Plan 2008–11*.

The writing of the *Official History of Peacekeeping and Post Cold War Conflicts* will continue in 2010–11. This major project ensures that the Memorial continues its important role of recording Australia's military history.

The new National Service memorial commemorating the service of those who served under the National Service Schemes will be dedicated in September 2010.

The commemoration of Anzac Day and Remembrance Day continues to interest growing numbers in the community. The Memorial will provide dignified and fitting ceremonies for these and other commemorative days. A half-life refurbishment of the Second World War galleries will be completed as will the refurbishment of the Hall of Valour. The travelling exhibitions program will continue with three new exhibitions to start touring during the year: *Of love and war* (currently on display at the Memorial); *Framing Conflict: Iraq and Afghanistan – Lyndell Brown and Charles Green*; and *On the edge: Jon Cattapan and eX de Medici*. In addition, three current travelling exhibitions will continue to tour. The tour of the Gallipoli VC collection, *This company of brave men, the Gallipoli VCs*, will continue until late 2010.

AWM Budget Statements

The Memorial will continue to complete major collection conservation programs in accordance with key plans and documentation. In line with the Collection Development Plan, the Memorial will continue to remedy collection deficiencies, with a focus on identifying, conserving and documenting key objects and recent conflicts. The Memorial has recently acquired a building adjacent to the Treloar complex in Mitchell. The building will be enhanced to be suitable for collection storage. Infrastructure upgrades will then start on the Treloar A complex.

The development of an enterprise content management system to enhance storage and management of digital assets, introduce electronic records management and provide a platform on which to explore and use emerging Web 2.0 technologies to communicate and collaborate with a wide audience about the Memorial, its collection and programs will be completed in 2010-11.

Preparation for the centenary of the landing at Gallipoli will also continue. The Memorial will continue to participate in the inter-departmental working group to ensure that this significant milestone is appropriately commemorated. Planning for the refurbishment of the First World galleries will also commence.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all sources. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: The Australian War Memorial resource statement – Budget estimates for 2010–11 as at Budget May 2010

| | Estimate of prior year amounts available in 2010-11 \$'000 | + | Proposed at Budget = 2010-11 \$'000 | = | Total estimate 2010-11 \$'000 | Actual available appropriation 2009-10 \$'000 |
|---|---|---|--|---|--|---|
| Opening balance/Reserves at bank | 31,364 | | | | 31,364 | 44,660 |
| REVENUE FROM GOVERNMENT | | | | | | |
| Ordinary annual services¹ | | | | | | |
| Outcome 1 | | | 30,858 | | 30,858 | 31,407 |
| Total ordinary annual services | | | 30,858 | | 30,858 | 31,407 |
| Other services² | | | | | | |
| <i>Non-operating</i> | | | 7,209 | | 7,209 | 8,909 |
| Total other services | | | | | | |
| Total annual appropriations | | | 7,209 | | 7,209 | 8,909 |
| FUNDS FROM OTHER SOURCES | | | | | | |
| Interest | | | 1,617 | | 1,617 | 1,709 |
| Sale of goods and services | | | 3,320 | | 3,320 | 3,127 |
| Other | | | 3,272 | | 3,272 | 3,973 |
| Total | | | 8,209 | | 8,209 | 8,809 |
| Total net resourcing for agency | 31,364 | | 46,276 | | 77,640 | 93,785 |

All figures are GST inclusive.

The Australian War Memorial is not directly appropriated as it is a CAC Act body. Appropriations are made to the Department of Veterans' Affairs which are then paid to the AWM and are considered 'departmental' for all purposes.

1. Appropriation Bill (No. 1) 2010–11.
2. Appropriation Bill (No. 2) 2010–11.

1.3 BUDGET MEASURES

There are no new measures relating to the Australian War Memorial in the 2010–11 Budget.

Section 2: Outcome and planned performance

2.1 OUTCOME AND PERFORMANCE INFORMATION

Government outcomes are the intended results, impacts or consequences of actions by the government on the Australian community. Commonwealth programs are the primary vehicle by which government agencies achieve the intended results of their outcome statements. Agencies are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs, specifying the performance indicators and targets used to assess and monitor the performance of the Australian War Memorial in achieving government outcomes.

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.

Outcome 1 strategy

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

Outcome Expense and Resource Statement

Table 2.1 provides an overview of the total expenses for outcome 1 by program.

