

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 2013-14, the Memorial will contribute significantly to its planned outcome by producing the specific outputs detailed in the *Corporate Plan 2011-2014*.

Preparation for the Centenary of the First World War 2014-2018 will continue. The Memorial will continue to participate in the inter-departmental working group to ensure that this significant milestone is appropriately commemorated. The First World War galleries redevelopment will continue with design documentation completed by late 2013 and primary works completed by early 2014. The project is scheduled for completion by 2014-2015. Other key Centenary projects in development include ANZAC Connections, a joint National Archives of Australia and Australian War Memorial web portal, and a temporary First World War exhibition. Funding to commence design and development of the ANZAC Touring Exhibition, will be provided in 2013/14.

ANZAC Connections will allow easier online access to a range of material from the National Collection. This is a significant project which will require the integration of a number of databases. The joint National Archives of Australia and Australian War Memorial web portal project will develop online information that local communities can access to develop their own exhibitions focussed on the First World War to assist them to commemorate the Centenary. The Temporary First World War exhibition will be displayed in the Special Exhibition Gallery while the permanent First World War galleries are being redeveloped.

A new Afghanistan Exhibition will open in August 2013. One other exhibition will be displayed in the Special Exhibition Gallery – *Salute: Canberra's military heritage*

AWM Budget Statements

The travelling exhibitions program will continue with six exhibitions travelling during the year, including *Perspectives: Jon Cattapan and eX de Medici*; *Nurses: Zululand to Afghanistan*, *Shawn Gladwell: Afghanistan*; *Ben Quilty: After Afghanistan*; *Remember me: the lost diggers of Vignacourt*, and *Reality in Flames* (working title).

The writing of the *Official History of Peacekeeping and Post Cold War Conflicts* will continue in 2013-14. This major project ensures that the Memorial continues its important role of recording Australia's military history. The *Gallipoli Centenary Collection Book* (working title) will also be published in 2013-14.

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. The Last Post ceremony will be conducted on a daily basis and will be streamed live over the internet. Enhancements to the Hall of Memory are also planned to coincide with the 20th anniversary of the Entombment of the Unknown Australian Soldier in November 2013.

Education programs will continue to be a focus and the Memorial will deliver a range of high quality, engaging, curriculum-related school education programs as well as online resources for teachers and students. The Memorial will host the annual military history conference with a focus on the Vietnam War, including the selection of Memorial Boeing Visiting Fellow, in August 2013 as well as the annual *Big Things in Store* in September 2013.

The Web Strategic Plan will be reviewed and updated and will include a strategy for the coordinated delivery of internet and social media components to internal and external users.

Major collection conservation programs will continue 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 objects for the First World War redeveloped galleries and recent conflicts. Infrastructure upgrades for the Treloar A building commenced during 2012-2013 will be completed and implementation of the Treloar Site Master Plan for the strategic development of the Memorial's storage and conservation laboratories in Mitchell will commence.

The Sharepoint document management system upgrade to include an electronic records management component in accordance with archival requirements will be completed. Key people management policies and systems will be improved and the organisational structure will be reviewed. An enterprise-wide business risk assessment and fraud risk assessment will be completed to inform the development of a New Corporate Plan, Risk Management Plan, Fraud Control Plan, and the Strategic Internal Audit Plan for the period 2014-2017.

A new Enterprise Agreement will be negotiated and come into effect from 1 July 2014.

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 2013-14 as at Budget May 2013

	Estimate of prior year amounts available in 2013-14 \$'000	+ Proposed at Budget 2013-14 \$'000	=	Total estimate 2013-14 \$'000	Actual available appropriation 2012-13 \$'000
Opening balance/Reserves at bank	60,732	-		60,732	56,940
REVENUE FROM GOVERNMENT					
Ordinary annual services¹					
Outcome 1	-	49,330		49,330	39,353
Total ordinary annual services	-	49,330		49,330	39,353
Other services²					
Non-operating	-	25,265		25,265	11,125
Total other services	-	25,265		25,265	11,125
Total annual appropriations	-	74,595		74,595	50,478
FUNDS FROM OTHER SOURCES					
Interest	-	2,633		2,633	2,944
Sale of goods and services	-	3,399		3,399	3,306
Other	-	3,288		3,288	2,237
Total	-	9,320		9,320	8,487
Total net resourcing for agency	60,732	83,915		144,647	115,905

All figures are GST exclusive.

