

# ANNUAL REPORT

2016-2017



SHRINE OF REMEMBRANCE  
MELBOURNE

ANZAC IS NOT MERELY ABOUT LOSS. IT IS ABOUT COURAGE  
AND ENDURANCE, AND DUTY, AND LOVE OF COUNTRY,  
AND MATESHIP, AND GOOD HUMOUR  
AND THE SURVIVAL OF A SENSE OF SELF-WORTH  
AND DECENCY IN THE FACE OF DREADFUL ODDS





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**Produced by the  
Shrine of Remembrance Trustees**

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# CHAIRMAN'S REPORT

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The Hon. John Eren MP  
Minister for Veterans  
Level 36, 121 Exhibition Street  
Melbourne VIC 3000



Dear Minister,

On behalf of the Trustees of the Shrine of Remembrance it is my pleasure to submit the 2016–17 annual report.

The Shrine of Remembrance continued to be the focal point of our State's commemoration throughout this, the third year, of the Centenary of Anzac. During the period we have sustained a significant program of ceremonial activities; visitation from Victoria, nationally and internationally; and most importantly, our engagement with school children.

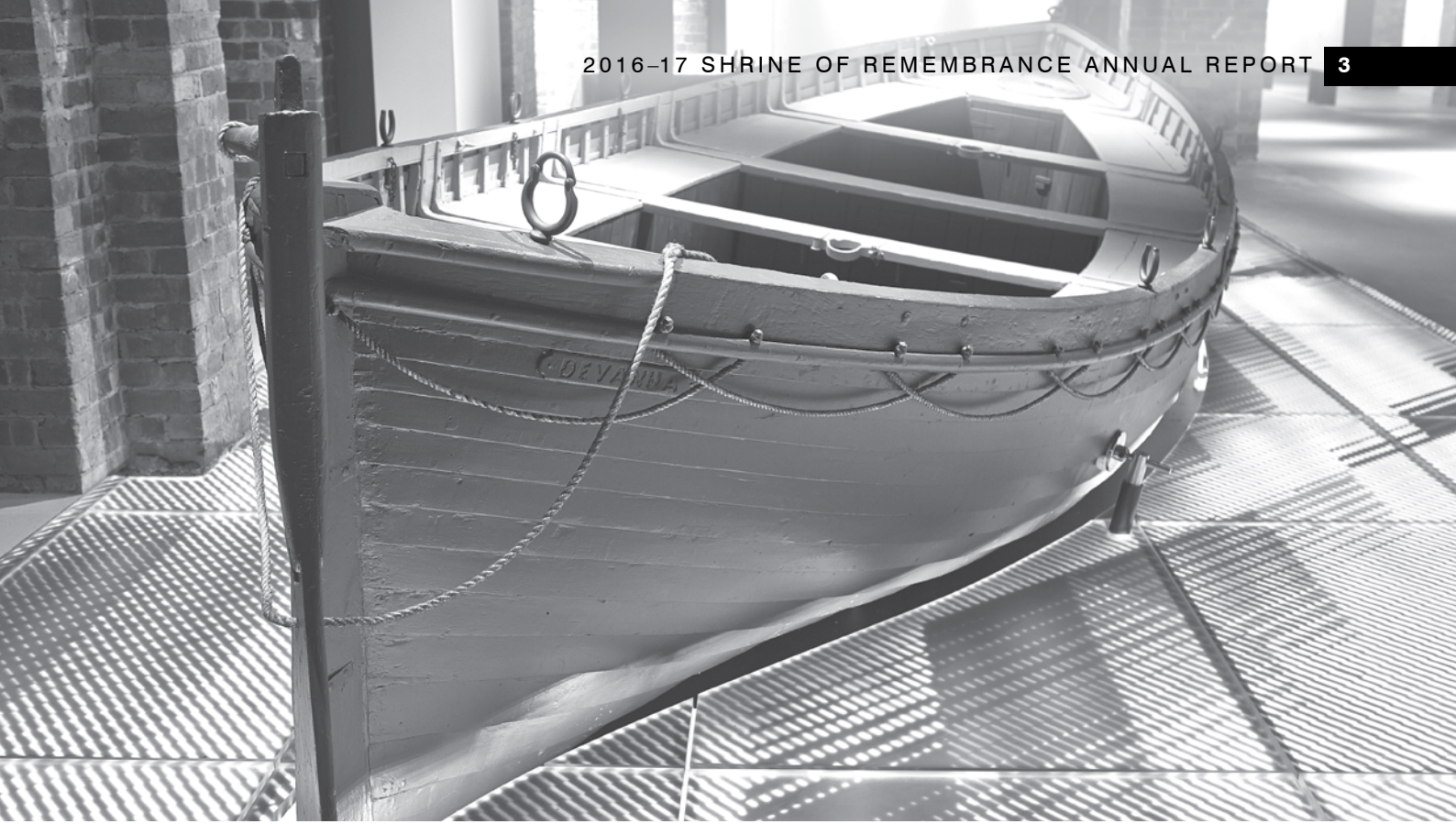
In addition to Anzac Day and Remembrance Day, significant 100th year commemoration ceremonies such as the Battle of Fromelles were strongly supported by veterans and the broader Victorian community. Pleasingly, Legacy's Anzac Commemoration Ceremony for Students continues to attract the most significant annual attendance of students. At the same time, more contemporary conflicts continue to be commemorated including unprecedented numbers marking the 50th Anniversary of the Battle of Long Tan at the Vietnam Veterans' Day.