Table 2.1: Budgeted Expenses and Resources for Outcome 1

| 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. | 2009-10 Estimated actual expenses \$'000 | 2010-11 Estimated expenses \$'000 |
|---|--|--|
| Program 1.1: Australian War Memorial | | |
| Revenue from Government | | |
| Ordinary annual services (Appropriation Bill No. 1) | 31,407 | 30,858 |
| Revenues from other independent sources | 9,507 | 8,598 |
| Expenses not requiring appropriation in the Budget year | 9,495 | 10,175 |
| Total for Program 1.1 | 50,409 | 49,631 |
| Total expenses for Outcome 1 | 50,409 | 49,631 |
| | 2009-10 | 2010-11 |
| Average Staffing Level (number) | 281 | 274 |

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

Contributions to Outcome 1

Program 1.1: Australian War Memorial

Program objective

To maintain and develop the National Memorial and a national collection of historical material and through commemorative ceremonies, exhibitions, research, interpretation and dissemination.

Linked to the following program components:

Program component 1.1: Commemorative Ceremonies

Program component 1.2: National Memorial and Grounds

Program component 1.3: National Collection

Program component 1.4: Exhibitions

Program component 1.5: Interpretive Services

Program component 1.6: Promotion and Community Services

Program component 1.7: Research and Information Dissemination

Program component 1.8: Visitor Services.

Program components reported for 2010–11 were reported as Programs in 2009–10.

Program 1.1 expenses

| | 2009-10 Revised budget | 2010-11 Budget | 2011-12 Forward year 1 | 2012-13 Forward year 2 | 2013-14 Forward year 3 |
|-------------------------------|------------------------------|-------------------|------------------------------|------------------------------|------------------------------|
| \$ ('000) | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 50,409 | 49,631 | 49,494 | 49,655 | 49,913 |
| Total program expenses | 50,409 | 49,631 | 49,494 | 49,655 | 49,913 |

| Program components | | | | | |
|---|------------------------------|-------------------|------------------------------|------------------------------|------------------------------|
| | 2009-10 Revised budget | 2010-11 Budget | 2011-12 Forward year 1 | 2012-13 Forward year 2 | 2013-14 Forward year 3 |
| 1.1.1 - Commemorative Ceremonies | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 554 | 546 | 544 | 546 | 549 |
| Total component expenses | 554 | 546 | 544 | 546 | 549 |
| 1.1.2 - National Memorial & Grounds | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 5,661 | 5,574 | 5,558 | 5,576 | 5,605 |
| Total component expenses | 5,661 | 5,574 | 5,558 | 5,576 | 5,605 |
| 1.1.3 - National Collection | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 26,676 | 26,265 | 26,192 | 26,277 | 26,414 |
| Total component expenses | 26,676 | 26,265 | 26,192 | 26,277 | 26,414 |
| 1.1.4 - Exhibitions | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 6,029 | 5,936 | 5,919 | 5,939 | 5,970 |
| Total component expenses | 6,029 | 5,936 | 5,919 | 5,939 | 5,970 |
| 1.1.5 - Interpretive Services | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 2,979 | 2,933 | 2,925 | 2,935 | 2,950 |
| Total component expenses | 2,979 | 2,933 | 2,925 | 2,935 | 2,950 |
| 1.1.6 - Promotion & Community Services | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 2,460 | 2,422 | 2,415 | 2,423 | 2,436 |
| Total component expenses | 2,460 | 2,422 | 2,415 | 2,423 | 2,436 |
| 1.1.7 - Research & Information Dissemination | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 3,418 | 3,365 | 3,356 | 3,367 | 3,384 |
| Total component expenses | 3,418 | 3,365 | 3,356 | 3,367 | 3,384 |
| 1.1.8 - Visitor Services | | | | | |
| Annual departmental expenses: | | | | | |
| Departmental item | 2,632 | 2,590 | 2,585 | 2,592 | 2,605 |
| Total component expenses | 2,632 | 2,590 | 2,585 | 2,592 | 2,605 |
| Total program expenses | 50,409 | 49,631 | 49,494 | 49,655 | 49,913 |

CONTRIBUTIONS TO OUTCOME 1

Program Component 1.1: Commemorative Ceremonies

Program component 1.1 objective

Major national ceremonies such as Anzac Day and Remembrance Day and other commemorative ceremonies are conducted and promoted in a fitting and dignified manner that positively engages all attendees. This program component assists Australians to remember the Australian experience of war and its enduring impact on Australian society.

