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# ANNUAL REPORT

## 2015 – 2016

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SHRINE OF REMEMBRANCE  
MELBOURNE




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**Produced by the  
Shrine of Remembrance Trustees**

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## CHAIRMAN'S REPORT

The Hon. John Eren MP  
Minister for Veterans  
GPO Box 2392  
Melbourne VIC 3001



Dear Minister,

On behalf of the Trustees of the Shrine of Remembrance, it is my pleasure to submit the 2015 – 16 annual report. In this, the second year of our state's commemoration of the Centenary of Anzac, the Shrine has continued to benefit from increasing engagement with our community and record-setting visitation levels from all Australians and international visitors to Victoria.

Over one million people visited the Shrine or one of its nationally touring exhibitions this year. A new milestone and one importantly incorporating a large number of Victorian and Australian schoolchildren: nearly 60,000 of whom visited the Shrine and participated in one of its growing range of curriculum aligned educational programs.

Anzac Day was once again the highlight in our commemorative calendar attracting over 45,000 people to the dawn service and thousands more throughout the day. Its place as our nation's most significant day of remembrance is unquestioned, but it is also pleasing to witness growing levels of participation in other significant commemorative ceremonies – notably Legacy's Anzac Commemoration Ceremony for Students and Vietnam Veterans Day. Remembrance Day also continues as an important annual service for Victorians.

The 2015 – 16 year was the first full year of operation of the Galleries of Remembrance. This significant investment by the Federal and State Governments has allowed us to further pursue our mission through the presentation of an integrated and holistic visitor experience that serves commemoration through education and learning. As one of the state's most significant visitor attractions, we look forward to witnessing the continued development of these activities through active promotion of the Shrine to national and international visitor audiences.

As noted in my previous report to you, our long serving Chief Executive Officer, Mr Denis Baguley retired in July 2015. Mr Dean Lee was appointed to the position. I'm pleased to advise that this transition in leadership has been smooth, and the Shrine has continued to deliver on its range of commemorative and community engagement activities without disruption. We have also welcomed Ms Tracey Curro as a new Trustee, and I can report that the commitment and expertise of all Shrine Trustees continues to serve the organisation well in directing its strategic activities in the service of Veterans and the state. I and my fellow Trustees wish to express our appreciation to the Chief Executive Officer, the Shrine executive team and staff, Life Governors, Governors, Shrine Guards and volunteers for their significant contributions towards what has been another year of outstanding achievements.

The Shrine has continued to enjoy the positive support of the Veterans Branch at the Department of Premier and Cabinet, and I wish to formally recognise their efforts. The state branch of the Returned and Services League and other ex-service organisations have also continued to provide their unwavering support to the Shrine in the conduct of over 160 commemorative services.

I must also record our appreciation for the considerable support provided by the City of Melbourne in its many forms, including the care and maintenance of the 13ha Shrine Reserve. Both their financial contribution and their corporate commitment to ensuring the Shrine is presented in a manner befitting its status as our city's most iconic building is most gratifying.



The significant increase in visitation and demand for our services in recent years – most particularly since the opening of the Galleries of Remembrance – has caused us to carefully assess our future objectives: notably our custodial responsibilities to the Shrine and the challenge of funding the delivery of an enhanced range of services to a growing visitor population. While the year ahead will provide opportunities and challenges, I believe we are well placed to address both through our active management and the extension of our cooperative relationships with all stakeholders.

Air Vice-Marshal Chris Spence AO (Retd)  
Chairman

# THE SHRINE OF REMEMBRANCE ACT 1978



The *Shrine of Remembrance Act 1978* establishes the Shrine of Remembrance Trustees with the responsibility for the care, management, maintenance and preservation of the Shrine and its Reserve on behalf of the people of Victoria.

The Minister for Veterans is the Minister responsible for the Shrine of Remembrance Act 1978.

The Shrine of Remembrance Act 1978 provides guidance to Trustees on their duties and overarching functions. The Act was amended in September 2011 to include the following core functions in the powers and duties of Trustees:

- (a) responsibility for the care, management, maintenance and preservation of the Shrine of Remembrance –
  - (i) as a memorial to honour the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking; and
  - (ii) as a site of national, State and cultural significance; and
- (b) the development, promotion, management and the staging of ceremonial activities and events to commemorate the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking, including, but not limited to, wreath laying and other ceremonial or commemorative activities; and
- (c) the development, promotion, management and implementation of public programs to inform, educate and promote understanding among Victorians and visitors about the history, experience, service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking, including, but not limited to, exhibitions, lectures, publications, school learning and outreach programs.

Ten Trustees are appointed by the Governor in Council on the recommendation of the Minister. The Trustees act as a body corporate whose powers and duties are outlined in Section 4 of the Act, which states:

- (1) The Trustees –
  - (a) shall be responsible for the care, management, maintenance and improvement of the reserved land;

- (b) may to the exclusion of all other bodies or persons –
  - (i) provide and sell; and
  - (ii) authorise the manufacture, printing, publishing, display and sale of replicas, photographs, booklets, pamphlets and other like matter relating to the said monument;
- (c) may receive moneys by way of –
  - (i) collections or donations;
  - (ii) proceeds of sales by the trustees of such replicas, photographs, booklets, pamphlets and other like matter; or
  - (iii) fees for authorities granted by the Trustees for the manufacture, printing, publishing, display and sale of such replicas, photographs, booklets, pamphlets and other like matter – for the funds of the Trustees;
- (ca) in relation to the undercroft land –
  - (i) may charge fees for entry into the undercroft land, including concessional fees; and
  - (ii) may determine the mechanisms for charging concessional fees; and
  - (iii) may exempt in a specified case or class of case any person or class of persons from payment of fees;
- (d) have and shall be deemed always to have had power to pay out of the funds of the Trustees such gratuities or retiring allowances as they think fit to such persons as they think fit being persons who are or have been employed by them for the purposes of carrying into effect the provisions of this Act.

- (1A) Without limiting any power, duty or function under this Act, the Trustees may carry out the powers, duties and functions of the Trustees under this section –
  - (a) within the Shrine of Remembrance; and
  - (b) elsewhere on the reserved land; and
  - (c) in places in Victoria other than at the Shrine of Remembrance or on the reserved land.

- (2) Any funds of the Trustees provided pursuant to the provisions of this Act or any Act hereafter enacted shall be available only for the purposes of carrying into effect the provisions of this Act.
- (3) Any moneys received by the Trustees whether from the Treasurer of Victoria or the Melbourne City Council or as the result of public subscriptions or otherwise shall be paid into the funds of the Trustees and shall be applied for the purpose of carrying into effect the provisions of this Act.

## CHARTER, VISION, MISSION & VALUES



### CHARTER

The objectives of the Shrine of Remembrance are defined in Section 4 of the *Shrine of Remembrance Act 1978* (as amended), as are the duties of Trustees, which are:

- (a) To be responsible for the care, management, maintenance and preservation of the Shrine of Remembrance –
  - (i) as a memorial to honour the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking; and
  - (ii) as a site of national, state and cultural significance; and
- (b) To develop, promote, manage and stage ceremonial activities and events to commemorate the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking, including, but not limited to, wreath laying and other ceremonial or commemorative activities; and

- (c) To develop, promote, manage and implement public programs to inform, educate and promote understanding among Victorians and visitors about the history, experience, service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking, including, but not limited to, exhibitions, lectures, publications, school learning and outreach programs.

### VISION

To be the pre-eminent memorial and a centre of excellence embracing the community.

### MISSION

To honour the service and sacrifice of Victorians and Australians in war, conflict, peace keeping and peace making through stewardship, ceremony, education and learning.

### VALUES

The Shrine will adhere to and be known for the values of integrity, loyalty, service and respect.

## THE SHRINE COMMUNITY

The Shrine of Remembrance community is comprised of 10 Trustees, Life Governors, Governors, Staff, Volunteers and Shrine Guards.

### TRUSTEES

#### **Air Vice-Marshal Chris Spence AO (Retd)**

Chris was appointed Chairman of Trustees from 1 January 2012 for a period of five years.

#### **Colonel John Wertheimer AM RFD**

John was appointed a Trustee in April 2000, reappointed in 2002, 2005, 2007 and 2010. In 2012 he was re-appointed for a four year period. He was also the Acting Chairman of Trustees from September 2010 until December 2011.

#### **Major General David McLachlan AO (Retd)**

David was appointed a Trustee in April 2003 and was reappointed in 2006, 2009 and 2012. In April 2016, he was reappointed for a further four year period. He is President of the Returned and Services League (Victoria).

#### **Wing Commander David Grierson OAM (Retd)**

David became the Legacy representative in April 2006 and was re-appointed in 2009 and 2012. In March 2016 David was re-appointed for a further four year period.

#### **Cr Robert Doyle (Lord Mayor, City of Melbourne)**

Robert became a Trustee in November 2008, coinciding with his election as Lord Mayor of the City of Melbourne.

#### **Dr. Helen Drennen AM**

Helen was appointed a Trustee in June 2010 and was re-appointed in 2012 for a further four year period.

#### **Dr. Michael Lawriwsky**

Michael was appointed Trustee in July 2011 and was reappointed in 2014 for a further period of four years.

#### **Sue Blake**

Sue was appointed Trustee in January 2012 and reappointed in 2016 for a further period of four years.

#### **Colonel Michelle Campbell**

Michelle was appointed Trustee in January 2012 and reappointed in 2016 for a further period of four years.

#### **Tracey Curro**

Tracey was appointed Trustee in March 2016 for a period of four years.

### EXECUTIVE TEAM

The Shrine of Remembrance's executive team implements strategy; manage, and report upon, the day to day operations of the Shrine.

#### **Dean Lee**

Dean was appointed Chief Executive Officer in July 2015. He provides policy and strategic advice to the Trustees and overall leadership to the executive team.

#### **Jean McAuslan**

Jean is the Director Exhibitions and Collections and has responsibility for gallery development, exhibition programs and collections. Jean was appointed in 2003.

#### **Daniel Mulqueen**

Daniel is the Director Corporate Services and has responsibility for administration, finance, operations, facilities and ceremonial functions. Daniel was appointed in 2006.

#### **Leonie Pratt**

Leonie is the Director Community Engagement and has responsibility for the Shrine's education and community programs as well as marketing, public relations and the volunteer program. Leonie was appointed in 2013.

#### **Laurence Joseph**

Laurence is the Director Fundraising and has responsibility for the Shrine Endowment Fund and Friends Program. Laurence was appointed in 2013.



### SHRINE OF REMEMBRANCE OPERATIONAL STAFF (AS AT 30 JUNE 2016)

Carolyn Argent, Education Officer  
 Ross Armstrong, Custodian  
 Jenna Blyth, Collections Manager  
 Andrew Brady, Senior Custodian  
 Jess Bretherton, Custodian  
 Louise Bulmer, Visitor Services Administration Officer  
 Sue Burgess, Education & Training Officer  
 Dale Capron, Coordinator Ceremonial Programs  
 Laura Carroll, Education & Training Officer  
 Holly Cochrane, Marketing Officer  
 Melissah Crumpton, Fundraising & Friends Officer  
 Chloe De Luca, Custodian  
 Rebecca Dixon, Custodian  
 Caitlin Dowling, Visitor Services Administration Officer  
 Lana Epshteyn, Marketing Officer  
 Glenn Foster, Custodian  
 Michael Ganey, Custodian  
 Leigh Gilbert, Public Programs & Events Officer  
 Mike Gordon, Visitor Services Officer  
 Peter Harris, Facilities Officer  
 Christine Healey, Education & Volunteer Coordinator  
 Bernie Higgs, Education Officer  
 Murray Hourigan, Custodian  
 Ian Jackson, Assistant Curator  
 Anthony Langley, Human Resources Adviser

Soo Mei Leong, Finance Officer  
 Voula Marinis, Executive Assistant to the CEO  
 Katrina Nicolson, Exhibitions Research Officer  
 Janelle Oudshoorn, Senior Retail Officer  
 Louise Riley, Education Officer  
 Neil Sharkey, Exhibitions Curator  
 Kat Sherlock, Visitor Services Administration Officer  
 Adrian Threlfall, Education Officer  
 Chris Widenbar, Manager Operations  
 Emily Wubben, Exhibitions Research Officer

## THE SHRINE COMMUNITY CONT'D

### LIFE GOVERNORS

Life Governors are appointed under Section 4 of the *Shrine of Remembrance Act 1978*. They are former Trustees (other than ex-officio Trustees) whose function is to assist the current Trustees with the conduct of ceremonies at the Shrine and other duties as required by the Trustees.