We continue to build on the appeal of the Galleries of Remembrance and the benefits that accrue to our vision of commemoration through education and learning. Our ability to refresh the interpretation and content of our core exhibits and the opportunity provided by the Galleries to present additional special exhibitions and public programs, reinforces our appeal to the broader community, our veterans and school children.

Our growing student numbers reflect our intent to have each Victorian student interact with the Shrine at least once in their primary and secondary years. We aim to achieve this through our national curriculum based program at the Shrine, the Outreach Program we undertake across the state and our touring exhibitions such as the current *Australia Will Be There: Victorians in the First World War (1914–19)* exhibition touring throughout Victoria and our *Indigenous Australians at War* exhibition touring nationally.

The presence of the MMRA works is starting to be felt along the boundaries of the Shrine Reserve and will require close monitoring and a sound communication strategy to minimise the impact on visitors to the Shrine and the associated commemorative activities. I am pleased to advise that our relationship with the project has been most collaborative and I anticipate that continuing.

Of course our capacity to deliver upon our legislated remit to honour the service and sacrifice of Victorians and Australians in war, conflict peacekeeping and peacemaking could not be met without the financial support of the Victorian Government and our benefactors. In recognition of the significant increase in visitation and growing demand for the development and delivery of public and education programs through the Galleries of Remembrance, Trustees were greatly appreciative of the State's announcement of a significant increase to the operational funding during the new four year grant period from 2017 to 2021.



In addition, we have been fortunate to receive a number of State and Federal grants which have enabled us to deliver elements of our special exhibition and educational programs. Amongst these I acknowledge and give thanks to the Victorian Veterans Council, the Department of Veterans' Affairs and the Federal Department of Energy and Environment. I must also record our appreciation for the considerable and continuing financial contribution and corporate commitment of the City of Melbourne in presenting the Shrine of Remembrance as the pre-eminent memorial in this State. Across all of these relationships I acknowledge the sterling support of the Veterans Branch in the Department of Premier and Cabinet.

Importantly, I and my fellow Trustees wish to express our appreciation to the Chief Executive Officer, Dean Lee, the Shrine executive team and staff, Life Governors, Governors and volunteers for their continuing and significant contributions. In particular, I wish to acknowledge the support of the Victoria Police, our Protective Service Officers and the Shrine Guard and their commitment to assuring the security of the Shrine and all who visit.

As we move into the closing year of the Centenary of Anzac, we are now well placed to sustain our custodial responsibilities for the Shrine, provide ongoing support to commemorative and ceremonial activities and continue to develop and deliver public programs to inform a broader understanding of commemoration through education and learning.

Finally, all the members of the Shrine Community were saddened by the passing on 7 April 2017 of Wing Commander Peter Isaacson AM DFC AFC DFM. As a Shrine Trustee, Chairman and Life Governor, Peter Isaacson gave over 60 years of continuous service to the Shrine of Remembrance, the veteran community and the people of Victoria; we honour and remember him.

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.



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# THE SHRINE OF REMEMBRANCE ACT 1978

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- (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, peacekeeping and peacemaking 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, guided by 10 Trustees, is comprised of Life Governors, Governors, staff, volunteers and Shrine Guards.

## TRUSTEES

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

Chris was appointed Chairperson of Trustees from 1 January 2012 and was reappointed in 2017 for a further four year period.

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

John was appointed a Trustee in April 2000, reappointed in 2002, 2005, 2007, 2010 and 2012. In August 2016 he was reappointed for a four year period and appointed Deputy Chairperson.

### **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.

### **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.

### **The Right Honourable the Lord Mayor Robert Doyle AC**

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 reappointed in 2012. In August 2016 she was reappointed for a further four year period.