Program component 1.1 deliverables

The Australian War Memorial will deliver:

- Three major commemorative ceremonies – the Anzac Day Dawn Service Anzac Day National ceremony and Remembrance Day ceremony.
- At least 10 other commemorative ceremonies.
- At least two ceremonies per week for the School Wreath-laying Program.

Program component 1.1 key performance indicators

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

Program component 1.2: National Memorial and Grounds

Program component 1.2 objective

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. This program component assists Australians to remember the Australian experience of war and its enduring impact on Australian society.

Program component 1.2 deliverables

The Australian War Memorial will deliver:

- The Memorial heritage building, commemorative area and surrounding grounds maintained and presented to the highest standards
- Access to the Memorial and visitor facilities of the highest standard
- Building works that comply with relevant standards, codes and regulations
- Management and conservation of heritage elements using the Australia ICOMOS Burra Charter
- Timely completion of works to minimise impact on visitors.

Program component 1.2 Key performance indicators

Attending the National Memorial is an explicit act of remembrance. Therefore, the KPI for this program component is the total attendance figure at the Australian War Memorial in Canberra.

Program component 1.3: National Collection

Program component 1.3 objective

An outstanding national collection of historical material with provenance that is related to Australia's military history, and which is developed, managed, preserved and interpreted to make it accessible. This program component assists Australians to remember, interpret and understand the Australian experience of war and its enduring impact on Australian society.

Program component 1.3 deliverables

The Australian War Memorial will deliver:

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

Program component 1.3 key performance indicators

The existence of an outstanding national collection provides the necessary foundation for other program components to be able to occur (namely program components 1.2, 1.4 and 1.7). The KPIs for the effectiveness of this program component are:

- The number of new items acquired, in accordance with the Collection Development Plan
- The number of items disposed of, in accordance with the Collection Development Plan
- The number of collection items for which documentation has been enhanced or corrected
- At least 80% of the collection in storage meets conservation standards for environmental conditions
- Number of collection items that can be accessed via the Memorial's on-line public databases.

Program Component 1.4: Exhibitions

Program component 1.4 objective

Development and maintenance of outstanding permanent, temporary and travelling exhibitions. This program component assists Australians to understand the Australian experience of war and its enduring impact on Australian society.

Program component 1.4 deliverables

The Australian War Memorial will deliver:

- Permanent exhibitions developed and maintained to the highest standards
- Travelling exhibitions exhibited at different venues across Australia
- A minimum of two exhibitions displayed per year in the Special Exhibitions Gallery.

Program component 1.4 key performance indicators

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

- The total attendance figure at Memorial exhibitions and travelling exhibitions
- Qualitative or quantitative evidence about increases in visitors' understanding
- Qualitative or quantitative evidence of affective or attitudinal change.

Program Component 1.5: Interpretive Services

Program component 1.5 objective

Understanding of the Australian experience of war is enhanced through the provision of interactive interpretation, including the delivery of innovative contact and online education and public programs. This program component assists Australians to understand the Australian experience of war and its enduring impact on Australian society.

Program component 1.5 deliverables

The Australian War Memorial will deliver:

- a range of public programs and events for visitors to the Memorial
- a series of quality, engaging curriculum-related school education programs for on-site education groups
- Memorial Boxes for schools in all Australian states and territories to borrow during the year
- *KidsHQ*, an education specific section of the Memorial's website.

Program component 1.5 key performance indicators

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

- The total attendance figure at Memorial programs
- Qualitative or quantitative evidence about increases in participants' understanding
- Qualitative or quantitative evidence of affective or attitudinal change.

Program Component 1.6: Promotion and Community Services

Program component 1.6 objective

Understanding of the Australian experience of war is enhanced through the provision of interactive interpretation, including the delivery of innovative contact and online education and public programs. This program component assists Australians to understand the Australian experience of war and its enduring impact on Australian society.

Program component 1.6 deliverables

The Australian War Memorial will deliver:

- An engaging website with accurate information
- A media website with current, accurate information and images
- High quality service to the media to encourage suitable coverage in all media forms
- High quality promotional activities as appropriate.

Program component 1.6 key performance indicators

Effective promotion of the Memorial provides the necessary foundation for other program components to function effectively (namely program components 1.1, 1.2, 1.3, 1.4, 1.5 and 1.7). The KPIs for the effectiveness of this program component are:

- Number of visits to the Memorial's website
- Number of people to make their first visit to the Memorial.