#### The present Life Governors are:

- Wing Commander Peter Isaacson AM DFC AFC DFM
- Colonel George Mackenzie OBE RFD
- Lieutenant Colonel David Ford CVO AM GM
- Lieutenant Colonel Adrian Lombardo
- Mr Peter Whitelaw

### GOVERNORS

The role of the Shrine Governors is to assist Trustees and Life Governors in relation to ceremonial duties.

#### The present Governors are:

- Lieutenant Colonel Don J Reid RAA
- Colonel John Coulson OAM RFD OD
- Major Maggie More RFD
- Group Captain Annette Holian
- Commander Terry Makings AM RAN
- Squadron Leader (RAAFAR) Ron A. K. Ledingham (Retired May 2016)
- Lieutenant Commander Chris Le Marshall
- Squadron Leader Steve Campbell-Wright (Appointed June 2016)

### VOLUNTEERS

The Shrine of Remembrance has in excess of 140 valued volunteers who assist with visitor engagement, interpretation, guided tours, administration, cataloguing, research and education program delivery.

During 2015 – 16, these volunteers provided in excess of 17,000 hours across 363 days.

### THE SHRINE GUARD

The Victoria Police Shrine Guard is provided by the Department of Justice. They provide a 24 hour security presence at the Shrine and play an integral role at ceremonial events.

### THE VOLUNTEER REFERENCE GROUP

The Volunteer Reference Group consists of volunteers and staff who inform the Chief Executive Officer on volunteer related matters. The Group meets on a regular basis and considers a range of topics and initiatives.

### OH&S COMMITTEE

The Shrine operates a dedicated Occupational Health & Safety Committee which monitors and responds to our Incident Reporting System. The Committee, chaired by the Director Corporate Services, meets quarterly and includes representatives from staff, Victoria Police (Shrine Guards) and volunteers. Issues covered include WorkSafe matters, all reportable incidents, security and general health and safety.

### SHRINE VOLUNTEERS

Shrine Trustees acknowledge with thanks the dedication of its most valued volunteers:

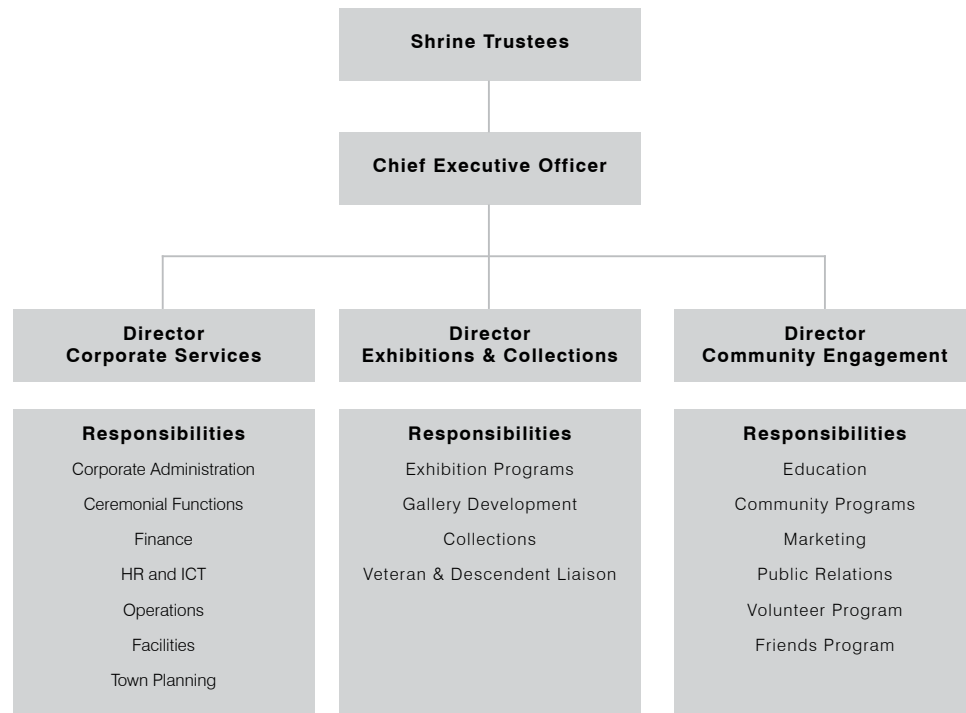
James Affleck	Angus Graham	Bob Seers	Caroline Torode
Glenn Agnew	Neil Graham	Gary Serpell	Kerrie Walker
Coral Akers	Allan Grant	Laraine Shea	Mary Ward
Mitchell Arbew	Josephine Green	Ian Simpkin	Barry Watson
Carolyn Archibald	Hannah Grigg	Elvie Sinclair	Philip Whitehouse
Kevin Armitage	Michael Guiliano	Graeme Sloman	John Williamson
Barry Aumann	Geraldine Hare	Jason Smeaton	John Wilson
Ann Baker	John Hills	Brian Smith	Malcolm Wiltshire
Sue Barclay	David Holloway	Karen Smith	Caroline Winter
Donald Bergman	Robert Hoskin	Alan Stebbing	Brian Worcester
David Blackwell	Alec Huze	Robert Stevens	Lynda Wright
Marie Blyth-McHale	Elizabeth Iles	Stephen Stockdale	Damien Zuccarini
Shelton Bond	Tessa Jackson	Kristina Tantau	
Ralph Boyne	Helen Jones	Peter Taylor	
Paul Brennan	Ian Jones	Kevan Thomas	
Danielle Broadhurst	Anne Josefberg		
Bruce Brown	Esther Kahn		
Catherine Brown	Steve Kyritsis		
Margaret Brown	Kerry Larkan		
Maureen Bugden	Georgia Lee		
John Cahir	Rayden Lee		
Doug Campbell	Judy Llewellyn		
Barbara Carpenter	Graham Lockwood		
Laura Catana	Gloria Low		
Suzette Chapple	Alasdair Macdonald		
Bill Cherry	Marita Madden		
Caroline Clark	Gilbert Mallcott		
Lorraine Connell	Dianne Manning		
Bill Cornford	Paul Maple		
Jan Coyle	Roberto Marioli		
Ken Crook	Ros Martin		
Edward Daetwyler	Mark Mayne		
Mike Danielson	Lauren McAlary		
Pauline D'Astoli	Stephen Meagher-Muchien		
Alastair Davison	Graeme Miller		
Cecily Davison	David Mitchell		
Shirley Devery	John Moxey		
Anna Dockendorff	Sue Mullett		
Ian Douglas	John O'Reilly		
Noel Dovey	Jon Peart		
Alanah Eade	James Penna		
Noel Ellis	Jeffrey Pickerd		
Garry Fabian	Victor Pilch		
Diana Farmer	Daryl Pinner		
Wendy Farthing	Michelle Pitcher		
Mac Ford	Anne Ramsay		
Keith Frampton	Chris Renwick		
John Fuller	Helen Robinson		
George Galanopoulos	Ian Rolls		
Clive Gartner	Lois Romer		
Peter Geddes	Claude Sanicki		

In December 2015 the Shrine Trustees recognised the following milestones for voluntary service to the Shrine:

25 years	Maureen Bugden
23 years	John Griffiths (retired)
20 years	James Penna
15 years	Graham Lockwood
10 years	Jan Coyle, Josephine Green, Jeffrey Pickerd, Philip Whitehouse, Caroline Winter and Brian Worcester
5 years	Cecily Davison, Noel Dovey, Neil Graham, Gloria Low, Alasdair Macdonald, Peter Taylor and John Williamson

It was with much sadness that we marked the passing of Steven Weston and Graeme Missen.

# ORGANISATIONAL CHART



# GOVERNANCE STRUCTURE AND RESPONSIBILITIES

## GOVERNANCE

### Trustee Meetings

During 2015 – 16, the Shrine of Remembrance Trustees held six ordinary meetings.

### Committee Structure

Four committees form the corporate governance framework that provides informed recommendations to the Board of Trustees.

The Committees are supported by the Chief Executive Officer and Director Corporate Services with other members of the executive team providing assistance as required. From time to time, Committees may co-opt external parties with particular expertise to participate on these Committees.

The roles and composition of the respective Committees are:

### Finance and Audit Committee:

Provides a forum to consider and recommend to the Board of Trustees matters including:

- Strategic and Business Plans; the activities of the internal and external auditor and the Shrine's risk management policies and processes. It also assists the Trustees in discharging their responsibilities in relation to financial management
- Provision of advice on such other issues as fundraising and retail strategy
- Overseeing accountability for corporate governance and compliance within the provisions of the *Shrine of Remembrance Act 1978*

The Committee met on eight occasions in 2015–16.

Committee Members throughout the period included:

- Michael Lawriwsky (Committee Chairman) (Trustee)
- David McLachlan (Trustee)
- Michelle Campbell (Trustee)
- Adrian Lombardo (Life Governor)

The Finance and Audit Committee comprises independent members who meet the criteria for independence within the Financial Management Compliance Framework guidelines.

### Planning, Development & Public Education Committee:

Provides a forum to consider and recommend to the Board of Trustees matters including:

- Master planning, including gallery development and Reserve improvement plan
- Collection policy
- Education strategy and programming
- Marketing strategy
- Conservation management
- Exhibitions programming

The Committee did not meet in 2015–16. Business related to the Committee was undertaken by Trustees throughout the year.

Committee Members throughout the period included:

- John Wertheimer (Committee Chairman) (Trustee)
- Sue Blake (Trustee)
- Helen Drennen (Trustee)
- Peter Whitelaw (Life Governor)

### Ceremonial Committee:

Provides a forum to consider and review the ceremonial activities of the Shrine including:

- Anzac Day
- Remembrance Day
- Wreath Laying Ceremonies
- Ceremonial Policy

The Committee met on four occasions in 2015–16.

Committee Members throughout the period included:

- David Grierson (Committee Chairman) (Trustee)
- David Ford (Life Governor)
- Maggie More (Governor)
- Terry Makings (Governor)

## GOVERNANCE STRUCTURE AND RESPONSIBILITIES CONT'D

### Remuneration Committee:

Provides a forum to consider and recommend to the Board of Trustees matters including:

- The development, review and compliance to remuneration policies and practices of the organisation
- The provision of recommendations to the Board of Trustees on executive remuneration and performance appraisals
- Responses to emerging issues with respect to changes in related legislation or government policy

The Committee met on one occasion in 2015–16.

Committee Members throughout the period included:

- Michael Lawriwsky (Committee Chairman)
- Chris Spence (Chairman of Trustees)
- David McLachlan (Trustee)

### Fundraising Taskforce:

Initiated by Trustees in 2013, the Fundraising Taskforce oversees the Shrine's fundraising activities, particularly in relation to the development of a perpetual endowment.

The Taskforce met on five occasions in 2015–16.

Taskforce members throughout the period included:

- John Wertheimer (Taskforce Chair) (Trustee)
- Chris Spence (Chairman of Trustees)
- Betty Amsden AO (Independent Member)
- Dean Lee (Chief Executive Officer)

## CHIEF EXECUTIVE OFFICER'S REPORT



The Shrine of Remembrance's strong performance in 2014–15 continued this year with the Victorian and Australian community's interest and engagement in commemoration attracting record levels of visitation to the Shrine and its touring exhibitions.

For the first time in its 81 year history, the Shrine drew more than one million people to its ceremonial, commemorative, educational and public learning programs; and these audiences gained a strong connection with the story of Victorian and Australian service personnel and their experiences in conflict, peacekeeping and peace-making from the First World War to the present day.

The Shrine's leadership role in supporting the Centenary of Anzac continued throughout the year. The Galleries of Remembrance proved their merit, providing a comprehensive interpretive base to ensure visitors' understanding of the significance and relevance of commemoration, and the Shrine, endures. And the travelling exhibitions, *Australia will be there* and *Indigenous Australians at War*, shared the commemorative story with over 125,000 people in regional Victoria and around Australia – from Albany to Yulara.

Preserving the Shrine and providing for the needs of its growing number of users has proven a rewarding challenge for staff and volunteers. Under the guidance and direction of the Shrine of Remembrance Trustees, they have continued to provide stewardship to the Shrine; delivered over 200 ceremonial events and public programs; and reached, and re-engaged the diverse peoples of our state. Their efforts are to be commended.