### **Dr. Michael Lawriwsky**

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

### **Sue Blake**

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

### **Colonel Michelle Campbell**

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

### **Tracey Curro**

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

## CHIEF EXECUTIVE OFFICER AND EXECUTIVE TEAM

The role of the Chief Executive Officer and Executive Team is to implement strategy and 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 Access and Learning and has responsibility for gallery development, exhibition programs, collections, and the Shrine's education and volunteer programs. 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 community programs as well as marketing, public relations and the Shrine's self-funding activities. Leonie was appointed in 2013.

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# THE SHRINE COMMUNITY

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## SHRINE OF REMEMBRANCE STAFF (AT 30 JUNE 2017)

Carolyn Argent, Education Officer  
Jenna Blyth, Collections Manager  
Margaret Brown, Visitor Services Officer Tour Guide  
Louise Bulmer, Retail Officer  
Sue Burgess, Education & Training Officer  
Dale Capron, Ceremonial Programs Manager  
Laura Carroll, Education & Training Officer  
Melissah Crumpton, Business Support Officer  
Michael Davidson, Visitor Services Officer Tour Guide  
Chloe De Luca, Visitor Services Officer  
Rebecca Dixon, Duty Manager  
Caitlin Dowling, Visitor Services Officer  
Lana Epshteyn, Marketing Officer  
Glenn Foster, Visitor Services Officer  
Michael Ganey, Visitor Services Officer  
Leigh Gilbert, Public Programs & Events Coordinator  
Mike Gordon, Business Support Officer  
Peter Harris, Facilities Manager  
Christine Healey, Education & Volunteer Manager  
Dominic Healy, Visitor Services Officer Tour Guide  
Spencer Hurley, Visitor Services Officer  
Ian Jackson, Assistant Curator  
Anthony Langley, Human Resources Adviser  
Soo Mei Leong, Finance Officer  
Voula Marinis, Executive Assistant to the CEO  
Tiffany Mellis, Visitor Services Officer  
Toby Miller, Exhibition Research Officer  
Katrina Nicolson, Exhibitions Research Officer  
Janelle Oudshoorn, Visitor Services Manager  
Louise Riley, Education Officer  
Karl Sarsfield, Visitor Services Officer Tour Guide  
Neil Sharkey, Exhibitions Curator  
Kat Sherlock, Visitor Services Officer  
Adrian Threlfall, Education Officer  
Lara Tumak, Visitor Services Officer Tour Guide  
Sue Wicks, Visitor Services Officer

## LIFE GOVERNORS & GOVERNORS

Life Governors and Governors are appointed under Section 4 of the *Shrine of Remembrance Act 1978*. They assist the Trustees with the conduct of ceremonial activities at the Shrine and other duties as required by the Trustees.

### Life Governors

- The late 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

In December 2016 the Trustees recognised the late Peter Isaacson for his 60 years of service to the Shrine and Peter Whitelaw for his 20 years of service to the Shrine.

### Governors

- Lieutenant Colonel Don J Reid RAA
- Colonel John Coulson OAM RFD ED
- Major Maggie More RFD
- Group Captain Annette Holian
- Commander Terry Makings AM RAN
- Lieutenant Commander Chris Le Marshall
- Squadron Leader Steve Campbell-Wright

In December 2016 the Shrine Trustees recognised each of Annette Holian, Don Reid, John Coulson, Maggie More, and Terry Makings for their 10 years of service to the Shrine.

## VOLUNTEERS

The Shrine of Remembrance has 110 valued volunteers who assist with education program delivery, visitor engagement, interpretation, cataloguing and research. Volunteers provide interpretation of the Shrine and stories of service and sacrifice in war and peacekeeping for community groups, on and off site.

During 2016–17 volunteers provided in excess of 14,700 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 in ceremonial activities.

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# THE SHRINE COMMUNITY

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## SHRINE VOLUNTEERS (AT 30 JUNE 2017)