Program Component 1.7: Research and Information Dissemination

Program component 1.7 objective

The stimulation of an interest and understanding of Australia's military history by the delivery and dissemination in print, broadcast and online media of articles, papers and presentations, conferences, and encouraging the conduct of historical research and dissemination of knowledge and understanding of Australia's military history. This program component assists Australians to interpret and understand the Australian experience of war and its enduring impact on Australian society.

Program component 1.7 deliverables

The Australian War Memorial will deliver:

- continued support for the *Official History of Peacekeeping and Post Cold-War Conflicts*
- continued support for a range of internal research projects
- continued support for the Summer Scholars program
- 25 lectures/papers given by Memorial staff; 60 articles written by Memorial staff
- a publishing program of curatorial monographs
- four issues of *Wartime* published
- access to collection items and information about military history through excellent reading room and online research facilities
- an authoritative research enquiry service available in a range of formats, including on-line
- an annual history conference
- a shop that provides quality military books and exhibition publications.

Program component 1.7 key performance indicators

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

- Total attendance at Memorial conferences
- Number of visits to the Research Centre Reading Room and Online Gallery
- Number of collection items retrieved for and accessed by Reading Room clients
- Number of research enquiries answered by Memorial staff
- Number of page views accessing the Memorial's online research facilities
- Number of queries on the Memorial's online databases
- Number of collection reproduction items provided to external customers
- Sales figures for *Wartime Magazine* and other publications produced by the Memorial
- Successful publication of books from the Memorial's publishing program.

Program Component 1.8: Visitor Services

Program component 1.8 objective

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. In this way, this program component assists Australians to understand the Australian experience of war and its enduring impact on Australian society.

Program component 1.8 deliverables

The Australian War Memorial will deliver:

- Front-of-house staff and volunteers who are trained in customer service and have at least an introductory level of military history.
- High quality and suitable public facilities such as restrooms, cafe, and way-finding signage.
- Opportunities for visitor feedback such as Service Charter, Visitors' Book and evaluation services.

Program component 1.8 key performance indicators

The provision of high-quality visitor services provides the necessary foundation for other program components to function effectively (namely program components 1.1, 1.2, 1.4, 1.5 and 1.7). The KPIs for the effectiveness of this program component are:

- At least 90% of surveyed visitors state that their visit has met or exceeded their expectations.
- At least 80% of surveyed visitors state that the Memorial has maintained or improved its standard of service since their last visit.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents explanatory tables and budgeted financial statements which provide a comprehensive snapshot of agency finances for the 2010-11 budget year. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between appropriations and program expenses, movements in administered funds, Special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Movement of administered funds between years

The Australian War Memorial does not manage administered funds.

3.1.2 Special Accounts

The Australian War Memorial does not operate Special Accounts.

3.1.3 Australian Government Indigenous expenditure

The Australian War Memorial reports the following Australian Government Indigenous expenditure.

| Outcome | Appropriations | | | | Other \$'000 | Total \$'000 | Program |
|--------------------------------|-------------------------|-------------------------|-----------------------------|---------------------------|-----------------|-----------------|---------|
| | Bill No. 1 \$'000 | Bill No. 2 \$'000 | Special approp \$'000 | Total approp \$'000 | | | |
| Australian War Memorial | | | | | | | |
| Outcome 1 | | | | | | | |
| Departmental 2010-11 | 184 | - | - | 184 | - | 184 | AWM |
| Departmental 2009-10 | 180 | - | - | 180 | - | 180 | AWM |
| Total outcome 2010-11 | 184 | - | - | 184 | - | 184 | |
| Total outcome 2009-10 | 180 | - | - | 180 | - | 180 | |
| Total AGIE 2010-11 | 184 | - | - | 184 | - | 184 | |
| Total AGIE 2009-10 | 180 | - | - | 180 | - | 180 | |

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

The Memorial reports no significant difference between agency resourcing and financial statements.

3.2.2 Analysis of budgeted financial statements

The Memorial is forecasting a deficit in the Budget year of \$10 million, also reflected in forward year estimates.

The estimated deficits reflect the inclusion of heritage and cultural assets depreciation, excluded as an operating expense last year.

Funding for collection capital expenditure continues to be treated as an equity injection with the creation of a Collection Development and Acquisition Budget (CDAB).

A small surplus is reported in the current year, plus future years, when non-appropriated heritage and cultural depreciation expense is excluded.