Financial management throughout the year has been sound with prudent measures put in place for the management of reserves accumulated within the endowment fund of the Shrine of Remembrance Foundation Trust.

The Shrine's place as a key feature and driver of visitation to Victoria from national and international markets has been revealed through a comprehensive survey conducted in the latter part of the year. These findings were affirmed in May 2016, with the Shrine of Remembrance recognised by

TripAdvisor as the fourth most highly rated landmark attraction in the South Pacific – and the most highly rated in Victoria.

Maintaining these levels of performance and reputational measures will be the key focus of business activities in the 2016 – 17 year. In particular, meeting the challenge of funding the growing demand for services – commemorative, educational and visitor – and meeting the expectations of visitors from local, national and international markets.

Throughout the year, the Shrine has enjoyed the support of the Veterans' Branch of the Department of Premier and Cabinet, key stakeholders and ex-servicemen organisations. Of particular note is the continued interest and financial support provided by the City of Melbourne, our Supporters and the state branch of the Returned and Services League. Their long-standing commitment to the Shrine is hereby recognised and acknowledged with grateful thanks.

Dean M Lee  
Chief Executive Officer



# 2015-16 REVIEW OF OPERATIONS

## HIGHLIGHTS

### Annual Visitor Numbers

Local and international visitors, students and the community visit the Shrine to experience a wide selection of public programs, exhibitions and educational activities. Total visitation to the Shrine and its programs in 2015 – 16 exceeded one-million: including nearly 60,000 Victorian school students.

The Shrine continues to engage new audiences and generate awareness of its role as a memorial of national significance and a premier cultural institution.

### Ceremonial Program

The Shrine's ceremonial program helps ensure commemoration remains a core focus of activities. In 2015 – 16, continuation of the Centenary of the First World War commemorations drove high levels of public engagement and attendance at ceremonies.

The year also saw the commemoration of a number of significant anniversaries including the Centenary of the August Offensive at Gallipoli, the 70th Anniversary of Victory in the Pacific and the 75th Anniversary of the Battle of Crete.

More than 90,000 people – including veterans, students and members of the public from Victoria, interstate and overseas – attended 162 ceremonial activities at the Shrine including: Anzac Day, Remembrance Day, Battle for Australia Day, Legacy Children's Day and Vietnam Veterans' Day.

### Anzac Day 2016

Anzac Day commemorates the service and sacrifice of all Australians in war and peacekeeping. Each year the Dawn Service also highlights important anniversaries and veterans' groups. Anzac Day 2016 marked the 50th anniversary of the commencement of major Australian combat operations in Vietnam: honouring the veterans of this long campaign and ensuring their contribution is not forgotten.

An estimated 65,000 people visited the Shrine on Anzac Day 2016, with 45,000 attending the Dawn Service. More than 11,500 veterans and their descendants marched down St Kilda Road to the Shrine, supported by 5,000 members of the public who lined the streets of St Kilda Road and the Shrine Reserve. The diverse crowd showed that the young and old, veterans and descendants, local, interstate and international

visitors all recognise the importance of remembrance. The commemorations generated strong media coverage across TV, print, radio and online ensuring even those who could not attend were able to observe the ceremony and pay their respects.

### Remembrance Day 2015

The annual Victorian State Remembrance Day Ceremony, attended by the Lieutenant Governor of Victoria, the Honourable Marilyn Warren AC, was held on 11 November 2015. Over 5,000 people attended the ceremony and many school groups participated in the laying of a wreath on the northern steps of the Shrine.

After attending the Service, the Premier of Victoria, the Honourable Daniel Andrews MP, unveiled the highly commended and winning entries in the Shrine of Remembrance Annual Remembrance Day Poster Competition for Victorian Primary Schools. The 2016 winning artist was Ms Emily Hall, Grade 5 student from Genazzano FCJ College, Kew with her artwork entitled: *The light is shining through the darkness.*

### 70th Anniversary of Victory in the Pacific

August 15th 2015 marked the 70th anniversary of the surrender of Japanese forces in the Pacific and the end of the Second World War. A number of Victorian veterans and their families were hosted by Her Excellency the Honourable Linda Dessau AM, Governor of Victoria at Government House before a memorial service on the Shrine of Remembrance Second World War Forecourt. The service was attended by hundreds of pilgrims, including the Governor and her guests.

### Victorian Aboriginal Remembrance Service 2016

Each year as part of National Reconciliation Week, services are held across Australia to commemorate the service of Indigenous Australians in Australia's armed forces. The Victorian Aboriginal Remembrance Service 2016 was held at the Shrine on 31 May, with more than 500 people in attendance. The service was followed by the launch of the 'Victorian Aboriginal Service in WWI Research Project' by the Honourable Natalie Hutchins MP, Minister for Aboriginal Affairs, in the Shrine's Auditorium.

### Battle of Fromelles Commemorative Service

On 19 July 2015, the Friends of the 15th Brigade and the Shrine held the annual Fromelles Commemorative Service at the Cobber's Statue on the Shrine Reserve.

The service was well attended by many direct descendants of the brave men who fought at the Battle of Fromelles or served in the 15th Brigade during the First World War. The guest speaker for the service was His Excellency General The Honourable Sir Peter Cosgrove AK MC (Retd), Governor General of the Commonwealth of Australia.

### Student Education at the Shrine

In 2015 – 16 the Shrine of Remembrance enhanced its range of education programs for Victorian school students. Student participation in commemorative ceremonies remained strong, including high attendances on Vietnam Veterans Day, Battle for Australia Day, Remembrance Day and Legacy Day.

The Shrine's staff and volunteer guides continue to facilitate education for students at primary, secondary and tertiary level through a range of education programs and guided tours. Programming continued with a predominant First World War and Gallipoli focus, with all students participating in a commemorative service; handling equipment and uniforms; and visiting the First World War Gallipoli landing boat, *Devanha*, in the Galleries of Remembrance. The structured education programs are linked to Australian curriculum in Victoria (AusVELS) in the humanities, civics and citizenship in order to build students' critical and creative thinking capabilities. Students gain valuable insights into Australian history and changing national identity and reflect on the personal qualities exemplified through the Spirit of Anzac.

### School Outreach Programs

The School Outreach programs take Shrine education on the road to lower socio-economic areas and disadvantaged primary and secondary schools across metropolitan and regional Victoria. The School Outreach program complements our suite of on-site programs and helps the Shrine reach its objectives of being accessible by all Victorian schools. The Shrine Education Officers bring key themes of remembrance, commemoration, peace and the significance and impact of war on common people to the classroom and, wherever possible, help draw upon local community and family links to those affected by war.

The Outreach program was extended this year with an Inreach program, where funds were made available to subsidise costs associated with a school excursion. The Shrine Outreach and Inreach programs are proudly supported by the Portland House Foundation.

### Public Learning Programs

The Shrine's public programs and special events engage members of the community in Melbourne and in regional Victoria. A broad and diverse array of programs and special events engaged audiences totalling 4,000. Topics covered a range of perspectives on Australia's role in conflict and peacekeeping operations both in the larger context and through individual stories of those who served.

Three regional lectures were held in 2015 – 16, complementing the touring Centenary exhibitions; reaching a combined audience of 163 people from within these communities.

### Adopt an Ex-Service Organisation Program

The Adopt an Ex-Service Organisation program allows the Shrine to fulfil two of its principal aims: commemorating Australian service in conflict and peacekeeping, and educating future generations of Australians about this service.

The program aims to facilitate permanent relationships between schools and ex-service groups. It ensures specific units are able to continue their pilgrimage to the Shrine. Establishing a partnership with a school can be a very rewarding way to ensure that an organisation's history lives on and provides an opportunity for students and teachers to engage meaningfully in history, commemoration and remembrance. There are currently 32 active partnerships; the Shrine continues to expand this program each year.

### The Shrine Young Ambassadors

During 2015 – 16, 10 Victorian students from Year 9 participated in the Shrine's Young Ambassador Program.

The Young Ambassador Program provides Victorian secondary school students with the opportunity to act as a spokesperson for the Shrine in their school and local community. A significant part of the Ambassador's service is to assist the Shrine on major ceremonial occasions. They also take part in a history discovery day in Canberra, attending the Australian War Memorial and the National Archives. We acknowledge the following students Sarah Barrett, Alexandra Chant, Grace Chen, Emma D'Aprano, James Heathcote, April Knights, Tim Sellens, Ellena Szentirmay, RuiQian Tong and Elena Tragas for their participation in the Program for 2015 – 16.

### Shrine Annual Dinner

On Monday, 16 November 2015 the Shrine of Remembrance held its Annual Dinner at the Melbourne Town Hall. The 292 attendees included representatives from State and Local Government, the RSL, Legacy and distinguished members of the Melbourne community. The guest speaker was journalist and author, Martin Flanagan, introduced by our Master of Ceremonies, Richard Stubbs. Guests were entertained with music by the Royal Australian Navy Band, Melbourne detachment under the direction of Lieutenant Cassandra Mohapp, RAN.

The 2015 Shrine of Remembrance Medal was awarded to Dr Rosalie Triolo, a Senior Lecturer, History/ Humanities Education at Monash University and Life Member of the History Teachers' Association of Victoria. Rosalie was recognised for her extensive career in lecturing and published works to further commemoration through learning as well as her contribution in a voluntary advisory capacity to develop student and teacher education resources for the Shrine of Remembrance.

### Fundraising 2015 – 16

The opening of the Galleries of Remembrance in November 2014 increased the need to service and further develop the Shrine's public and school education programs to meet the community's expectations. To achieve this, Trustees initiated establishment of an endowment fund. During the 2015 – 16 financial year, the Shrine Foundation maintained a range of

## 2015-16 REVIEW OF OPERATIONS CONT'D

fundraising campaigns including engagement with high net worth individuals, philanthropic trusts, direct mail and on-site donations. These campaigns contributed more than \$130,000 to the Foundation's fundraising efforts as well as recruiting a number of new supporters for the Shrine.

### Centenary Corporate Friends Program

Our corporate members directly support our growing number of varied events and activities. The Shrine of Remembrance is once again grateful to Mr Ron Barassi AM, Patron of both the Centenary Corporate Friends and Friends of the Shrine Programs.

The Shrine continues to build strong and sustainable partnerships within the business community and seek out new opportunities. The Shrine's Centenary Corporate Friends are recognised on the Shrine website, at the Shrine's Annual Dinner and within our magazine *Remembrance*.

This year's Centenary Corporate Friends include: The City of Melbourne, Port of Melbourne, RACV, Meltwater Group, Rider Levett Bucknall, RSL Victoria and Talbot Shaw.

### Friends of the Shrine Program

Shrine Friends continue to grow in number. Friends receive a subscription to the Shrine's official magazine *Remembrance* and receive invitations and discounts for Friends-only events and purchases from the Shrine shop.

Life Association Memberships include the following organisations: 29/46th Battalion Ex-Service Association, Friends of the 15th Brigade, 2/12 Australian Field Regiment, 2/29th Infantry Battalion Association, Australian Army Training Team Vietnam Association (Victoria), British Commonwealth Occupation Forces (Japan) Association, Carry On (Victoria), Korea Veterans' Association of Australia, Royal Australian Artillery Association, 39th Infantry Battalion Association Inc. and the Odd Bods U.K. Association Inc.

### School Friends of the Shrine Program

The School Friends program enables schools to directly support the Shrine and its education programs. The Shrine acknowledges Wesley College, Melbourne in attaining the Norman Heathcote contribution level having raised \$10,000 in support of the Shrine.

### Shrine Collection

There is a high level of public interest in donating personal items to the Shrine and the Shrine selectively collects Victorian war memorabilia for the purpose of display. Some highlights include:

- A set of 32 lithographs by Will Dyson. Donated by the Australian War Memorial in September 2015, these strong images provide a unique insight to the frontline experiences of Australian soldiers in the First World War.
- Second World War naval uniforms worn by Signalman Alan Proudlock, HMAS Australia, RAN, were donated by his family. Of the three uniforms in this set, the Khaki tropical clothing, approved for officers and ratings of the Royal Australian Navy in 1943, is particularly rare.
- Uniform and kit items from the Vietnam War donated by Robin Hunt. Conscripted for national service, Hunt undertook officer training at Scheyville Officer Training Unit, and served with the 4th Field Regiment, Royal Australian Artillery in 1971/72.