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

1. Appropriation Bill (No. 1) 2013-14.
2. Appropriation Bill (No. 2) 2013-14.

1.3 BUDGET MEASURES

Budget measures relating to The Australian War Memorial are detailed in Budget Paper No. 2 and are summarised below.

Table 1.2: The Australian War Memorial 2013-14 Budget measures

Part 1: Measures announced since the 2012-13 MYEFO

	Program	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000
Expense measures						
Anzac Centenary Program 2014-18 - additional funding	1.4					
Departmental expenses		-	10,000	-	-	-
Total		-	10,000	-	-	-
Total expense measures						
Departmental		-	10,000	-	-	-
Total		-	10,000	-	-	-

Prepared on a Government Finance Statistics (fiscal) basis

Part 2: MYEFO measures not previously reported in a portfolio statement

	Program	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000
Expense measures						
Targeted savings – public service efficiencies	1.1-1.8					
Departmental expenses		-	(78)	(36)	(14)	-
Total		-	(78)	(36)	(14)	-
Fire Services Levy - reduction	1.2-1.4					
Departmental expenses		(45)	(47)	(49)	(49)	(49)
Total		(45)	(47)	(49)	(49)	(49)
Total expense measures						
Departmental		(45)	(125)	(85)	(63)	(49)
Total		(45)	(125)	(85)	(63)	(49)

Prepared on a Government Finance Statistics (fiscal) basis

Section 2: Outcomes and planned performance

2.1 OUTCOMES 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 Statement

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

Table 2.1: Budgeted Expenses 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.	2012-13 Estimated actual expenses \$'000	2013-14 Estimated expenses \$'000
Program 1.1: Australian War Memorial		
Revenue from Government		
Ordinary annual services (Appropriation Bill No. 1)	39,353	49,330
Revenues from other independent sources	8,799	9,620
Expenses not requiring appropriation in the Budget year	7,292	8,978
Total for Program 1.1	55,444	67,928
Total expenses for Outcome 1	55,444	67,928
	2012-13	2013-14
Average Staffing Level (number)	312	339

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 1.1 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 1.1 expenses

	2012-13 Revised budget (\$'000)	2013-14 Budget (\$'000)	2014-15 Forward year 1 (\$'000)	2015-16 Forward year 2 (\$'000)	2016-17 Forward year 3 (\$'000)
Annual departmental expenses:					
Departmental item	55,444	67,928	58,904	59,877	59,636
Total program expenses	55,444	67,928	58,904	59,877	59,636

Program 1.1: Australian War Memorial (continued)					
Program Components					
	2012-13 Revised budget \$'000	2013-14 Budget \$'000	2014-15 Forward year 1 \$'000	2015-16 Forward year 2 \$'000	2016-17 Forward year 3 \$'000
1.1 - Commemorative Ceremonies					
Annual departmental expenses:					
Departmental item	438	458	458	459	457
Total component expenses	438	458	458	459	457
1.2 - National Memorial & Grounds					
Annual departmental expenses:					
Departmental item	6,409	6,696	6,707	6,717	6,689
Total component expenses	6,409	6,696	6,707	6,717	6,689
1.3 - National Collection					
Annual departmental expenses:					
Departmental item	28,265	29,532	29,578	29,622	29,500
Total component expenses	28,265	29,532	29,578	29,622	29,500
1.4 - Exhibitions					
Annual departmental expenses:					
Departmental item	7,574	17,913	8,811	9,708	9,675
Total component expenses	7,574	17,913	8,811	9,708	9,675
1.5 - Interpretive Services					
Annual departmental expenses:					
Departmental item	3,892	4,067	4,073	4,079	4,062
Total component expenses	3,892	4,067	4,073	4,079	4,062
1.6 - Promotion & Community Services					
Annual departmental expenses:					
Departmental item	2,855	2,983	2,988	2,993	2,980
Total component expenses	2,855	2,983	2,988	2,993	2,980
1.7 - Research & Information Dissemination					
Annual departmental expenses:					
Departmental item	3,255	3,400	3,406	3,411	3,397
Total component expenses	3,255	3,400	3,406	3,411	3,397
1.8 - Visitor Services					
Annual departmental expenses:					
Departmental item	2,756	2,879	2,883	2,888	2,876
Total component expenses	2,756	2,879	2,883	2,888	2,876
Total program expenses	55,444	67,928	58,904	59,877	59,636