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

James Affleck	Josephine Green	Brian Smith
Glenn Agnew	Geraldine Hare	Karen Smith
Darcie Apostolou	Sian Heron	Alan Stebbing
Betty Appleton	John Hills	Stephen Stockdale
Barry Aumann	David Holloway	Jean Tamanika
Ann Baker	Robert Hoskin	Kristina Tantau
Adele Barbara	Fiona Hurel	Peter Taylor
Rodney Bayley	Alec Huze	Kevan Thomas
Donald Bergman	Ian Jones	Caroline Torode
Ralph Boyne	Anne Josefsberg	Kerrie Walker
Paul Brennan	Steve Kyritisis	Mary Ward
Danielle Broadhurst	Kerry Larkan	Barry Watson
Bruce Brown	Rayden Lee	Philip Whitehouse
Catherine Brown	Judy Llewellyn	John Williamson
Maureen Bugden	Gloria Low	Malcolm Wiltshire
John Cahir	Alasdair Macdonald	Brian Worcester
Doug Campbell	Marita Madden	
Barbara Carpenter	Gilbert Mallcott	
Bill Cherry	Alexandra Maller	
Eden Christian	Dianne Manning	
Caroline Clark	Paul Maple	
Lorraine Connell	Ros Martin	
Bill Cornford	Anne Mathers	
Cate Cox	Mark Mayne	
Jan Coyle	Garry McNamara	
Ken Crook	Tess McWade	
Edward Daetwyler	Andrew Meldrum	
Mike Danielson	Graeme Miller	
Pauline D'Astoli	Robyn Miller	
Jacqui Dekker	David Mitchell	
Shirley Devery	Peter Morris	
Anna Dockendorff	John Moxey	
Ian Douglas	Sue Mullett	
Noel Dovey	Jennifer O'Leary	
Noel Ellis	Jon Peart	
Garry Fabian	James Penna	
Wendy Farthing	Victor Pilch	
Mac Ford	Daryl Pinner	
Keith Frampton	Anne Ramsay	
George Galanopolous	Helen Robinson	
Clive Gartner	Lois Romer	
Peter Geddes	Claude Sanicki	
Bill Gilpin	Bob Seers	
Andrew Gordon	Gary Serpell	
Angus Graham	Laraine Shea	
Neil Graham	Ian Simpkin	
Allan Grant	Graeme Sloman	

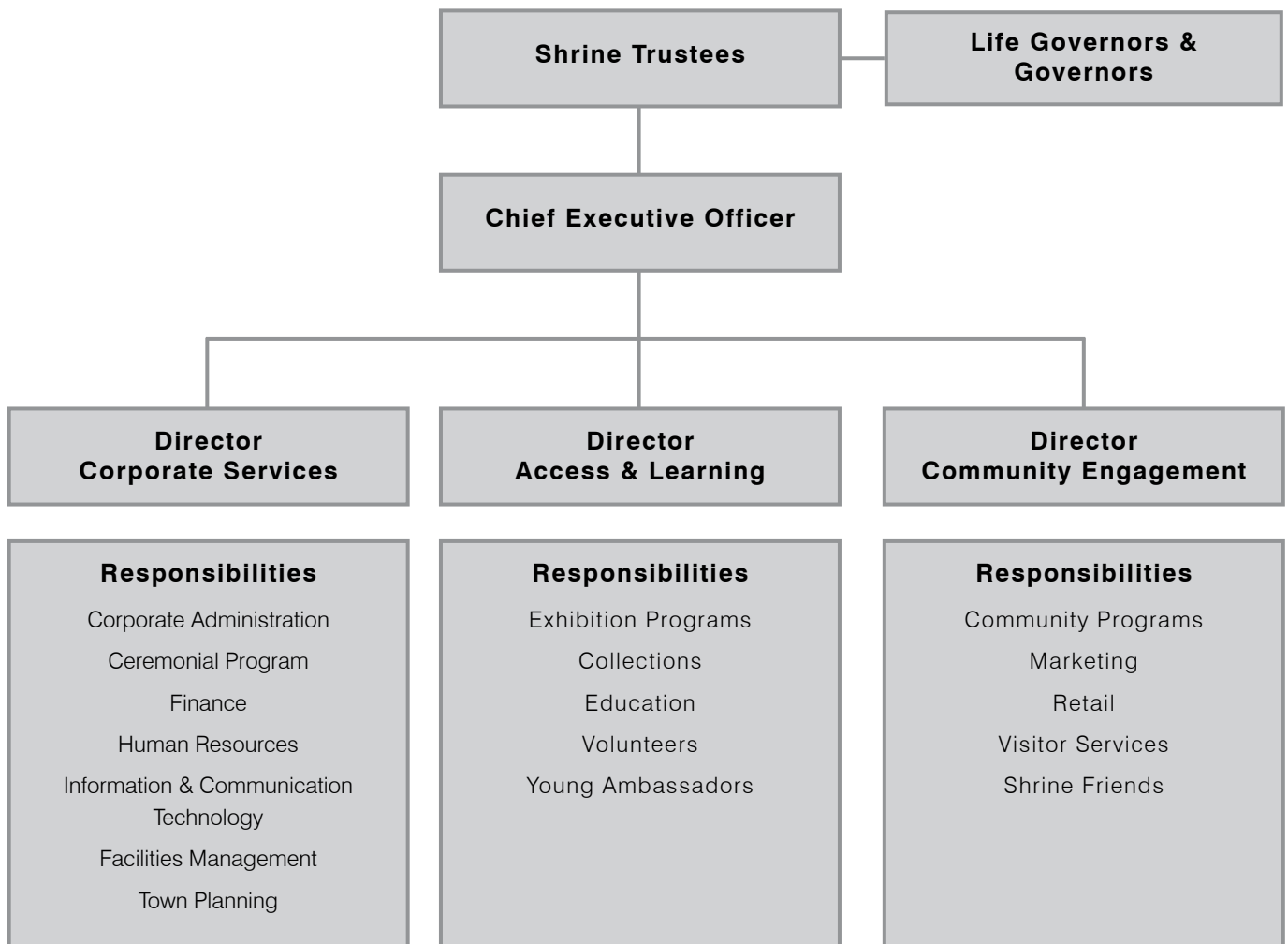
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## VALE