Total revenue in 2010–11 is estimated to be \$39.5 million, a decrease of \$1.5 million from the 2009–10 estimated revenue, due to a reduction in Appropriation of \$5 million, plus a reduction in sponsorship funding received for specific programs in 2009–10 (e.g. VC Tour sponsorship), which is not repeated in 2010–11.

Interest revenue is expected to remain static as cash balances decline due to the application of reserves to major projects, offset by expected improvement of term deposit interest rates.

The total equity of \$1,138 million in 2010–11 is a decrease of \$3 million from the 2009–10 Estimate. The decrease is represented by the funding for the CDAB of \$7.2 million, less the operating deficit for the year.

The Memorial's primary asset, the National Collection, is projected to remain relatively stable in value.

Investments on hand represent accumulated capital reserves, plus carried forward independently sourced revenue, set aside for specific expenditures planned for future years.

The Memorial's primary liability continues to be employee provisions which, during 2010–11, are projected to be \$6.2 million, as a result of accruing leave entitlements.

3.2.3 Budgeted financial statements tables

**Table 3.2.1 Comprehensive Income Statement (Showing Net Cost of Services)
for the period ended 30 June**

| | Estimated actual 2009-10 \$'000 | Budget estimate 2010-11 \$'000 | Forward estimate 2011-12 \$'000 | Forward estimate 2012-13 \$'000 | Forward estimate 2013-14 \$'000 |
|---|--|---|--|--|--|
| EXPENSES | | | | | |
| Employee benefits | 18,206 | 18,206 | 18,243 | 18,280 | 18,335 |
| Supplier expenses | 14,908 | 13,030 | 12,504 | 12,628 | 12,865 |
| Depreciation and amortisation | 17,263 | 18,363 | 18,715 | 18,715 | 18,713 |
| Write-down and impairment of assets | 5 | 5 | 5 | 5 | - |
| Losses from asset sales | 27 | 27 | 27 | 27 | - |
| Other | - | - | - | - | - |
| Total expenses | 50,409 | 49,631 | 49,494 | 49,655 | 49,913 |
| LESS: | | | | | |
| OWN-SOURCE INCOME | | | | | |
| Revenue | | | | | |
| Sale of goods and rendering of services | 3,127 | 3,320 | 3,325 | 3,331 | 3,339 |
| Interest | 1,709 | 1,617 | 1,597 | 1,853 | 2,102 |
| Other | 4,671 | 3,661 | 3,869 | 3,876 | 3,888 |
| Total revenue | 9,507 | 8,598 | 8,791 | 9,060 | 9,329 |
| Gains | | | | | |
| Sale of assets | 13 | 13 | 13 | 13 | - |
| Other | - | - | - | - | - |
| Total gains | 13 | 13 | 13 | 13 | - |
| Total own-source income | 9,520 | 8,611 | 8,804 | 9,073 | 9,329 |
| Net cost of (contribution by) services | | | | | |
| Revenue from Government | 31,407 | 30,858 | 30,485 | 30,265 | 30,376 |
| Surplus (Deficit) | (9,482) | (10,162) | (10,205) | (10,317) | (10,208) |
| Surplus (Deficit) attributable to the Australian Government | (9,482) | (10,162) | (10,205) | (10,317) | (10,208) |
| OTHER COMPREHENSIVE INCOME | | | | | |
| Changes in asset revaluation reserves | | | | | |
| Total other comprehensive income | - | - | - | - | - |
| Total comprehensive income | - | - | - | - | - |
| Total comprehensive income attributable to the Australian Government | - | - | - | - | - |

Prepared on Australian Accounting Standards basis

Continued on next page

**Table 3.2.1 Comprehensive Income Statement (Showing Net Cost of Services)
for the period ended 30 June (continued)**

| | 2009-10 \$'000 | 2010-11 \$'000 | 2011-12 \$'000 | 2012-13 \$'000 | 2013-14 \$'000 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Operating result attributable to the Australian Government | (9,482) | (10,162) | (10,205) | (10,317) | (10,208) |
| plus non-appropriated expenses heritage and cultural depreciation and amortisation expenses | 10,127 | 10,245 | 10,327 | 10,396 | 10,292 |
| Operating result attributable to the agency | 645 | 83 | 122 | 79 | 84 |