CONTRIBUTIONS TO OUTCOME 1

Program Component 1.1: Commemorative Ceremonies

Program component 1.1 objective

Major national ceremonies, particularly Anzac Day and Remembrance Day, and other commemorative ceremonies are conducted and promoted in an engaging, dignified and appropriate manner. 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.
- The Last Post ceremony on a daily basis.

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 website.

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 on-site, outreach and online education and public programs as well as special events. 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
- a range of quality, engaging, curriculum-related online school education resources for teachers and students.

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

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. In this way, this program assists Australians to remember, interpret and 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
- High quality service to the media to encourage suitable coverage in all forms of media
- High quality marketing and 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.
- Number of positive media items including television, radio, online and print media.

Program Component 1.7: Research and Information Dissemination

Program component 1.7 objective

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. 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:

1. Support for research about Australian military history including:
 - a. The *Official History of Peacekeeping, Humanitarian and Post Cold-War Conflicts*
 - b. The Summer Scholars program
 - c. A range of internal research projects
2. A publishing program including:
 - a. Curatorial monographs
 - b. Military history publications
 - c. *Wartime* magazine
 - d. Exhibition and education publications
3. Access to collection items and military history information including:
 - a. Reading room facilities
 - b. An authoritative research enquiry service
 - c. An annual conference
 - d. Online research facilities
 - e. A shop that provides quality military history books and exhibition publications

Program component 1.7 key performance indicators

Conducting individual research at the Memorial's Research Centre, viewing online research facilities, making research enquiries, attending conferences or lectures, reading material produced by Memorial curators or 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 the program component are:

1. Number of visitors to the Research Centre's Reading Room
2. Number of items retrieved for and accessed by Reading Room clients
3. Viewing online research facilities
4. Number of research enquiries answered by Memorial staff
5. Total attendance at the annual conference
6. Number of lectures and conference papers given by Memorial staff
7. Number of books and articles written by Memorial staff
8. Sales figures for *Wartime* and other publications produced by the Memorial

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 signs.
- 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 2013-14 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.

	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 2013-14	109	-	-	109	-	109	AWM
<i>Departmental 2012-13</i>	<i>107</i>	<i>-</i>	<i>-</i>	<i>107</i>	<i>-</i>	<i>107</i>	<i>AWM</i>
Total outcome 2013-14	109	-	-	109	-	109	
<i>Total outcome 2012-13</i>	<i>107</i>	<i>-</i>	<i>-</i>	<i>107</i>	<i>-</i>	<i>107</i>	
Total AGIE 2013-14	109	-	-	109	-	109	
<i>Total AGIE 2012-13</i>	<i>107</i>	<i>-</i>	<i>-</i>	<i>107</i>	<i>-</i>	<i>107</i>	

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 surplus in the Budget year of \$1.2 million before heritage and cultural assets depreciation expense.

A deficit of \$9 million is forecast in the Budget year after the application of heritage and cultural assets depreciation, also reflected in forward year estimates.