### Galleries of Remembrance

This was the first full year of operating the Galleries of Remembrance, providing useful insights to the ways in which visitors interact with and respond to displays. News of the Galleries has spread quickly, and they are now attributed with attracting some 50% of the Shrine's visitors.

The first annual changeover of loan items within the Galleries occurred in this year, allowing new highlights from the growing collection to be placed on display. A new Gallipoli stories interactive was installed in the First World War gallery adding depth to the coverage of this campaign.

The embedded special exhibition spaces present changing displays that shed new light on Victorian history in war time. Two special exhibitions launched in 2015 – 16 were:

*Humanity Under Fire: war art by Will Dyson* is a centenary exhibition recognising the appointment of Will Dyson in 1916, as Australia's first official war artist. It presents some of Dyson's critically acclaimed cartoons and lithographs. Major lenders to this exhibition are the National Gallery of Victoria, State Library

Victoria, Art Gallery of New South Wales and Australian War Memorial.

*1966: the year that changed the world* commemorates the year Australia sent a Task Force to the Vietnam War; our first National Servicemen served in Vietnam and the battle of Long Tan.

### Pozières: Australians on the Somme 1916

*Pozières* is the Shrine's major special exhibition for 2016, commemorating the 23,000 Australian casualties, including 6,750 deaths, suffered during the battle of Pozières. The Shrine has worked with descendant groups for the 7th, 14th and 22nd Battalions in developing this exhibition. *Pozières* was funded by the Department of Veterans' Affairs, *Saluting Their Service* Commemorative Grants Programs. The exhibition has attracted strong visitation.

### Exhibitions Outreach

#### *Australia will be there: Victorians in the First World War 1914 – 19*

The Shrine's centenary touring exhibition, *Australia will be there*, has been touring Victoria since 2014. In 2015 – 16 it was hosted by Ararat Regional Art Gallery, Frankston Arts Centre, Hamilton Art Gallery, Mornington Peninsular Art Gallery and Ballarat Gold Museum. *Australia will be there* has been visited by 44,207 in this year, raising total visitation to 56,529 overall.

The tour has given rise to the addition of some 50 regional stories in response to the exhibition's regional stories interactive.

#### *Indigenous Australians at war from the Boer War to the present*

The Shrine's award-winning *Indigenous Australians at war* exhibition continued its national tour throughout 2015 – 16 – funded by the Department of Veterans' Affairs. This year the exhibition was hosted by the QANTAS Founders Museum in Longreach Qld, and the Western Australian Museum in Geraldton, Perth and Albany. In 2015 – 16, 71,242 of a total of 113,778 visited *Indigenous Australians at war*.

### Media Partnerships

Our media partnership with Channel 7 for the Centenary of Anzac commemoration period continues to foster public interest in the Shrine. Channel 7 have been particularly supportive of our special exhibitions program, interviewing veterans and producing extended news reports for *The Art of Survival: Drawings by Fred Ransome Smith, POW* and for *1966: The year that changed the world*.

ABC (TV, News and Online) have provided comprehensive and coordinated support for our major ceremonial events as well as editorial coverage of our exhibitions. Of particular note, the Shrine's courtyards were featured on Gardening Australia prior to Anzac Day, introducing these symbolic spaces to new audiences. Exhibition sponsor ABC Radio has also provided invaluable assistance promoting our regional lecture program and the Centenary of Anzac touring exhibition.

This year the Shrine partnered with National Geographic Channel to produce vignettes for a documentary on the Western Front hosted by Peter FitzSimons. These vignettes highlighted the breadth of experiences at the Shrine. Australian celebrities utilised our research pod and the Books of Remembrance to investigate the service and sacrifice of their ancestors in two separate episodes of the popular ancestry program *Who Do You Think You Are?* The Shrine also partnered with the Google Cultural Institute to bring the many unique artefacts in the Shrine collection to a global audience.

## OUTLOOK FOR 2016 – 17

During 2016–17, the commemorative role of the Shrine will continue to be the core focus.

Major commemorative events scheduled for this period include:

- Reserve Forces Day – 3 July 2016
- Centenary of the Battle of Fromelles — 19 July 2016
- Korean Veterans Day – 27 July 2016
- Vietnam Veterans Day – 18 August 2016
- Battle for Australia Day – 7 September 2016
- Remembrance Day – 11 November 2016
- Ex-Prisoners of War & Relatives Association – 12 February 2017
- Melbourne Legacy's Student Service – 21 April 2017
- Anzac Day – 25 April 2017
- Annual Indigenous Service – 31 May 2017

With a greater understanding of how visitors use the Galleries and other new spaces, our operational focus for 2016 – 17 is on responding to visitor feedback and improving the visitor experience. This will include measures such as improved directional signage and continued improvements to the interpretive experience, be that through a guided tour, our self-guide brochure or via online tools such as the Google Cultural Institute.

The Centenary of Anzac travelling exhibition *Australia will be there: Victorians in the First World War (1914 – 19)* will continue its tour of Victoria including the regional centres of Ballarat, Bendigo and Maryborough.

The *Indigenous Australians at War* travelling exhibition will also continue its national tour in Queensland, Western Australia and South Australia.

# FINANCIAL REPORT 2016



## Trustees, Accountable Officer's and Chief Finance and Accounting Officer's Declaration

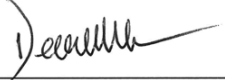
We certify that the attached Financial Statements for the Shrine of Remembrance Trustees have been prepared in accordance with Standing Direction 4.2 of the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards and other mandatory professional reporting requirements.

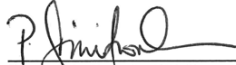
We further state that, in our opinion, the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to and forming part of the Financial Statements, present fairly the financial transactions during the year ended 30 June 2016 and the financial position of the Shrine of Remembrance Trustees at 30 June 2016.

We are not aware of any circumstance which would render any particulars included in the Financial Statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 31 August 2016.

  
 Air Vice-Marshal Chris Spence AO (Rtd)  
 Chairman

  
 Dean M Lee  
 Chief Executive

  
 Peter Dimitroulis (CPA)  
 Chief Finance and Accounting Officer

31 August 2016



Victorian Auditor-General's Office

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## INDEPENDENT AUDITOR'S REPORT

### To the Trustees, Shrine of Remembrance Trustees

#### *The Financial Report*

I have audited the accompanying financial report for the year ended 30 June 2016 of the Shrine of Remembrance Trustees which comprises the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of significant accounting policies and other explanatory information, and the trustees, accountable officer's and chief finance and accounting officer's declaration.

#### *The Trustees' Responsibility for the Financial Report*

The Trustees of the Shrine of Remembrance Trustees are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*, and for such internal control as the Trustees determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Trustees, as well as evaluating the overall presentation of the financial report.

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

### Independent Auditor's Report (continued)

#### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

#### *Opinion*

In my opinion, the financial report presents fairly, in all material respects, the financial position of the Shrine of Remembrance Trustees as at 30 June 2016 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*.

MELBOURNE  
2 September 2016

for Dr Peter Frost  
Acting Auditor-General

# SHRINE OF REMEMBRANCE TRUSTEES

## COMPREHENSIVE OPERATING STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2016

REVENUE FROM OPERATIONS	NOTES	2016 (\$)	2015 (\$)
Grants	2(a)	2,907,540	5,355,718
Donations and Sponsorships	2(b)	624,432	972,289
Sales of Merchandise		351,226	292,379
Interest Revenue	2(c)	93,092	111,027
Other Income	2(d)	86,037	50,006
<b>Total Revenue from Operations</b>		<b>4,062,327</b>	<b>6,781,419</b>
EXPENSES FROM OPERATIONS			
Employee Benefits	3(a)	2,448,153	2,406,247
Depreciation & Amortisation	3(b) & 7	1,341,051	1,013,622
Repairs and Maintenance		370,403	300,437
Galleries of Remembrance Project		57,437	3,629,976
Other Expenses	3(c)	1,222,629	1,591,484
<b>Total Expenses from Operations</b>		<b>5,439,674</b>	<b>8,941,766</b>
OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT			
Net gain/(loss) on disposal of non-financial assets		–	(119,989)
<b>Total other economic flows included in net result</b>			<b>(119,989)</b>
<b>Net Result</b>		<b>(1,377,347)</b>	<b>(2,280,336)</b>
OTHER ECONOMIC FLOWS – Other comprehensive income			
Changes in physical asset revaluation surplus	7 & 11	16,368,800	(405,000)
<b>Comprehensive Result</b>		<b>14,991,453</b>	<b>(2,685,336)</b>

The above Comprehensive Operating Statement should be read in conjunction with the accompanying notes to and forming part of the financial report.

## BALANCE SHEET AS AT 30 JUNE 2016

ASSETS	NOTES	2016 (\$)	2015 (\$)
<b>Financial Assets</b>			
Cash and Cash Equivalents	4 & 12(b)	3,663,409	838,529
Other Financial Assets	5	–	1,840,261
Receivables	6	38,934	1,059,680
Total Financial Assets		3,702,343	3,738,470
<b>Non-Financial Assets</b>			
Inventories		109,944	80,532
Property, Plant and Equipment	7	191,330,384	176,251,965
Intangibles	8	95,466	116,267
Total Non-Financial Assets		191,535,794	176,448,764
<b>TOTAL ASSETS</b>		<b>195,238,137</b>	<b>180,187,234</b>
LIABILITIES	NOTES	2016 (\$)	2015 (\$)
Payables	9	221,057	158,743
Employee Benefits	10(a)	351,955	354,819
Total Liabilities		573,012	513,562
<b>NET ASSETS</b>		<b>194,665,125</b>	<b>179,673,672</b>
EQUITY			
Contributed Capital		99,439,758	99,439,758
Accumulated Surplus/(Deficit)		(1,885,283)	(507,936)
Physical Asset Revaluation Surplus	11	97,110,650	80,741,850
<b>TOTAL EQUITY</b>		<b>194,665,125</b>	<b>179,673,672</b>

The above Balance Sheet should be read in conjunction with the accompanying notes to and forming part of the financial report.

## STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2016

Note	TOTAL EQUITY		ACCUMULATED SURPLUS		PHYSICAL ASSET REVALUATION SURPLUS		CONTRIBUTED CAPITAL	
	2016 (\$)	2015 (\$)	2016 (\$)	2015 (\$)	2016 (\$)	2015 (\$)	2016 (\$)	2015 (\$)
<b>Balance at beginning of the financial year</b>	<b>179,673,672</b>	<b>137,334,008</b>	<b>(507,936)</b>	<b>1,772,400</b>	<b>80,741,850</b>	<b>81,146,850</b>	<b>99,439,758</b>	<b>54,414,758</b>
Net Result from Operations	(1,377,347)	(2,280,336)	(1,377,347)	(2,280,336)	–	–	–	–
Other Comprehensive Income 11	16,368,800	(405,000)	–	–	16,368,800	(405,000)	–	–
Contributed Capital	–	45,025,000	–	–	–	–	–	45,025,000
<b>Balance at end of the financial year</b>	<b>194,665,125</b>	<b>179,673,672</b>	<b>(1,885,283)</b>	<b>(507,936)</b>	<b>97,110,650</b>	<b>80,741,850</b>	<b>99,439,758</b>	<b>99,439,758</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes to and forming part of the financial report.