It was with much sadness that we marked the passing of John (Jack) Wilson, Elvie Sinclair and Shelton Bond.



# ORGANISATIONAL STRUCTURE AND RESPONSIBILITIES



# GOVERNANCE

## CORPORATE GOVERNANCE

### Trustee Meetings

During 2016–17, the Shrine of Remembrance Trustees held six ordinary meetings.

### Committee Structure

Three 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:

#### **Audit and Risk Management Committee**

The purpose of the Audit and Risk Management Committee (ARMC) is to assist the Board by providing assurance about the integrity of the financial processes, systems and reporting of the Shrine. It does this by considering financial and related reports from management and auditors and establishing and reviewing compliance with a risk management framework. Standing Directions under the *Financial Management Act 1994*, also require the ARMC to oversee and advise the Board on matters of accountability and internal control affecting operations.

The Committee met on six occasions in 2016–17.

Committee Members throughout the period included:

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

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

#### **Ceremonial Committee**

The purpose of the Ceremonial Committee is to recommend and advise the Board on ceremonial matters and related policies. The Committee met on four occasions in 2016–17.

Committee Members throughout the period included:

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

#### **Remuneration Committee**

The purpose of the Remuneration Committee is to determine Chief Executive Officer (CEO) remuneration and validate the individual remuneration packages set by the CEO for executives (i.e., employees not covered by awards and collective agreements). The Committee is also responsible for establishing succession and career development plans for the CEO and monitoring the succession and career development plans set by the CEO for executives.

The Committee met on two occasions during 2016–17.

Committee Members throughout the period included:

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

#### **Occupational Health and Safety 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 and Victoria Police (Shrine Guards). Issues covered include WorkSafe matters, all reportable incidents, security and general health and safety.

Guided by the Occupational Health and Safety (OH&S) Policy, the Committee's goal is to ensure all staff remain safe and healthy at work.

During the 2016–17 reporting period, the Shrine's OH&S Committee met quarterly and implemented a number of initiatives to improve the health, safety and security of staff and visitors including the addition of a fourth defibrillator, regular testing and tagging of electrical equipment, ergonomic assessments, and regular safety audits to identify and address risks.

Two hours were lost through workplace accidents during the reporting period.

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# CHIEF EXECUTIVE OFFICER'S REPORT

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## OVERVIEW

During the 2016–17 financial year, the Shrine of Remembrance maintained and extended its place as Victoria's most significant commemorative destination. The Shrine's various ceremonial, education and learning programs attracted over 907,000 to the Shrine and a further 61,000 attended one of its touring exhibitions in regional Victoria and elsewhere in Australia.

Meeting these high levels of demand is challenging; however, the Shrine has met its targeted deliverables to the State and maintained sound and disciplined financial management practices throughout the year.

Several new self-funding initiatives were pursued and implemented in the year including the introduction of Shrine walking tours, fees for attendance at public programs and increased use of facilities within the venue for events conducted by external partners. Our supporters, too, have continued to provide a high level of commitment to the Shrine and its programs and we are grateful for their support.

In recent years, a strong emphasis has been the development and integration of the Galleries of Remembrance into the Shrine visitor experience. The foresight and State led investment in this interpretive space has proven its worth; and it's pleasing that the galleries are performing their core purpose in providing context and meaning to the enduring relevance of the Shrine, and commemoration, to both students and general visitors.

For the second consecutive year, in May 2017, TripAdvisor declared the Shrine of Remembrance the number one iconic attraction in Victoria, and number four in Australia. This external recognition of our place, as both a major visitor destination, and as a principal site of engagement for visitors to our state is particularly pleasing and proof of the positive reach the Shrine has achieved in domestic and international markets.