Prepared on Australian Accounting Standards basis

**Table 3.2.2: Budgeted departmental balance sheet
as at 30 June**

| | Estimated actual 2009-10 \$'000 | Budget estimate 2010-11 \$'000 | Forward estimate 2011-12 \$'000 | Forward estimate 2012-13 \$'000 | Forward estimate 2013-14 \$'000 |
|--|--|---|--|--|--|
| ASSETS | | | | | |
| Financial assets | | | | | |
| Cash and equivalents | 2,364 | 2,175 | 1,990 | 2,352 | 2,444 |
| Trade and other receivables | 395 | 390 | 380 | 386 | 386 |
| Investments accounted for under the equity method | 29,000 | 21,000 | 25,000 | 29,000 | 32,000 |
| Other | 920 | 920 | 920 | 920 | 920 |
| Total financial assets | 32,679 | 24,485 | 28,290 | 32,658 | 35,750 |
| Non-financial assets | | | | | |
| Land and buildings | 127,694 | 130,084 | 129,231 | 126,805 | 124,343 |
| Property, plant and equipment | 986,121 | 985,533 | 980,678 | 976,260 | 973,296 |
| Intangibles | 3,509 | 6,860 | 6,180 | 5,525 | 4,861 |
| Inventories | 548 | 548 | 548 | 548 | 548 |
| Other | 113 | 113 | 113 | 113 | 113 |
| Total non-financial assets | 1,117,985 | 1,123,138 | 1,116,750 | 1,109,251 | 1,103,161 |
| Total assets | 1,150,664 | 1,147,623 | 1,145,040 | 1,141,909 | 1,138,911 |
| LIABILITIES | | | | | |
| Payables | | | | | |
| Suppliers | 1,935 | 1,923 | 1,997 | 2,027 | 2,027 |
| Other | 1,197 | 1,108 | 1,204 | 1,117 | 1,117 |
| Total payables | 3,132 | 3,031 | 3,201 | 3,144 | 3,144 |
| Provisions | | | | | |
| Employee provisions | 6,183 | 6,196 | 6,438 | 6,472 | 6,473 |
| Total provisions | 6,183 | 6,196 | 6,438 | 6,472 | 6,473 |
| Total liabilities | 9,315 | 9,227 | 9,639 | 9,616 | 9,617 |
| Net assets | 1,141,349 | 1,138,396 | 1,135,401 | 1,132,293 | 1,129,294 |

Prepared on Australian Accounting Standards basis

Continued on next page

**Table 3.2.2: Budgeted departmental balance sheet
as at 30 June (continued)**

| | Estimated actual 2009-10 \$'000 | Budget estimate 2010-11 \$'000 | Forward estimate 2011-12 \$'000 | Forward estimate 2012-13 \$'000 | Forward estimate 2013-14 \$'000 |
|---|--|---|--|--|--|
| EQUITY* | | | | | |
| Parent entity interest | | | | | |
| Contributed equity | 32,380 | 39,589 | 46,798 | 54,007 | 61,216 |
| Reserves | 525,058 | 525,058 | 525,058 | 525,058 | 525,058 |
| Retained surplus (accumulated deficit) | 583,911 | 573,749 | 563,545 | 553,228 | 543,020 |
| Total Equity | 1,141,349 | 1,138,396 | 1,135,401 | 1,132,293 | 1,129,294 |

Prepared on Australian Accounting Standards basis

* Equity is the residual interest in assets after deduction of liabilities.

Table 3.2.3: Departmental statement of changes in equity — summary of movement (Budget year 2010–11)

| | Retained earnings | Asset revaluation reserve | Other reserves | Contributed equity/capital | Total equity |
|---|-------------------|---------------------------|----------------|----------------------------|------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Opening balance as at 1 July 2010 | | | | | |
| Balance carried forward from previous period | 583,911 | 525,058 | - | 32,380 | 1,141,349 |
| Adjustment for changes in accounting policies | - | - | - | - | - |
| Adjusted opening balance | 583,911 | 525,058 | | 32,380 | 1,141,349 |
| Comprehensive income | | | | | |
| Comprehensive income recognised directly in equity: | | | | | |
| Gain/loss on revaluation of property | - | - | - | - | - |
| Sub-total comprehensive income | | | | | |
| Surplus (deficit) for the period | (10,162) | - | - | - | (10,162) |
| Total comprehensive income recognised directly in equity | (10,162) | - | - | - | (10,162) |
| Transactions with owners | | | | | |
| <i>Contributions by owners</i> | | | | | |
| Appropriation (equity injection) | - | - | - | 7,209 | 7,209 |
| Sub-total transactions with owners | | | | 7,209 | 7,209 |
| Estimated closing balance as at 30 June 2011 | 573,749 | 525,058 | - | 39,589 | 1,138,396 |