# SHRINE OF REMEMBRANCE TRUSTEES

## CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2016

CASH FLOWS FROM OPERATING ACTIVITIES	NOTES	2016 (\$)	2015 (\$)
<b>Receipts</b>			
Grants Received (inclusive of GST)		3,952,145	5,944,028
Donations Received		624,432	972,289
Interest Received		93,311	115,769
Other (Including Sales) (inclusive of GST)		480,990	376,623
<b>Payments</b>			
Payments to Suppliers (inclusive of GST)		(1,685,373)	(6,414,246)
Payments to Employees		(2,451,018)	(2,346,160)
<b>Net Cash Flows from/(used in) Operating Activities</b>	<b>12(a)</b>	<b>1,014,488</b>	<b>(1,351,697)</b>
<b>Cash Flows from Investing Activities</b>			
Payments for Bank Term Deposit		–	(1,840,261)
Proceeds from Bank Term Deposit		1,840,261	–
Payments for Property, Plant and Equipment		(29,869)	–
Loss on Disposal of Assets		–	–
<b>Net Cash Flows from/(used in) Investing Activities</b>		<b>1,810,392</b>	<b>(1,840,261)</b>
<b>Cash Flows from Financing Activities</b>			
Contributed Capital		–	–
<b>Net Cash Flows from/(used in) Financing Activities</b>		<b>–</b>	<b>–</b>
<b>Net Increase/(decrease) in Cash and Cash equivalents</b>		<b>2,824,880</b>	<b>(3,191,958)</b>
Cash and cash equivalents at beginning of the financial year		838,529	4,030,487
<b>Cash and cash equivalents at end of the financial year</b>	<b>12(b)</b>	<b>3,663,409</b>	<b>838,529</b>

The above Cash Flow Statement should be read in conjunction with the accompanying notes to and forming part of the financial report.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### INDEX

NOTE	DESCRIPTION	PAGE	NOTE	DESCRIPTION	PAGE
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6	Receivables	31	16	Remuneration of Auditors	38
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9	Payables	34	19	Subsequent Events	40
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### NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These annual financial statements represent the audited general purpose financial statements for the Shrine of Remembrance Trustees for the year ended 30 June 2016.

The purpose of the report is to provide users with information about the Shrine of Remembrance Trustees stewardship of resources entrusted to it.

#### (a) Statement of compliance

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AAS) which include Interpretations, issued by the Australian Accounting Standards Board (AASB).

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

These annual financial statements were authorised for issue by the Chairman of the Trustees Air Vice-Marshal Chris Spence AO (Retd) on 31 August 2016.

#### (b) Basis of accounting preparation and measurement

This financial statement has been prepared on a going concern basis. The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets,

liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the financial statements and estimates relate to:

- The fair value of land, buildings, plant & equipment, (refer to Note 1(e));
- Superannuation expense (refer to Note 1(g));
- Actuarial assumptions for employee benefit provisions based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount rates (refer to Note 1(g));

These financial statements are presented in Australian dollars, and prepared in accordance with the historical cost convention except for the revaluation of certain non-financial assets and financial instruments as noted. Cost is based on the fair values of the consideration given in exchange for assets.

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONT'D

Consistent with AASB 13 Fair Value Measurement, the Trustees determine the policy and procedure for recurring fair value measurements such as Land & Heritage Assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, the Trustees have determined classes of assets and liabilities on the basis of nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

The Valuer-General Victoria (VGV) is the Shrine's independent valuation agency. The Shrine monitors changes in the fair value of each asset through relevant data sources to determine whether revaluation is required.

The accounting policies set out below have been applied in preparing the financial statements for the year ended 30 June 2016, and the comparative information presented in these financial statements for the year ended 30 June 2015.

#### (c) Revenue recognition

Grants and donations are recognised as revenues when control over the assets comprising those revenues is obtained. Control is normally obtained upon receipt or upon prior confirmation that the asset has been secured.

Revenue from sales is recognised when goods are handed to the customer.

Interest revenues on investments and cash holdings are recognised as they accrue.

#### (d) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

#### (e) Property, plant and equipment

Land and Buildings are recognised initially at cost and subsequently measured at fair value less accumulated depreciation and impairment.

Plant and Equipment are recognised initially at cost and subsequently measured at fair value less accumulated depreciation and impairment. Depreciated historical cost is generally a reasonable proxy for depreciated replacement cost because of the short lives of the assets concerned.

Non-current physical assets measured at fair value are revalued in accordance with FRD 103F *Non-current physical assets*. This revaluation process normally occurs at least every five years, based upon the asset's Government Purpose Classification, but may occur more frequently if fair value assessments indicate material changes in values. Independent valuers are used to conduct these scheduled revaluations and any interim revaluations are determined in accordance with the requirements of the FRD's. Revaluation increments or decrements arise from differences between an asset's carrying value and fair value.

Non-financial physical assets such as heritage assets are measured at fair value with regard to the property's highest and best use after due consideration is made for any legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset. Theoretical opportunities that may be available in relation to the asset are not taken into account until it is virtually certain that the restrictions will no longer apply. Therefore, unless otherwise disclosed, the current use of these non-financial physical assets will be their highest and best use.

The cost of constructed non-physical assets includes the cost of all materials used in construction, direct labour on the project, and an appropriate proportion of variable and fixed overheads.

Revaluation increments are recognised in other economic flows – other comprehensive income and credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense, the increment is recognised as revenue.

### NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONT'D

Revaluation decrements are recognised immediately as expenses, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

#### (i) Land

Land is valued at its fair value for existing use as the land is subject to a Queen's Caveat that forbids registration of any transfer or dealing with any part of the land by the entity.

#### (ii) Heritage Assets

The Shrine of Remembrance building and other war memorial artefacts are classified as Heritage Assets. The Shrine and the other Heritage Assets are valued on the basis of depreciated replacement cost.

#### (iii) Plant, Equipment, Furniture and Fittings

Plant, equipment, furniture and fittings are recorded at fair value. This is normally determined with reference to the asset's depreciated replacement cost.

#### (f) Depreciation

Depreciation measures the service potential of heritage assets, plant and equipment and furniture and fittings consumed during the year. Depreciation is recognised on a straight line basis over the useful lives of the assets to the entity. Depreciation rates are reviewed each financial year.

The expected useful lives of the assets for current and prior years are as follows:

Shrine	95 – 180 years
Other Heritage Assets	50 – 150 years
Plant & Equipment	5 – 30 years
Furniture & Fittings	5 – 20 years
Intangibles	5 – 10 years

#### (g) Employee benefits

Employee benefits expenses include all costs related to employment including wages and salaries, leave entitlements, redundancy payments and superannuation contributions. These are recognised when incurred.

#### (i) Wages and Salaries, annual leave and sick leave

Liabilities for wages and salaries, including non-monetary benefits annual leave and accumulating sick leave, are recognised in the provision for employee benefits, classified as current liabilities. Those liabilities which are expected to be settled within 12 months of the reporting period are measured at their nominal values.

Those liabilities that are not expected to be settled within 12 months are also recognised in the provision for employee benefits as current liabilities, but are measured at present value of the amounts expected to be paid when the liabilities are

settled using the remuneration rate expected to apply at the time of settlement.

#### (ii) Long Service Leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Unconditional LSL is disclosed in the notes to the financial statements as a current liability, even where the Shrine does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at

- Undiscounted value – if the Shrine expects to wholly settle within 12 months; and
- Present value – if the Shrine does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL Liability is measured at present value.

#### (iii) Superannuation

The Shrine contributes to the VicSuper Scheme, an accumulation fund where no on-going employer liability accrues. Employer contributions are based on a fixed percentage of employee earnings in accordance with the Superannuation Guarantee Legislation (9.50% in 2015/16), (9.50% in 2014/15).

#### (h) Contributed Capital

Consistent with *Australian Accounting Interpretation 1038 Contributions by Owners Made to Wholly-Owned Public Sector Entities* and FRD 119 *Contributions to Owners*, appropriations for additions to the net asset base have been designated as contributed capital. Other transfers that are in the nature of contributions or distributions that have been designated as contributed capital are also treated as contributed capital.

#### (i) Comparative figures

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

#### (j) Payables

These amounts represent liabilities for goods and services provided to the Trustees prior to the end of the financial year and which are unpaid. The amounts are unsecured and are usually paid within 60 days of recognition.

#### (k) Goods and Services Tax (GST)

Income expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONT'D

#### (l) Receivables

Receivables consist predominantly of contractual receivables, such as debtors in relation to goods and services and accrued investment income, and statutory receivables such as GST input tax credits recoverable. A provision for doubtful receivables is made when there is objective evidence that these debts will not be collected. Bad debts are written off when identified.

#### (m) Inventories

Inventories include goods held for sale. Inventories held for sale are measured at the lower of cost and net realisable value.

#### (n) Intangible Assets

Intangible assets are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated depreciation/amortisation. Costs incurred subsequent to initial acquisition are capitalised when it is expected that additional future economic benefits will flow to the Shrine. Intangible assets consist of items of software and the Shrine website. Costs in relation to the web site controlled by the Trustees are charged as expenses in the period in which they are incurred unless they relate to the acquisition of an asset, in which case they are capitalised as Intangible Assets and amortised over their period of expected benefit (10 years).

#### (o) Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents comprises cash on hand, cash at bank, bank overdrafts and deposits at call, and highly liquid investments with an original maturity of three months or less, that are readily convertible to cash on hand and are subject to insignificant changes of value.

#### (p) Impairment

If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written-off by a charge to the operating statement, except to the extent that the write down can be debited to an asset revaluation reserve amount applicable to that class of assets.

The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily

to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value, less cost to sell. It is deemed that in the event of the loss of an asset, the future economic benefits arising from the use of the asset will be replaced, unless a specific decision to the contrary has been made.

#### (q) Resources provided free of charge

The City of Melbourne provides maintenance of the Shrine Reserve and secretariat and administrative support to the Trustees free of charge.

#### (r) Galleries of Remembrance Project

The Galleries of Remembrance Project (GoR) was largely completed in the 2014 – 15 financial year. The project was owned by the Dept of Premier & Cabinet (DPC) and delivered by Major Projects Victoria (MPV). The value of the project was transferred to the Shrine on 30 June 2015. The transaction which transfers these assets between DPC and the Shrine meets the definition of a "contribution by owners" under Financial Reporting Direction (FRD) 119A Transfers through Contributed Capital and, as such, is to be recognised as a direct adjustment to equity through contributed capital. FRD119A requires an Allocation Statement to be prepared and approved by the relevant portfolio minister from the transferor department. The Allocation Statement is the instrument which is issued for the relevant minister to designate the transfer as a "contribution by owners". Both the DPC and the Shrine are required to account for the transfer consistently i.e. both via contributed capital and assets. The transfer was effected on 30 June 2015 and the value of assets transferred was \$45,025,000. Subsequently the Shrine has adjusted the value of the buildings portion of the transfer down by \$405,000 to reflect fair value.

As part of the project the Shrine was engaged to deliver parts of the project to DPC. The Shrine undertook these activities receiving, and delivering, the full value of these activities to MPV who later transferred them at this value to DPC before the ultimate transfer to the Shrine. These amounts are reflected in the accounts as Grants Received (\$57,578 in 2015 – 16), (\$2,433,297 in 2014 – 15) and Galleries of Remembrance Project costs (\$57,437 in 2015 – 16), (\$3,629,976 in 2014 – 15). The negative Grant Revenue in 2015 – 16 is due to a shortfall on the amount recorded as receivable at the end of 2014 – 15.

### NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONT'D

#### (s) Commitments

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of a note (refer note 14 *Commitments*) at their nominal value and inclusive of GST Payable.

#### (t) Events after reporting date

There were no events which occurred after the reporting date that require disclosure as a subsequent event.

#### (u) Rounding of amounts

Amounts included in the financial statements have been rounded to the nearest dollar.

#### (v) Economic Dependency

A significant proportion of the revenue is received through grant funding. The Shrine of Remembrance is reliant on this funding to meet its commitments as and when they fall due.

#### (w) New Accounting Standards and interpretations

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2016 reporting period. The Shrine Trustees have assessed these pending standards and have identified that no material impact will flow from the application of these standards in future reporting periods.