The Shrine is now in its 84th year and the immutable responsibility of preserving and caring for the Shrine Monument and its related assets remains the dominant operational concern of management. Fulfilling this responsibility would not be possible without the support provided by our funding and contract partners and I take this opportunity to recognise, in particular, the support of the City of Melbourne: in caring for and improving the 12.99ha Shrine Reserve, and in providing essential administrative support.

One of the key objectives set by Trustees is the engagement of Victorian students in formal education programs. This is performed on-site and through outreach programs, the latter enabled through the support of Portland House Foundation. Both in-reach and outreach programs have been highly effective in this year, and we have achieved record student participation of 64,757 in on-site programs and a further 4,574 through outreach.

The community's high regard and interest in engaging in Centenary of Anzac programs continues and the Shrine's *What's On* program of public lectures, book launches, exhibition launches, film screenings, panel discussions, and debate have attracted over 3,600 people across the year. These ancillary activities are conducted in conjunction with our Special Exhibitions program.

Special Exhibitions have proven to be particularly effective in attracting visitors in the past 12 months. Of note is the success of *The Blood Tub*, the story of the Australian experience on the Western front in 1917: an often neglected period in the war, but one in which Australian forces suffered some of their most horrendous losses. Correspondingly, the experiences of an SAS operator in recent conflicts spanning Timor, Iraq and Afghanistan are recounted in *The Soldiers' XI* exhibition, providing an insight into the spirit and nature of Australians in conflict and their inseparable love of sport and its role in affirming identity in times of enormous strain.



Our commemorative program has once again proven to be highly effective in engaging over 78,000 veterans, descendants, students and members of the public in commemoration. A highlight in this year was the success of Vietnam Veterans' Day: enabled through the generous support of the Victorian Government. Anzac Day continued as the pinnacle in the commemorative calendar; and this year—despite cold and wet conditions—over 25,000 Victorians gathered in the pre-dawn darkness to mark this most significant day in our nation's history. Lest we forget.

Whilst the Shrine monument sits secure within the borders of the Shrine Reserve at the southern end of Melbourne's cultural precinct, the pressures of change in the outside world hold potential to impact on this sacred precinct. It is pleasing that the significance of the Shrine has been identified and recognised by those parties leading the development of the Melbourne Metro Rail Project, resulting in a sympathetic integration of the required construction activities and the preservation of the Shrine as a place of peaceful reflection.

Of course, our capacity to deliver upon our legislated remit to honour the service and sacrifice of Victorians and Australians in war, peacetime and peacekeeping could not be met without the financial support of the Victorian Government and our supporters. Of great moment in this year was the State's announcement of an increase to the operational funding of the Shrine of Remembrance during the new four year grant period from 2017 through 2021. As noted by Chairman Chris Spence, the State's recognition and commitment to the Shrine is greatly appreciated.

We embark upon the new year with continued vigour to serve our purpose and deliver on the expectations of the Victorian community. The Special Exhibitions program will continue as do our student education and outreach programs. We also look forward to engaging with the commercial sector of the Victorian tourism industry as we work in partnership with them to further our shared interests in attracting and serving visitors to Victoria.

Dean M Lee  
Chief Executive Officer



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# 2016–17 REVIEW OF OPERATIONS

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## **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 2016–17 exceeded 968,000 including over 69,331 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 ensures commemoration remains a core focus of activities. In 2016–17, continuation of the Centenary of the First World War commemorations, specifically the bloody battles of the Western Front, drove high levels of public engagement and attendance at ceremonies.

The year also saw the 50th anniversary of the Battle of Long Tan. Significant anniversaries included the Centenary of the Battles of Fromelles, Pozieres, Mouquet Farm, and Bullecourt, the 75th Anniversary of the Battle of the Coral Sea, and the bombing of Darwin, the largest single attack ever mounted by a foreign power on Australia.

More than 78,000 people—including veterans, students and members of the public from Victoria, interstate and overseas—attended 164 ceremonial activities at the Shrine including: Anzac Day, Remembrance Day, Battle for Australia Day, Legacy Children's Day and Vietnam Veterans' Day.

## **Anzac Day 2017**

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 2017 marked the 100 year anniversary of the major battles of Bullecourt. It also marked the 75th anniversary of Australia's engagement in the war in the Pacific: honouring those who served and sacrificed their lives in the Second World War.

An estimated 50,000 people visited the Shrine on Anzac Day 2017, with 25,000 attending the Dawn Service. More than 9,000 veterans and their descendants marched down St Kilda Road to the Shrine, supported by many 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 2016**

The annual Victorian State Remembrance Day Ceremony, attended by Her Excellency the Honourable Linda Dessau AC, Governor of Victoria, was held on 11 November 2016. Over 2,500 people attended the ceremony and many school groups participated in the laying of a wreath on the northern steps of the Shrine.