Prepared on Australian Accounting Standards basis

**Table 3.2.4: Budgeted departmental statement of cash flows
for the period ended 30 June**

| | Estimated actual 2009-10 \$'000 | Budget estimate 2010-11 \$'000 | Forward estimate 2011-12 \$'000 | Forward estimate 2012-13 \$'000 | Forward estimate 2013-14 \$'000 |
|---|--|---|--|--|--|
| OPERATING ACTIVITIES | | | | | |
| Cash received | | | | | |
| Goods and services | 3,127 | 3,320 | 3,335 | 3,336 | 3,339 |
| Appropriations | 31,407 | 30,858 | 30,485 | 30,265 | 30,376 |
| Interest | 1,709 | 1,617 | 1,597 | 1,853 | 2,102 |
| Other | 3,973 | 3,272 | 3,665 | 3,489 | 3,588 |
| Total cash received | 40,216 | 39,067 | 39,082 | 38,943 | 39,405 |
| Cash used | | | | | |
| Employees | 18,185 | 18,193 | 18,001 | 18,246 | 18,334 |
| Suppliers | 14,920 | 13,042 | 12,434 | 12,614 | 12,865 |
| Total cash used | 33,105 | 31,235 | 30,435 | 30,860 | 31,199 |
| Net cash from (used by) operating activities | 7,111 | 7,832 | 8,647 | 8,083 | 8,206 |
| INVESTING ACTIVITIES | | | | | |
| Cash received | | | | | |
| Proceeds from sales of property, plant and equipment | 13 | 13 | 13 | 13 | 0 |
| Investments | 68,000 | 46,000 | 23,000 | 29,000 | 35,000 |
| Total cash received | 68,013 | 46,013 | 23,013 | 29,013 | 35,000 |
| Cash used | | | | | |
| Purchase of property, plant and equipment | 29,329 | 23,243 | 12,054 | 10,943 | 12,323 |
| Investments | 55,000 | 38,000 | 27,000 | 33,000 | 38,000 |
| Total cash used | 84,329 | 61,243 | 39,054 | 43,943 | 50,323 |
| Net cash from (used by) investing activities | (16,316) | (15,230) | (16,041) | (14,930) | (15,323) |

Prepared on Australian Accounting Standards basis

Continued on next page

**Table 3.2.4: Budgeted departmental statement of cash flows
for the period ended 30 June (continued)**

| | Estimated actual 2009-10 \$'000 | Budget estimate 2010-11 \$'000 | Forward estimate 2011-12 \$'000 | Forward estimate 2012-13 \$'000 | Forward estimate 2013-14 \$'000 |
|---|--|---|--|--|--|
| FINANCING ACTIVITIES | | | | | |
| Cash received | | | | | |
| Contributed equity | 8,909 | 7,209 | 7,209 | 7,209 | 7,209 |
| Total cash received | 8,909 | 7,209 | 7,209 | 7,209 | 7,209 |
| Cash used | | | | | |
| Other | 1 | - | - | - | - |
| Total cash used | 1 | - | - | - | - |
| Net cash from (used by) financing activities | 8,910 | 7,209 | 7,209 | 7,209 | 7,209 |
| Net increase (decrease) in cash held | (295) | (189) | (185) | 362 | 92 |
| Cash and cash equivalents at the beginning of the reporting period | 2,659 | 2,364 | 2,175 | 1,990 | 2,352 |
| Cash and cash equivalents at the end of the reporting period | 2,364 | 2,175 | 1,990 | 2,352 | 2,444 |

Prepared on Australian Accounting Standards basis

Table 3.2.5: Departmental Capital Budget Statement

| | Estimated actual 2009-10 \$'000 | Budget estimate 2010-11 \$'000 | Forward estimate 2011-12 \$'000 | Forward estimate 2012-13 \$'000 | Forward estimate 2013-14 \$'000 |
|--|--|---|--|--|--|
| CAPITAL APPROPRIATIONS | | | | | |
| Equity injections - Bill 2 | 8,909 | 7,209 | 7,209 | 7,209 | 7,209 |
| Total capital appropriations | 8,909 | 7,209 | 7,209 | 7,209 | 7,209 |
| Represented by: | | | | | |
| Purchase of non-financial assets | 8,909 | 7,209 | 7,209 | 7,209 | 7,209 |
| Total represented by | 8,909 | 7,209 | 7,209 | 7,209 | 7,209 |
| ADDITIONS OF NON-FINANCIAL ASSETS | | | | | |
| Funded by capital appropriations | 8,909 | 7,209 | 7,209 | 7,209 | 7,209 |
| Funded internally from departmental resources ¹ | 21,070 | 16,334 | 5,145 | 4,034 | 5,414 |
| TOTAL | 29,979 | 23,543 | 12,354 | 11,243 | 12,623 |