### NOTE 2: REVENUE FROM OPERATIONS

NOTE		2016 (\$)	2015 (\$)
<b>2(a)</b>	<b>Grants</b>		
	City of Melbourne	298,343	295,000
	Department of Land, Environment, Water & Planning – Annual Grant	939,000	914,000
	Galleries of Remembrance Project Grant	(57,578)	2,433,297
	Department of Premier & Cabinet	1,727,775	1,713,421
		<b>2,907,540</b>	<b>5,355,718</b>
<b>2(b)</b>	<b>DONATIONS AND SPONSORSHIPS</b>		
	Collection Box - Cash Management	96,421	123,702
	Sponsorships	110,373	170,000
	Shrine of Remembrance Foundation	352,788	671,794
	Other Donations	64,850	6,793
		<b>624,432</b>	<b>972,289</b>
<b>2(c)</b>	<b>INTEREST REVENUE</b>		
	Interest	93,092	111,027
		<b>93,092</b>	<b>111,027</b>
<b>2(d)</b>	<b>OTHER INCOME</b>		
	Friends of the Shrine	67,666	33,292
	Reimbursements	4,565	7,465
	Other	13,806	9,249
		<b>86,037</b>	<b>50,006</b>

### NOTE 3: EXPENSES FROM OPERATIONS

<b>3(a)</b>	<b>EMPLOYEE BENEFITS</b>		
	Wages	2,048,164	1,999,650
	Superannuation	191,844	180,839
	Workcover	21,460	22,072
	Annual Leave Expense	153,688	144,807
	Long Service Leave Expense	32,997	58,879
		<b>2,448,153</b>	<b>2,406,247</b>



# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 3: EXPENSES FROM OPERATIONS CONT'D

NOTE		2016 (\$)	2015 (\$)
<b>3(b)</b>	<b>Depreciation &amp; Amortisation</b>		
	Heritage Assets	1,152,474	914,779
	Plant and Equipment	156,771	63,457
	Furniture and Fittings	11,005	24,061
	Intangible Assets	20,801	11,325
		<b>1,341,051</b>	<b>1,013,622</b>
<b>3(c)</b>	<b>OTHER EXPENSES</b>		
	Education	31,206	21,603
	Exhibitions	139,198	309,470
	Facility Costs	497,536	502,098
	Fundraising	49,829	107,493
	Marketing	115,909	112,080
	Office Expenses	43,546	25,650
	Cost of Sales	116,440	184,859
	Other Operating	130,923	229,287
	Planning	46,050	15,950
	Public Programs	51,992	35,256
	Lease Expenses	–	47,738
		<b>1,222,629</b>	<b>1,591,484</b>

### NOTE 4: CASH AND CASH EQUIVALENTS

4	CASH AND CASH EQUIVALENTS		
	Cash on Hand	11,054	9,814
	Cash at Bank	991,955	828,715
	Short Term Bank Deposits (< 3 month maturity)	2,660,400	–
		<b>3,663,409</b>	<b>838,529</b>

### NOTE 5: OTHER FINANCIAL ASSETS - CURRENT

5	Other Financial Assets - Current		
	Bank Term Deposits (> 3 month maturity)	–	1,840,261
		<b>–</b>	<b>1,840,261</b>

Note: During the 2013 – 14 Financial Year, Trustees embarked on a fundraising strategy to raise funds for the future public education initiatives of the Shrine of Remembrance to honour the service and sacrifice of our servicemen and women. Included in the cash balances above is the establishment of our Endowment Fund and the Shrine deposited approximately \$0.567m into the Fund in 2015 – 16. (\$1.023m in 2014 – 15).

Our objective is to build the capital of the Fund so that future public education initiatives can be funded from the interest earned, although specific future initiatives may also require the Trustees to access part of the capital value of the Fund.

### NOTE 6: RECEIVABLES

NOTE		2016 (\$)	2015 (\$)
<b>6</b>	<b>RECEIVABLES</b>		
	Interest on Investment	219	4,741
	Other Receivables	11,404	22,615
	Other Receivables (GoR Asset)	–	834,483
	GST Receivables	27,311	197,841
		<b>38,934</b>	<b>1,059,680</b>

### NOTE 7: PROPERTY, PLANT AND EQUIPMENT

7	PROPERTY, PLANT AND EQUIPMENT		
	<b>Land</b>		
	At fair value	86,368,800	70,000,000
		<b>86,368,800</b>	<b>70,000,000</b>
	<b>Heritage Assets - Shrine of Remembrance</b>		
	At fair value	166,243,686	166,243,686
	Less Accumulated Depreciation	(69,977,717)	(68,889,527)
		<b>96,265,969</b>	<b>97,354,159</b>
	<b>Heritage Assets - Other</b>		
	At fair value	9,616,128	9,616,128
	Less Accumulated Depreciation	(3,144,428)	(3,080,145)
		<b>6,471,700</b>	<b>6,535,983</b>
	<b>Total Heritage Assets</b>	<b>102,737,669</b>	<b>103,890,142</b>
	<b>Plant And Equipment</b>		
	At fair value	2,656,679	2,649,569
	Less Accumulated Depreciation	(576,884)	(420,113)
		<b>2,079,795</b>	<b>2,229,456</b>
	<b>Furniture And Fittings</b>		
	At fair value	218,471	195,713
	Less Accumulated Depreciation	(74,351)	(63,346)
		<b>144,120</b>	<b>132,367</b>
	<b>Capital Works In Progress</b>		
	Works in Progress	–	–
		<b>–</b>	<b>–</b>
	<b>Total Property, Plant And Equipment</b>	<b>191,330,384</b>	<b>176,251,965</b>

The basis of valuation is included under note 1(e) in the Notes to and Forming Part of the Financial Report.

The valuations have been conducted as follows:

- (i) A managerial valuation of the land was performed for the year ended 30 June 2016. The valuation was based on the Valuer General land indices in accordance with FRD103F – Non Financial Physical Assets.
- (ii) Valuation of the Shrine of Remembrance was determined by an independent valuer, Napier & Blakeley Pty Ltd on behalf of the Valuer-General Victoria. The revaluation was based on reproduction and depreciated reproduction cost of the asset and components. The effective date of the valuation is 30 June 2012.
- (iii) Valuation of other heritage assets was determined by an independent valuer, Joel Auctions Pty Ltd on behalf of the Valuer-General Victoria. The revaluation was based on fair market value and estimated new replacement cost. The effective date of the valuation is 30 June 2012.
- (iv) Plant & Equipment and Furniture & Fittings at fair value as assessed by the Trustees annually.

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 7: PROPERTY, PLANT AND EQUIPMENT CONT'D

Details of the Shrine's Land, Heritage Assets, Plant & Equipment and Information about the fair value hierarchy as at 30 June 2016 (as per note 1b) are as follows:

NOTE		CARRYING AMT	LEVEL 1 (\$)	LEVEL 2 (\$)	LEVEL 3 (\$)
7	Land	86,368,800	–	–	86,368,800
	Heritage Assets - Shrine	96,265,970	–	–	96,265,970
	Heritage Assets - Other	6,471,699	–	–	6,471,699
	P&E	2,079,796	–	–	2,079,796
	F&F	144,120	–	–	144,120

Details of the Shrine's Land, Heritage Assets, Plant & Equipment and Information about the fair value hierarchy as at 30 June 2015 (as per note 1b) are as follows:

NOTE		CARRYING AMT	LEVEL 1 (\$)	LEVEL 2 (\$)	LEVEL 3 (\$)
7	Land	70,000,000	–	–	70,000,000
	Heritage Assets - Shrine	97,354,159	–	–	97,354,159
	Heritage Assets - Other	6,535,983	–	–	6,535,983
	P&E	2,229,456	–	–	2,229,456
	F&F	132,367	–	–	132,367

#### Description of significant unobservable inputs to level 3 valuations

**Land:** Land is valued at the market approach and currently has a Community Service Obligation (CSO) of 60%. A significant increase or decrease in the CSO adjustment would result in a significantly higher or lower fair value.

**Heritage Assets - Shrine of Remembrance:** The Shrine is valued at depreciated reproduction cost and the useful life of the building and components is between 95 – 180 years. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation. The direct cost per square metre is \$43,561. A significant increase or decrease in direct cost per square metre would result in a significantly higher or lower valuation.

**Heritage Assets - Other:** Other heritage assets are valued at fair market value and estimated new replacement cost. The useful life of the assets ranges between 50 – 150 years. A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation. The direct cost per unit is \$43,561. A significant increase or decrease in cost per unit would result in a significantly higher or lower valuation.

**Plant & Equipment:** Plant & Equipment is valued at fair value and the useful life of the assets is between 5 – 30 years. A significant increase or decrease in the useful life of the asset would result in a significantly higher or lower valuation. The average cost per unit is \$22,013. A significant increase or decrease in cost per unit would result in a significantly higher or lower valuation.

**Furniture & Fittings:** Furniture & Fittings are valued at fair value and the useful life of the assets is between 5 – 20 years. A significant increase or decrease in the useful life of the asset would result in a significantly higher or lower valuation. The average cost per unit is \$6,420. A significant increase or decrease in cost per unit would result in a significantly higher or lower valuation.

Descriptions of significant unobservable inputs to level 3 valuations are the same as the previous year.

### NOTE 7: PROPERTY, PLANT AND EQUIPMENT CONT'D

NOTE		2016 (\$)	2015 (\$)
	<i>Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the financial year are set out below.</i>		
7	<b>Land</b>		
	Opening Balance (Carrying Amount)	70,000,000	70,000,000
	Revaluation	16,368,800	–
	<b>Closing Balance (Carrying Amount)</b>	<b>86,368,800</b>	<b>70,000,000</b>
7	<b>Heritage Assets - Shrine of Remembrance</b>		
	Opening Balance (Carrying Amount)	97,354,159	55,894,969
	Additions	–	42,714,685
	Revaluation	–	(405,000)
	Depreciation	(1,088,189)	(850,495)
	<b>Closing Balance (Carrying Amount)</b>	<b>96,265,970</b>	<b>97,354,159</b>
	<b>Heritage Assets - Other</b>		
	Opening Balance (Carrying Amount)	6,535,983	6,600,267
	Additions	–	–
	Revaluation	–	–
	Depreciation	(64,284)	(64,284)
	<b>Closing Balance (Carrying Amount)</b>	<b>6,471,699</b>	<b>6,535,983</b>
	<b>Plant &amp; Equipment</b>		
	Opening Balance (Carrying Amount)	2,229,456	840,163
	Additions	7,111	1,475,832
	Transfers from Works in Progress	–	–
	Disposals	0	(23,082)
	Depreciation	(156,771)	(63,457)
	<b>Closing Balance (Carrying Amount)</b>	<b>2,079,796</b>	<b>2,229,456</b>
	<b>Furniture &amp; Fittings</b>		
	Opening Balance (Carrying Amount)	132,367	253,335
	Additions	22,758	–
	Transfers from Works in Progress	–	–
	Disposals	0	(96,907)
	Depreciation	(11,005)	(24,061)
	<b>Closing Balance (Carrying Amount)</b>	<b>144,120</b>	<b>132,367</b>
	<b>Capital Works In Progress</b>		
	Opening Balance (Carrying Amount)	–	51,625
	Additions	–	–
	Transfer to Heritage Assets	–	–
	Transfer to Intangibles	–	(51,625)
	Transfer to Furniture and Fittings	–	–
	<b>Closing Balance (Carrying Amount)</b>	<b>–</b>	<b>–</b>

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 7: PROPERTY, PLANT AND EQUIPMENT CONT'D

NOTE		2016 (\$)	2015 (\$)
	<b>Total</b>		
	Opening Balance (Carrying Amount)	176,251,965	133,640,360
	Additions	29,869	44,190,517
	Disposals	0	(119,989)
	Depreciation	(1,320,250)	(1,002,298)
	Transfer to Intangibles	0	(51,625)
	Revaluation	16,368,800	(405,000)
	<b>Closing Balance (Carrying Amount)</b>	<b>191,330,384</b>	<b>176,251,965</b>

### NOTE 8: INTANGIBLES

8	INTANGIBLES		
	Intangible Assets	143,457	143,457
	Less Accum Amortisation	(47,991)	(27,190)
		<b>95,466</b>	<b>116,267</b>
	Opening Balance (Carrying Amount)	116,267	75,967
	Additions	–	51,625
	Amortisation	(20,801)	(11,325)
	<b>Closing Balance (Carrying Amount)</b>	<b>95,466</b>	<b>116,267</b>

### NOTE 9: PAYABLES

9	PAYABLES		
	Accounts Payable	123,824	56,170
	Audit Fees	7,260	11,400
	Accruals	89,974	91,173
		<b>221,057</b>	<b>158,743</b>

### NOTE 10: EMPLOYEE BENEFITS

10	EMPLOYEE BENEFITS		
10(a)	<b>Current employee benefits</b>		
	<b>Annual Leave entitlements</b>		
	Unconditional and expected to settle within 12 mths	129,988	122,467
	Unconditional and expected to settle after 12 mths	–	–
	<b>Long Service Leave entitlements</b>		
	Unconditional and expected to settle within 12 mths	12,787	12,099
	Unconditional and expected to settle after 12 mths	124,072	149,508

