

## STATEMENT OF INTENT FOR THE ARMY AND AIR FORCE CANTEEN SERVICE

**JOEL FITZGIBBON**  
**Minister for Defence**

This statement outlines our intent concerning the operations and performance of the Army and Air Force Canteen Service (known as Frontline).

The board will ensure that the Minister for Defence Science and Personnel (the Minister) is kept fully informed of any significant event or issue that may impact on the financial and business operations of Frontline. All communication provided to the Minister will be forwarded in parallel to the Department of Defence.

The intention of the Board of Directors is that it will ensure that Frontline:

1. operates in accordance with relevant legislation (including the *Army and Air Force Canteen Service Regulations 1959* made under the *Defence Act 1903* and the *Commonwealth Authorities and Companies Act 1997*);
2. complies with the appropriate government policy, including directions made by the Finance Minister;
3. is a commercially viable organization which is financially independent of government through the performance of all parties to the relevant Defence Instructions and the Frontline Agreement;
4. delivers on the strategies identified in the Strategic Plan 2008-2012 within the agreed timeframes and having regard to guidance provided by the Frontline Advisory Committee;
5. encourages continuous improvement practices to maximize opportunities that will ensure its long term viability;
6. in response to the Minister's Statement of Expectations, provides this Statement of Intent and will make both Statements publicly available;
7. provides the Minister with its quarterly and annual financial and compliance reports, with copies provided to the Secretary of Defence, the Chief of the Defence Force, the Chief of Army and the Chief of Air Force;
8. adopts best practice government principles and implements risk management strategies as determined by the Commonwealth, as appropriate for the operation of small agencies; and
9. identifies and manages all actual and perceived conflicts of interest, promptly advising the Minister of any significant issues as they arise.



TED MOORE  
Chairman  
21 October 2008