1. Includes the following sources of funding:
- annual and prior year appropriations
 - donations and contributions
 - gifts
 - internally developed assets
 - s.31 relevant agency receipts (for FMA agencies only)
 - proceeds from the sale of assets.

Table 3.2.6: Statement of Asset Movements (2010–11)

| | Land | Buildings | Other property, plant and equipment | Heritage and cultural assets | Intangibles | Total |
|---|--------------|----------------|--|------------------------------------|--------------|------------------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| As at 1 July 2010 | | | | | | |
| Gross book value | 7,850 | 124,455 | 34,435 | 997,421 | 6,197 | 1,170,358 |
| Accumulated depreciation/amortisation and impairment | - | (4,611) | (10,699) | (35,036) | (2,688) | (53,034) |
| Opening net book balance | 7,850 | 119,844 | 23,736 | 962,385 | 3,509 | 1,117,324 |
| CAPITAL ASSET ADDITIONS | | | | | | |
| Estimated expenditure on new or replacement assets | | | | | | |
| By purchase - appropriation equity | - | - | - | 7,209 | - | 7,209 |
| By purchase - appropriation ordinary annual services | - | 6,205 | 4,850 | 933 | 4,046 | 16,034 |
| Assets received as gifts/donations | - | - | - | 300 | - | 300 |
| Total additions | - | 6,205 | 4,850 | 8,442 | 4,046 | 23,543 |
| Other movements | | | | | | |
| Assets held for sale or in a disposal group held for sale | - | - | (50) | - | (383) | (433) |
| Depreciation/amortisation expense | - | (3,815) | (3,608) | (10,245) | (695) | (18,363) |
| Disposals | - | - | 23 | - | 383 | 406 |
| As at 30 June 2011 | | | | | | |
| Gross book value | 7,850 | 130,660 | 39,235 | 1,005,863 | 9,860 | 1,193,468 |
| Accumulated depreciation/amortisation and impairment | - | (8,426) | (14,284) | (45,281) | (3,000) | (70,991) |
| Closing net book balance | 7,850 | 122,234 | 24,951 | 960,582 | 6,860 | 1,122,477 |
| Estimated operating expenditure in income statement for heritage and cultural assets | | | | | | |
| Operations and Maintenance | | | | | | 291 |
| Preservation and Conservation | | | | | | 13,746 |
| Totals | | | | | | 14,037 |

Prepared on Australian Accounting Standards basis

3.2.4 Notes to the financial statements

Note 1 – Revenue from government

Revenue from government does not include capital appropriations.

Note 2 – Other Revenue

Other revenue includes sponsorship and donation funds received.

Note 3 – Depreciation and Amortisation

Depreciation expense includes collection depreciation as per the Memorial's depreciation policy.

Note 4 – Investments

The Memorial's investments comprise short-term term deposits held with banks with a variety of maturity dates.

Note 5 – Assets are categorised as follows

| | Revised Budget 2009- 10 \$'000 | Budget 2010-11 \$'000 | Forward Estimate 2011-12 \$'000 | Forward Estimate 2012-13 \$'000 | Forward Estimate 2013-14 \$'000 |
|-------------------------------------|--------------------------------------|-----------------------------|--|--|--|
| Written down value | | | | | |
| Land and buildings | 127,694 | 130,084 | 129,231 | 126,805 | 124,343 |
| Infrastructure, plant and equipment | 3,960 | 3,541 | 3,163 | 2,859 | 2,622 |
| Exhibitions | 19,776 | 21,410 | 19,460 | 17,942 | 17,707 |
| Computer software | 3,509 | 6,860 | 6,180 | 5,525 | 4,861 |
| Heritage and cultural assets | 962,385 | 960,582 | 958,055 | 955,459 | 952,967 |
| Total | 1,117,324 | 1,122,477 | 1,116,089 | 1,108,590 | 1,102,500 |

Note 6– Intangibles

This class of assets consist of purchased software.