### NOTE 10: EMPLOYEE BENEFITS CONT'D

NOTE		2016 (\$)	2015 (\$)
	<b>Current on-costs</b>		
	Unconditional and expected to settle within 12 mths	16,094	15,428
	Unconditional and expected to settle after 12 mths	13,645	16,066
	<b>Non-current employee benefits</b>		
	Long Service Leave entitlements	49,887	35,365
	Non current on-costs	5,482	3,886
	<b>Total employee benefits and related on-costs</b>	<b>351,955</b>	<b>354,819</b>
10(b)	<b>Reconciliation of Movements</b>		
	<b>Annual Leave</b>		
	Balance at the beginning of the financial year	136,305	125,975
	Additional Provisions	153,688	144,807
	Amounts used	(145,317)	(134,477)
	<b>Balance at the end of the financial year</b>	<b>144,677</b>	<b>136,305</b>
	<b>Long Service Leave</b>		
	Balance at the beginning of the financial year	218,514	168,757
	Additional Provisions	32,997	58,879
	Amounts used	(44,233)	(9,122)
	<b>Balance at the end of the financial year</b>	<b>207,278</b>	<b>218,514</b>

### NOTE 11: PHYSICAL ASSET REVALUATION SURPLUS

11	PHYSICAL ASSET REVALUATION SURPLUS		
	Land	65,168,800	48,800,000
	Buildings	27,230,828	27,230,828
	Other Heritage Assets	4,711,022	4,711,022
	<b>Total Physical Asset Revaluation Surplus</b>	<b>97,110,650</b>	<b>80,741,850</b>
	<b>Movements in Reserves - Asset Revaluation Reserve</b>		
	Balance at the beginning of the financial year	80,741,850	81,146,850
	Land – Revaluation increments/(decrements)	16,368,800	–
	Shrine of Remembrance – Revaluation increments/(decrements)	–	(405,000)
	Other Heritage Assets – Revaluation increments/(decrements)	–	–
	<b>Balance at the end of the financial year</b>	<b>97,110,650</b>	<b>80,741,850</b>

### NOTE 12: CASH FLOW INFORMATION

12(a)	RECONCILIATION OF NET RESULT FOR THE PERIOD		
	<b>Net Result for the year</b>	<b>(1,377,347)</b>	<b>(2,280,336)</b>
	<b>Non-cash movements</b>		
	Depreciation & Amortisation	1,341,051	1,013,622
	Other Receivables	–	834,483
	Loss on sale of assets	–	119,989

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 12: CASH FLOW INFORMATION CONT'D

NOTE	2016 (\$)	2015 (\$)
<b>Movements in assets and liabilities</b>		
(Increase)/Decrease in Receivables	1,020,747	(974,844)
Increase/(Decrease) in Payables	62,314	(71,469)
Increase/(Decrease) in Employee Benefits	(2,865)	60,087
(Increase)/Decrease in Inventories	(29,412)	(53,230)
<b>Net cash flows from/(used in) operating activities</b>	<b>1,014,488</b>	<b>(1,351,697)</b>
<b>12(b) RECONCILIATION OF CASH AND CASH EQUIVALENTS</b>		
Cash on Hand	11,054	9,814
Cash at Bank	991,955	828,715
Short Term Bank Deposit	2,660,400	–
<b>Balances per cash flow statement</b>	<b>3,663,409</b>	<b>838,529</b>

The Shrine of Remembrance has available the following bank facilities: Credit Card (Mastercard) – limit \$25,000.

### NOTE 13: SUPERANNUATION

13	SUPERANNUATION	
	Superannuation Contributions for the reporting period are included as part of employee benefits and on-costs in the operating statement of the entity. The name and details of the major employee superannuation funds and contributions made by the entity are as follows:	
	<b>Defined contribution plans:</b>	
	VicSuper	90,953
	D Baguley Superannuation Fund	9,747
	Vision Super	11,061
	Australian Super	43,635
	Other Funds	36,448
	<b>191,844</b>	<b>180,839</b>

As at 30 June 2016 there were no outstanding superannuation contributions, (30 June 2015 – nil).

### NOTE 14: COMMITMENTS

NOTE	2016 (\$)	2015(\$)
<b>14</b>	<b>COMMITMENTS</b>	
	<b>Commitments for Expenditure</b>	
	Commitments contracted for at balance date but not recognised in the financial statements as liabilities.	
<b>14(a)</b>	<b>Capital Commitments</b>	
	There are no Capital Commitments as at June 2016, (30 June 2015 – nil).	

### NOTE 14: COMMITMENTS CONT'D

NOTE	2016 (\$)	2015 (\$)
<b>14(b)</b>	<b>Lease Commitments</b>	
	<b>Operating Lease commitment</b>	
	Non-cancellable operating leases contracted for but not capitalised in the financial statements:	
	Not later than one year	10,296
	Later than one year and not later than five years	10,296
	<b>Total Commitments</b>	<b>20,592</b>
		<b>37,301</b>

Operating leases includes lease of office equipment.

### NOTE 15: RESPONSIBLE PERSONS

15	RESPONSIBLE PERSONS	
	Trustees	
	<b>The names of the Trustees who held office during the financial year are:</b>	
	Air Vice-Marshal Chris Spence AO (Retd) (Chairman)	
	Colonel John Wertheimer AM RFD	
	Maj. Gen. David McLachlan AO (Retd)	
	Wing Commander David Grierson OAM (Retd)	
	The Right Hon. the Lord Mayor Robert Doyle	
	Dr. Helen Drennen	
	Dr. Michael Lawriwsky	
	Ms. Susan Blake	
	Colonel Michelle Campbell	
	Ms. Tracey Curro (From 1 March 2016)	
	Remuneration of Responsible Persons	
	<b>The numbers of Responsible persons whose total remuneration from The Shrine of Remembrance falls within the following bands</b>	
	<b>2016</b>	<b>2015</b>
	\$0 - \$9999	6
		5
	<b>Total</b>	<b>6</b>
		<b>5</b>
	Total Remuneration paid or payable during the year to Trustees for sitting fees	<b>4,518</b>
		<b>15,695</b>
	<b>Accountable Officer</b>	
	The names of the Accountable Officers who held office during the financial year are:	
	<b>Denis Baguley (01 July 2015 to 17 July 2015)</b>	
	<b>Dean Lee (13 July 2015 to 30 June 2016)</b>	
	Total Remuneration paid or payable during the year to the Accountable Officer amounted to:	241,980
		201,184
	<b>Responsible Persons Related Disclosures</b>	
	The person who held the position of Minister responsible for the Shrine of Remembrance for the reporting period is as follows:	
	<b>Hon. John Eren, MP, Minister for Veterans</b>	
	Remuneration paid to the Minister for Veterans, Hon. John Eren, MP, will be reported in the Annual Report of the Department of Premier and Cabinet.	
	<b>Related Party Transactions</b>	
	There are no related party transactions relating to any of the Trustees or responsible officers.	

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 16: REMUNERATION OF AUDITORS

16	REMUNERATION OF AUDITORS		
	Victorian Auditor-General's Office Audit of the financial statements	12,600	11,400

### NOTE 17: FINANCIAL INSTRUMENTS

#### 17. FINANCIAL INSTRUMENTS

##### (i) Significant accounting policies

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, with respect to each class of financial asset, financial liability and equity instrument are disclosed in Note 1 to the financial statements.

##### (ii) Categorisation of financial instruments

	NOTES	CATEGORY	CARRYING AMOUNT 2016 (\$)	CARRYING AMOUNT 2015 (\$)
<b>Financial Assets</b>				
Cash and Cash Equivalents	4	N/A	3,663,409	838,529
Other Financial Assets	5	-	-	1,840,261
Receivables <sup>(a)</sup>	6	Contractual financial assets, loans and receivables	11,623	861,840
			<b>3,675,032</b>	<b>3,540,630</b>

##### Financial Liabilities

Payables <sup>(a)</sup>	Contractual financial liabilities at amortised cost	178,418	103,241
		<b>178,418</b>	<b>103,241</b>

(a) The amount of financial liabilities disclosed here excludes statutory payables (e.g. taxes payable).

##### (iii) Credit Risk

Credit risk represents the loss that would be recognised if counter-parties failed to perform as contracted. The entity's maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the balance sheet.

##### Financial Assets that are either past due or impaired

Currently the entity does not hold any collateral as security nor credit enhancements relating to any of its financial assets. As at the reporting date, there is no indication that the financial assets have been impaired.

There are no financial assets that have had their terms renegotiated so as to prevent them from being past due or impaired, and they are stated at the carrying amounts as indicated. The following table discloses the ageing only of financial assets that are past due but not impaired.

### NOTE 17: FINANCIAL INSTRUMENTS CONT'D

Interest rate exposure and ageing analysis of financial assets.										
	Weighted average effective interest rate %	Carrying amount	INTEREST RATE EXPOSURE			PAST DUE BUT NOT IMPAIRED				IMPAIRED
			Fixed interest rate	Variable interest rate	Non-interest bearing	Less than 1 month	1 month - 3 months	3 months - 1 year	1-5 years	
<b>2016</b>										
Cash and Cash Equivalents	1.36%	3,663,409	2,660,400	828,715	9,814	-	-	-	-	-
Other Financial Assets	-	-	-	-	-	-	-	-	-	-
Receivables	-	11,623	-	-	11,623	-	11,623	-	-	-
		<b>- 3,675,032</b>	<b>2,660,400</b>	<b>828,715</b>	<b>21,437</b>	<b>-</b>	<b>11,623</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>2015</b>										
Cash and Cash Equivalents	1.45%	838,529	-	828,715	9,814	-	-	-	-	-
Other Financial Assets	2.85%	1,840,261	1,840,261	-	-	-	-	-	-	-
Receivables	-	861,840	-	-	861,840	839,225	22,615	-	-	-
		<b>- 3,540,630</b>	<b>1,840,261</b>	<b>828,715</b>	<b>871,654</b>	<b>839,225</b>	<b>22,615</b>	<b>-</b>	<b>-</b>	<b>-</b>

##### (iv) Liquidity risk

Liquidity risk arises when the entity is unable to meet its financial obligations as they fall due. The entity operates under the policy of settling financial obligations within 30 days and in the event of a dispute, make payments within 30 days from the date of resolution.

It also continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets and dealing in highly liquid markets.

The entity's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. Maximum exposure to liquidity risk is the carrying amounts of financial liabilities.

##### Interest rate exposure and ageing analysis of financial liabilities.

	Weighted average effective interest rate %	Nominal amount	INTEREST RATE EXPOSURE			MATURITY DATES				
			Fixed interest rate	Variable interest rate	Non-interest bearing	Less than 1 month	1 month - 3 months	3 months - 1 year	1-5 years	
<b>2016</b>										
Payables	-	178,418	-	-	178,418	178,418	-	-	-	-
		<b>- 178,418</b>	<b>-</b>	<b>-</b>	<b>178,418</b>	<b>178,418</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2015</b>										
Payables	-	103,241	-	-	103,241	103,241	-	-	-	-
		<b>- 103,241</b>	<b>-</b>	<b>-</b>	<b>103,241</b>	<b>103,241</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 30 JUNE 2016

### NOTE 17: FINANCIAL INSTRUMENTS CONT'D

(v) Market Risk	
The entity's exposure to market risk is primarily through interest rate risk. Objectives, policies and processes used to manage this risk are disclosed in the paragraph below.	
<b>Interest rate risk</b>	
Exposure to interest rate risk might arise primarily through the entity's cash and deposits. Minimisation of risk is achieved by mainly undertaking fixed rate or non interest bearing financial instruments.	
<b>Sensitivity disclosure analysis</b>	
Taking into account past performance, future expectations, economic forecasts and management's knowledge and experience of the financial markets, the entity believes the movements in the table below are 'reasonably possible' over the next 12 months. The table discloses the impact on net operating result and equity for each category of financial instrument held by the entity at year end as presented to key management personnel, if the above movements were to occur.	

Market Risk Exposure						
		INTEREST RATE RISK				
		-1% (100 basis points)		+0.5% (50 basis points)		
2016 Financial Assets	Carrying Amount	Profit	Equity	Profit	Equity	
Cash Assets	3,663,409	(36,634)	(36,634)	18,317	18,317	
		-1% (100 basis points)		+1% (100 basis points)		
2015 Financial Assets	Carrying Amount	Profit	Equity	Profit	Equity	
Cash Assets	838,529	(8,385)	(8,385)	4,193	4,193	

(vi) Fair Value	
The fair values and net fair values of financial assets and financial liabilities are determined as follows:	
The fair value of financial assets and financial liabilities with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices; and	
The fair value of other financial assets and liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis.	
The entity considers that the carrying amount of financial assets and financial liabilities recorded in the financial report to be a fair approximation of their fair values, because of the availability of accurate market prices or their short term nature and the expectation that they will be paid in full.	