The Collection Development and Acquisition Budget (CDAB) is treated as an equity injection, and funds both the ongoing preservation of the Memorial's collection, plus acquisition of heritage and cultural assets.

Total revenue in 2013–14 is estimated to be \$59 million, with the increase from 2012–13 estimated revenue attributable to funding received to commence design and development of the ANZAC Touring Exhibition.

The total equity of \$1.246 billion in 2013–14 is an increase of \$16.3 million from the 2012–13 estimate, represented by an increase in equity injections to fund capital expenditure, offset by 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 commitments, planned for future years.

The Memorial's primary liability continues to be employee provisions which, during 2013–14, are projected to be \$8.4 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 2012-13 \$'000	Budget estimate 2013-14 \$'000	Forward estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000
EXPENSES					
Employee benefits	22,934	25,982	24,952	25,221	25,492
Supplier expenses	14,152	23,092	13,437	13,689	13,513
Depreciation and amortisation ¹	18,358	18,854	20,515	20,967	20,631
Total expenses	55,444	67,928	58,904	59,877	59,636
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	3,289	3,399	3,399	3,399	3,399
Interest	2,944	2,633	2,639	2,765	2,790
Other	2,566	3,588	3,588	3,588	3,588
Total own-source revenue	8,799	9,620	9,626	9,752	9,777
Net cost of (contribution by) services	46,645	58,308	49,278	50,125	49,859
Revenue from Government	39,353	49,330	39,914	40,529	40,717
Surplus (Deficit) attributable to the Australian Government¹	(7,292)	(8,978)	(9,364)	(9,596)	(9,142)
OTHER COMPREHENSIVE INCOME					
Changes in asset revaluation reserves	398	-	-	-	-
Total other comprehensive income	398	-	-	-	-
Total comprehensive income (loss)	(6,894)	(8,978)	(9,364)	(9,596)	(9,142)
Total comprehensive income (loss) attributable to the Australian Government¹	(6,894)	(8,978)	(9,364)	(9,596)	(9,142)

Prepared on Australian Accounting Standards basis

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

Note: Impact of Net Cash Appropriation Arrangements

	Estimated actual 2012-13 \$'000	Budget estimate 2013-14 \$'000	Forward estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000
Total Comprehensive Income (loss) less heritage and cultural depreciation expenses previously funded through revenue appropriations	3,165	1,197	899	744	663
plus heritage and cultural depreciation expenses previously funded through revenue appropriations ¹	10,059	10,175	10,263	10,340	9,805
Total Comprehensive Income (loss) - as per the Statement of Comprehensive Income	(6,894)	(8,978)	(9,364)	(9,596)	(9,142)

¹ From 2009-10, the Government replaced Bill 1 revenue appropriations for the heritage and cultural depreciation expenses of designated Collection provided Departmental Capital Budget Statement through Bill 2 equity appropriations. For information regarding CDABs, please refer to Table 3.2.5 Institutions, with a separate capital budget (the Collection Development Acquisition Budget, or CDAB).

Prepared on Australian Accounting Standards basis

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

	Estimated actual 2012-13 \$'000	Budget estimate 2013-14 \$'000	Forward estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	3,232	3,063	2,422	2,843	2,382
Trade and other receivables	1,477	1,523	1,570	1,570	1,570
Investments accounted for under the equity method	57,500	53,500	58,500	59,500	59,500
Other	1,380	1,380	1,380	1,380	1,380
Total financial assets	63,589	59,466	63,872	65,293	64,832
Non-financial assets					
Land and buildings	117,919	128,180	126,551	127,182	127,466
Property, plant and equipment	1,050,445	1,061,393	1,062,574	1,058,927	1,058,307
Intangibles	6,286	5,487	4,699	4,103	3,294
Inventories	649	649	649	649	649
Other	195	195	195	195	195
Total non-financial assets	1,175,494	1,195,904	1,194,668	1,191,056	1,189,911
Total assets	1,239,083	1,255,370	1,258,540	1,256,349	1,254,743
LIABILITIES					
Payables					
Suppliers	819	819	819	819	819
Other	35	35	35	35	35
Total payables	854	854	854	854	854
Provisions					
Employee provisions	8,387	8,387	8,384	8,384	8,384
Total provisions	8,387	8,387	8,384	8,384	8,384
Total liabilities	9,241	9,241	9,238	9,238	9,238
Net assets	1,229,842	1,246,129	1,249,302	1,247,111	1,245,505