The Premier of Victoria, the Honourable Daniel Andrews 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 Claudia Cover, Grade 6 student from Holy Rosary Primary School, Kensington with her artwork entitled: *A Friend's Journey*.

## **50th Anniversary of the Battle of Long Tan**

August 18th 2016 marked the 50th anniversary of the Battle of Long Tan, also commemorated as Vietnam Veterans' Day. More than 1,300 Vietnam veterans marched to the Shrine, some for the first time, in front of 2,700 school students. The service was attended by Her Excellency the Honourable Linda Dessau AC, Governor of Victoria. We thank the Department of Premier & Cabinet, Veterans Branch for the transport and relief teacher subsidies provided to schools who attended this commemorative service.

## **Victorian Aboriginal Remembrance Service 2017**

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 2017 was held at the Shrine on 31 May, with more than 350 people in attendance. The service was followed by the unveiling of a print which is believed to be the first portrait of an Indigenous Australian soldier in uniform, the original painted by German artist Thomas Baumgartner in 1917 at a POW camp at Wunsdorf, south of Berlin.

## **Student Education at the Shrine**

In 2016–17 the Shrine continued to build on the growth and



success of education programs for Victorian school students. Programs were further aligned with Victorian Curriculum and Victorian Certificate of Education, linking with the humanities, civics and citizenship in order to build students' critical and creative thinking capabilities. Programs were expanded to reflect changes in the history curriculum relating to the Second World War, Vietnam and Cold Wars.

The most well attended programs were the 'Spirit of Anzac', 'Education Guided Tour' and the 'Shrine Guided Introduction'. These three programs provide insights into the historical purpose of the Shrine and its cultural relevance today. Teacher feedback on Education programs and their delivery remains highly positive. Student participation in commemorative ceremonies remained strong, including growing attendances on Legacy Day, Vietnam Veterans' Day, Battle for Australia Day and Remembrance Day.

### **Education: Inreach and Outreach**

The Shrine's education team offered two program types to Victorian schools experiencing disadvantage, helping the Shrine reach its objective of being accessible by all Victorian schools. Students in both programs explored key themes of remembrance, commemoration and peace.

The Outreach Program allowed education officers to travel to schools to deliver a program on the First World War using a handling collection of replica items. When possible, educators drew upon local community members and resources including town memorials to help students to an understanding of the local relevance of the stories being presented.

The Shrine's outreach extends to all schools and is presented in alignment with the *Australia Will Be There* touring exhibition. Some 4,500 students have attended programs on the First World War which have given them guided access to the touring exhibition.

The Inreach Program provided schools with a subsidy covering excursion costs, to bring students to the Shrine to experience an education program. The Shrine is appreciative of the Portland House Foundation for its continued support of these programs.

### **Public Learning Programs**

The Shrine continues its commitment in providing community education to the highest standard. The Shrine's public programs and special events engage members of the community in Melbourne and in regional Victoria. Across a broad and diverse array of programs and special events we have engaged audiences of over 17,700 for talks, lectures, film screenings, theatrical and musical performances, special events and presentations. The topics covered a range of perspectives on Australia's role for more than a century in conflict and peacekeeping operations both in the larger context and through individual stories of those who served.

Four regional lectures were held in 2016–17 complementing the touring Centenary exhibitions and reaching a combined audience of 158 people from within these communities.

### **Adopt an Ex-Service Organisation Program**

The Adopt an Ex-Service Organisation Program fulfils two of the Shrine's main 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 30 active partnerships between Ex-Service Organisations and Victorian schools.

### **The Shrine Young Ambassadors**

The Shrine Young Ambassador program provided an opportunity for eight young people in Year 9 to participate in programs and commemorative events at the Shrine. Their key role is to act as community leaders and representatives of future generations at the Shrine. In addition to local opportunities to learn about Victorian military history Young Ambassadors visit the Australian War Memorial in Canberra. We acknowledge the following students: Sam Babic, Saskia Barker Hussar, Ella Bibby, Walter Edwards, Millie Grealish, William Marshall, Aaran Paalendra and John Reio, for their participation in the Program.

### **Shrine Dinner**

On Tuesday, 15 November 2016 the Shrine of Remembrance held its fundraising dinner at the Melbourne Town Hall. The 272 attendees included Her Excellency, the Honourable Linda Dessau AC, Governor of Victoria and Mr Anthony Howard QC, representatives from State and Local Government, the RSL (Victorian branch), Legacy and distinguished members of the Melbourne community. A special presentation was made by the Governor to Peter Isaacson commending his 60 continuous and outstanding years of service to the Shrine. The guest speaker was Vietnam veteran and author, Dave Sabben introduced by our Master of Ceremonies, Richard Stubbs.