### NOTE 18: CONTINGENT LIABILITIES

There are no contingent liabilities as at 30th June 2016.
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### NOTE 19: SUBSEQUENT EVENTS

There have been no subsequent events after balance date that need to be reflected in the Financial Statements.
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# DISCLOSURE INDEX

The Annual Report of the Shrine of Remembrance is prepared in accordance with all relevant Victorian legislation and pronouncements as far as practicable. This index has been prepared to facilitate identification of the Shrine's compliance with statutory disclosure requirements.

Legislation	Requirement	Page Number
<b>Charter and purpose</b>		
FRD 22G	Manner of establishment and the relevant Ministers	4 – 44
FRD 22G	Objectives, functions, powers and duties	4 – 5
FRD 8D	Department objective, indicators and outputs	N/A
FRD 22G	Key Initiatives and Projects	14 – 17
FRD 22G	Nature and range of services provided	4
<b>Management and structure</b>		
FRD 22G	Organisational structure	10
<b>Financial and other information</b>		
FRD8D	Performance against output performance measures	N/A
FRD8	Budget portfolio outcomes	N/A
FRD 10A	Disclosure index	41
FRD 12A	Disclosure of major contracts	NIL
FRD 15C	Executive officer disclosures	37 & 43
FRD 22G	Employment and Conduct Principles	43
FRD 22G	Occupational health and safety	44
FRD 22G	Summary of the financial results for the year	22
FRD 22G	Significant changes in financial position during the year	22
FRD 22G	Major changes or factors affecting performance	13
FRD 22G	Subsequent events	40
FRD 22G	Application and operation of <i>Freedom of Information Act 1982</i>	43
FRD 22G	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	44
FRD 22G	Statement on National Competition Policy	43
FRD 22G	Application and operation of the <i>Protected Disclosures Act 2012</i>	43
FRD 22G	Details of consultancies over \$10,000	44
FRD 22G	Details of consultancies under \$10,000	44
FRG 22G	Disclosure of Government Advertising Expenditure	44
FRG 22G	Disclosure of ICT Expenditure	44
FRD 22G	Statement of availability of other information	44
FRD 24C	Reporting of Office-based Environmental Impacts	44
FRD 25B	Victorian Industry Participation Policy Disclosures	43
FRD 29A	Workforce Data disclosures	43
FRD 30A	Design & Print of Annual Report	44
SD 4.5.5	Ministerial Compliance Attestation Regarding Risk Management and Insurance	44
SD 4.2(g)	Specific Information Requirements	2 – 17
SD 4.2(j)	Sign-off Requirements	19

## DISCLOSURE INDEX CONT'D

The Annual Report of the Shrine of Remembrance is prepared in accordance with all relevant Victorian legislation and pronouncements as far as practicable. This index has been prepared to facilitate identification of the Shrine's compliance with statutory disclosure requirements.

Legislation	Requirement	Page Number
<b>Financial statements required under Part 7 of the FMA</b>		
SD 4.2(a)	Statement of change in equity	23
SD 4.2(b)	Operating statement	22
SD 4.2(b)	Balance sheet	22 – 23
SD 4.2(b)	Cash flow statement	24
<b>Other Requirements Under standing Directions 4.2</b>		
SD 4.2(c)	Compliance with Australian Accounting Standards and other authoritative pronouncements	25
SD 4.2(c)	Compliance with Ministerial Directions	25
SD 4.2(d)	Rounding of amounts	29
SD 4.2(c)	Accountable officer's declaration	19
SD 4.2(f)	Compliance with Model Financial Report	44
<b>Other disclosures as required by FRDs in notes to the financial statements</b>		
FRD 9A	Department disclosures of administered assets & liabilities	N/A
FRD 11A	Disclosure of ex-gratia payments	NIL
FRD 13	Disclosure of parliamentary appropriations	N/A
FRD 21B	Responsible person and executive officer disclosures	37
FRD 103F	Non-financial physical assets	23
FRD 110	Cash flow statements	24
FRD 112D	Defined benefit superannuation obligations	N/A
<b>Legislation</b>		
	<i>Carers Recognition Act 2012</i>	44
	<i>Building Act 1993</i>	44
	<i>Protected Disclosures Act 2012</i>	43
	<i>Victorian Industry Participation Policy Act 2003</i>	43
	<i>Financial Management Act 1994</i>	43

## APPENDIX - OTHER INFORMATION

### Workforce Data

The Shrine of Remembrance Trustees directly employs a Chief Executive Officer and operational staff.

Staff Numbers	2014 – 15	2015 – 16
Chief Executive Officer	1	1
Shrine Employees (Total)	39	40
Effective Full-time equivalent	29.05	29.96

The salary of the one executive employee is reported within note 15 of the financial accounts.

The Shrine is also supported by over 130 Volunteers.

### Freedom of Information

The Shrine of Remembrance is subject to the provisions of the *Freedom of Information Act 1982*. The *Freedom of Information Act 1982* gives individuals and organisations a general right of access to information held by the Shrine of Remembrance. It also provides a right of appeal in relation to decisions to refuse access to information made by the Shrine of Remembrance regarding Freedom of Information requests.

Requests should be forwarded to Shrine of Remembrance Trustees, GPO Box 1603, Melbourne, Victoria 3001.

The number of FOI Requests made to the Shrine of Remembrance	2014 – 15	2015 – 16
Assessable FOI Requests	1	1

### The Protected Disclosures Act 2012

The *Protected Disclosures Act 2012* supersedes the former *Whistleblowers Protection Act 2001*. The Act encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken. Disclosures of improper conduct or detrimental action by the Trustees or their employees may be made to either the Chairman of Trustees or the Chief Executive Officer. Alternatively, approaches may also be made direct to:

Independent Broad-based Anti-corruption Commission:  
Level 1, North Tower, 459 Collins Street  
Melbourne, VIC 3000  
Phone: 1300 735 135  
Internet: [www.ibac.vic.gov.au](http://www.ibac.vic.gov.au)

The number of disclosures made by an individual to the Shrine of Remembrance and notified to the Independent Broad-based Anti-corruption Commission	2014-15	2015-16
Assessable disclosures	0	0

### Employment and Conduct Principles

The Shrine of Remembrance is committed to applying merit and equity principles when appointing staff. The selection processes ensure that applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination.

### National Competition Policy

The Trustees adhere to the principles of the National Competition Policy (NCP) to ensure that any business competition with private entities takes place in an environment where the Trustees have no competitive advantages.

### Victorian Industry Participation Policy Disclosures

The Shrine of Remembrance wherever possible, adheres to the Victorian Industry Participation Policy.

During the reporting period, Trustees did not let any contract at or above the required reporting levels.

### Financial Management Act 1994

Other information as required under the *Financial Management Act 1994*, but not specifically referred to, has been retained by the accountable officer and is available to the Minister, Members of Parliament and the public on request.

### Cultural Diversity

The Shrine Trustees are committed to policies, programs and strategies aimed at delivering culturally appropriate services to all Victorians.

## APPENDIX - OTHER INFORMATION CONT'D

### Building Act 1993

During the reporting period the Trustees have complied with the *Building Act 1993* where appropriate.

### Occupational Health and Safety

The Shrine Audit & Risk Management Committee has responsibility for oversight and review of OH&S policies and procedures. 463.6 hours were lost through workplace accidents during the reporting period.

### Consultancies

The Trustees engaged 11 consultants at a total cost of \$102,126.50 during the reporting period. There were no single consultancies in excess of \$100,000 entered into during the reporting period.

The following information provides a breakdown in relation to FRD 22G	Under \$10,000	Over \$10,000
	8	3

### Events Occurring After Balance Date

No material events occurred after balance date.

### Model Financial Report

This Annual Report is modelled on the Model Financial Report as far as possible for this entity.

### Further information

Information relevant to the headings listed in Financial Reporting Direction 22 of the *Financial Management Act 1994* is held at the Shrine of Remembrance and is available on request.

### Reporting of Office-based Environmental Impacts

With the implementation of the Galleries of Remembrance, the Shrine Trustees instigated many energy efficiency initiatives primarily focussed on the application of improved technology to reduce environmental impacts. Such initiatives have continued throughout the reporting period and have been added to previous initiatives including the installation of

underground storage for water harvested from the Shrine's drainage systems and the systematic upgrade to energy efficient lighting throughout the facility.

### Ministerial Compliance Attestation Regarding Risk Management and Insurance (SD 4.5.5)

The Chairman of Trustees, Chris Spence, certifies that the Shrine of Remembrance has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard and an internal control system that enables Trustees to understand, manage and satisfactorily control risk exposures. The Shrine's Audit & Risk Management Committee verifies the Chairman's assurance that the risk profile of the Shrine has been critically reviewed within the last 12 months.

The Chairman also certifies that the Shrine of Remembrance complied with Ministerial Direction 4.5.5 regarding insurance.

### Disclosure of Government Advertising Expenditure

The Shrine Trustees did not undertake any government advertising during the reporting period.

### Disclosure of ICT Expenditure

During the reporting period, the Shrine of Remembrance investment in ICT was below the reportable threshold of \$100,000.

### Compliance with the Carers Recognition Act 2012

The Shrine of Remembrance has taken all practical measures to comply with its obligations under the Act.

### Design & Print Annual Report

The Shrine of Remembrance has taken all practical measures to comply with its obligations under the requirements of FRD 30C.

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## KEY SUPPORTERS

The Shrine Foundation was established in 2004 to provide ongoing funding for education and commemorative activities. Trustees are very grateful for the financial and in-kind support of the organisations and individuals who support the Shrine.

### Foundation Benefactors

- State Government of Victoria
- Anzac Centenary Public Fund
- Portland House Foundation

### Benefactors

- Wertheimer Family
- Geoff & Helen Handbury Foundation
- Gandel Philanthropy
- Colonial Foundation
- Helen Macpherson Smith Trust
- Returned and Services League of Australia (Victorian Branch)

### Major Donors

- City of Melbourne
- Margaret Ross AM and Dr Ian C Ross
- Holcim Australia Pty Ltd
- Vera Moore Foundation
- St Kilda Memorial Hall Trustees
- Calvert-Jones Foundation

### Donors

- Lark Force Association
- Freemason's Public Charitable Foundation
- Betty Amsden AO
- Kenneth J Roche AO
- Republic of Turkey
- Geoffrey Gardiner Dairy Foundation
- Douglas Meagher QC
- VECCI
- National Servicemen's Association of Australia (Victoria) South Gippsland Sub-Branch
- Melbourne Football Club
- Richmond Football Club
- Krystyna Campbell-Pretty

### 2015 – 16 Key supporters include:

- Department of Premier and Cabinet
- Department of Environment, Land, Water and Planning
- Commonwealth Department of Veterans' Affairs

- Lord Mayor's Charitable Foundation
- Margaret and Ian Ross
- Australian War Memorial
- Linfox
- WA Museum
- Gardiner Foundation
- JWC

### 2015 – 16 Other financial and in-kind contributors:

- Monash University
- 3AW
- Channel 7
- iSentia
- Image on Line
- Yarra Trams
- Fed Square Pty Ltd

### 2015 – 16 Partners and Sponsors

- Gandel Group
- The City of Melbourne
- RACV
- Qantas
- VB (Carlton & United Breweries)
- Adams Print
- Taltarni Vineyards
- XSD
- ABC Radio Melbourne
- 7 News
- Herald Sun
- Chadstone Shopping Centre

Trustees acknowledge the important support of the Returned & Services League of Australia (Victorian Branch) and Legacy.

The City of Melbourne provides grounds maintenance services and grant assistance towards administrative and secretarial support including payroll, accounting and planning via a Memorandum of Understanding. Victoria Police provide the Shrine Guards. Multinet Gas and Origin Energy provide gas to the Eternal Flame via a Memorandum of Understanding and the *Shrine of Remembrance Act 1978*.





SHRINE OF REMEMBRANCE  
MELBOURNE