Prepared on Australian Accounting Standards basis

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

	Estimated actual	Budget estimate	Forward estimate	Forward estimate	Forward estimate
	2012-13	2013-14	2014-15	2015-16	2016-17
	\$'000	\$'000	\$'000	\$'000	\$'000
EQUITY*					
Parent entity interest					
Contributed equity	58,450	83,715	96,252	103,657	111,193
Reserves	599,155	599,155	599,155	599,155	599,155
Retained surplus (accumulated deficit)	572,237	563,259	553,895	544,299	535,157
Total Equity	1,229,842	1,246,129	1,249,302	1,247,111	1,245,505

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 2013-14)

	Retained earnings \$'000	Asset revaluation reserve \$'000	Other reserves \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2013					
Balance carried forward from					
previous period	572,237	599,155	-	58,450	1,229,842
Adjustment for changes in accounting policies	-	-	-		
Adjusted opening balance	572,237	599,155	-	58,450	1,229,842
Comprehensive income					
Other comprehensive income					
Surplus (deficit) for the period	(8,978)	-	-	-	(8,978)
Total comprehensive income	(8,978)	-	-	-	(8,978)
Transactions with owners					
Contributions by owners					
Equity injection - Appropriation	-	-	-	25,265	25,265
Sub-total transactions with owners	-	-	-	25,265	25,265
Estimated closing balance					
as at 30 June 2014	563,259	599,155	-	83,715	1,246,129
Closing balance attributable to the					
Australian Government	563,259	599,155	-	83,715	1,246,129

Prepared on Australian Accounting Standards basis

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

	Estimated actual 2012-13 \$'000	Budget estimate 2013-14 \$'000	Forward estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	39,307	49,284	39,867	40,529	40,717
Goods and services	3,306	3,399	3,399	3,399	3,399
Interest	2,944	2,633	2,639	2,765	2,790
Other	2,237	3,288	3,288	3,288	3,288
Total cash received	47,794	58,604	49,193	49,981	50,194
Cash used					
Employees	22,901	25,982	24,955	25,221	25,492
Suppliers	14,138	23,092	13,437	13,689	13,513
Total cash used	37,039	49,074	38,392	38,910	39,005
Net cash from (used by) operating activities	10,755	9,530	10,801	11,071	11,189
INVESTING ACTIVITIES					
Cash received					
Investments	61,000	73,000	65,000	73,000	74,000
Total cash received	61,000	73,000	65,000	73,000	74,000
Cash used					
Purchase of property, plant and equipment	18,088	38,964	18,979	17,055	19,186
Investments	66,000	69,000	70,000	74,000	74,000
Total cash used	84,088	107,964	88,979	91,055	93,186
Net cash from (used by) investing activities	(23,088)	(34,964)	(23,979)	(18,055)	(19,186)

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 2012-13 \$'000	Budget estimate 2013-14 \$'000	Forward estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000
FINANCING ACTIVITIES					
Cash received					
Contributed equity	11,125	25,265	12,537	7,405	7,536
Total cash received	11,125	25,265	12,537	7,405	7,536
Net cash from (used by) financing activities	11,125	25,265	12,537	7,405	7,536
Net increase (decrease) in cash held	(1,208)	(169)	(641)	421	(461)
Cash and cash equivalents at the beginning of the reporting period	4,440	3,232	3,063	2,422	2,843
Cash and cash equivalents at the end of the reporting period	3,232	3,063	2,422	2,843	2,382

Prepared on Australian Accounting Standards basis

Table 3.2.5: Departmental Capital Budget Statement

	Estimated actual 2012-13 \$'000	Budget estimate 2013-14 \$'000	Forward estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000
CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	11,125	25,265	12,537	7,405	7,536
Total capital appropriations	11,125	25,265	12,537	7,405	7,536
Represented by:					
Purchase of non-financial assets	11,125	25,265	12,537	7,405	7,536
Total represented by	11,125	25,265	12,537	7,405	7,536
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations	11,125	25,265	12,537	7,405	7,536
Funded internally from departmental resources ¹	7,263	13,999	6,742	9,950	11,950
TOTAL	18,388	39,264	19,279	17,355	19,486
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	18,388	39,264	19,279	17,355	19,486
less Gifted assets	(300)	(300)	(300)	(300)	(300)
Total cash used to acquire assets	18,088	38,964	18,979	17,055	19,186

Prepared on Australian Accounting Standards basis

- Includes the following sources of funding:
 - current and prior year Bill 1/3 appropriations
 - donations and contributions
 - gifts
 - internally developed assets

Table 3.2.6: Statement of Asset Movements (2013-14)

	Land	Buildings	Other property, plant and equipment	Heritage and cultural assets	Intangibles - Computer Software	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2013						
Gross book value	9,190	124,690	36,177	1,086,962	11,650	1,268,669
Accumulated depreciation/amortisation and impairment	-	(15,961)	(7,287)	(65,407)	(5,364)	(94,019)
Opening net book balance	9,190	108,729	28,890	1,021,555	6,286	1,174,650
CAPITAL ASSET ADDITIONS						
Estimated expenditure on new or replacement assets						
By purchase						
Appropriation - equity ¹	-	8,085	9,878	7,302	-	25,265
Appropriation - ordinary annual services ²	2,000	4,080	5,739	1,780	100	13,699
Assets received as gifts/donations	-	-	-	300	-	300
Total additions	2,000	12,165	15,617	9,382	100	39,264
Other movements						
Depreciation/amortisation expense	-	(3,904)	(3,876)	(10,175)	(899)	(18,854)
Total other movements	-	(3,904)	(3,876)	(10,175)	(899)	(18,854)
As at 30 June 2014						
Gross book value	11,190	136,855	51,794	1,096,344	11,750	1,307,933
Accumulated depreciation/amortisation and impairment	-	(19,865)	(11,163)	(75,582)	(6,263)	(112,873)
Closing net book balance	11,190	116,990	40,631	1,020,762	5,487	1,195,060
Estimated operating expenditure in income statement for heritage and cultural assets						
Operations and Maintenance				379		
Preservation and Conservation				16,944		
Total operating expenditure on heritage and cultural assets				17,323		

1. "Appropriation equity" refers to equity injections or Administered Assets and Liabilities appropriations provided through Appropriation Bill (No.2) 2013-14, including CDABs.
2. "Appropriation ordinary annual services" refers to funding provided through Appropriation Bill (No.1) 2013-14 for depreciation / amortisation expenses, DCBs / ACBs or other operational expenses.

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 Heritage and Cultural 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 2012-13 \$'000	Budget 2013-14 \$'000	Forward Estimate 2014-15 \$'000	Forward Estimate 2015-16 \$'000	Forward Estimate 2016-17 \$'000
Written down value					
Land and buildings	117,919	128,180	126,551	127,182	127,466
Infrastructure, plant and equipment	4,312	4,218	4,282	5,068	4,905
Exhibitions	24,578	36,413	39,925	38,127	39,646
Computer software	6,286	5,487	4,699	4,103	3,294
Heritage and cultural assets	1,021,555	1,020,762	1,018,367	1,015,732	1,013,756
Total	1,174,650	1,195,060	1,193,824	1,190,212	1,189,067

Note 6 - Intangibles

This class of assets consists of purchased software.