The 2016 Shrine of Remembrance Medal was awarded to Mr Robert Winther, a Veteran Liaison at Heidelberg Repatriation Hospital. Robert was nominated for his commitment to the veteran community in supporting accessibility of veterans and sharing their stories to educate current and future generations through school tours and community-led groups.

### **Fundraising 2016–17**

During the 2016–17 financial year, the Shrine Foundation maintained a range of fundraising campaigns including engagement with high net worth individuals, philanthropic trusts and direct mail.

### **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. From January 2017, Friends of the Shrine gain entry to all Shrine public education programs for free.

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# 2016–17 REVIEW OF OPERATIONS CONT'D

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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, British Commonwealth Occupation Forces (Japan) Association, Carry On (Victoria), Korea Veterans' Association of Australia, Royal Australian Artillery Association, 39th Infantry Battalion Association Inc., Friends of the Odd Bods Association Inc., and Pancretan Association of Victoria.

## School Friends of the Shrine Program

The School Friends program enables schools to support the Shrine and its education programs. The Shrine acknowledges Wesley College, Melbourne as an ongoing School Friend of the Shrine.

## Shrine Collection

The Shrine collects Victorian war memorabilia selectively for the purpose of display. There is a high level of public interest in donating personal items to the Shrine. Offers have maintained a consistent level corresponding with the centenary of the First World War. Some highlights include:

- *Private John Charlton Window 1903 Boer War*: A major donation to the Shrine Collection is a large and unique memorial to service in the Boer War. Originally erected in St Paul's, Euroa to the memory of a young local, Private John Charlton, the stained glass window evokes the Christian motivations behind service at the time of the Boer War and the First World War. Through community action, the window has been preserved and donated to the Shrine by the Charlton Memorial Window Committee.
- *Squadron Leader Tony Gaze Second World War*: Celebrated fighter pilot Tony Gaze DFC and Two Bars, OAM (1920–2013) was Australia's tenth-highest scoring ace of the Second World War. Gaze's DFC with Two Bars, the forged identity papers from his time in occupied France and other items, have been gifted to the Shrine by his family.
- *Bergman Recent conflicts*: David Bergman, a veteran of the wars in Iraq (2003–09) and Afghanistan (2001–) has donated a significant collection of material relating to his service.

## Exhibitions at the Shrine

The embedded special exhibition spaces within the galleries present changing displays that shed new light on Victorian history in war time. Three special exhibitions were launched in 2016–17. These are:

- *Australia's Field Marshal—The leadership of Sir Thomas Blamey*: No Australian military commander has ever borne more responsibility than Sir Thomas Blamey (1884–1951) and none has ever divided opinion more.

- *The Blood Tub—Australians at Bullecourt (April–May 1917)*: In 1917 Australian soldiers fought two battles at Bullecourt, France. So ferocious were they that Australian soldiers renamed the town 'The Blood Tub'.
- *The Soldiers' XI—Humour, humanity and the psychology of modern combat*: A unique perspective on Australian service in Afghanistan, Iraq and Timor is provided by a collection of 11 cricket bats used on deployment by Sergeant H, an Australian soldier.

## Exhibitions Outreach

*Australia Will Be There: Victorians in the First World War (1914–19)* the Shrine's centenary touring exhibition, has been touring Victoria since 2014. In 2016–17 it was hosted by the Gold Museum Ballarat, Dudley House, Bendigo, Kerang Motel Gannawarra Shire and Central Goldfields Gallery, Maryborough. The exhibition has been visited by 38,500 in this year taking the total visitation to 119,800.

The tour has given rise to the addition of some 100 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 has continued its national tour throughout 2016–17, funded by the Department of Veterans' Affairs. This year it has been hosted by Port Pirie Regional Art Gallery; Western Australian Museum, Kalgoorlie; Barossa Regional Gallery, Tanunda; Albert Kersten Mining and Minerals Museum, Broken Hill and National Archives of Australia, Canberra. In 2016–17 22,950 visited *Indigenous Australians at war* from a total of 136,789.

This exhibition continues to generate strong interest, with communities contributing their stories of wartime sacrifice and service to create local components to the exhibition, adding to our understanding of this large, shared story of indigenous and non-indigenous Australian history.

It has been a highlight to show the exhibition over three months at National Archives of Australia to correspond with exhibitions on the topic of indigenous war service by NAA and the Australian War Memorial in Canberra and associated other public programs on reconciliation relating to the 50th anniversary of the 1967 referendum.



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# OUTLOOK FOR 2017–18

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In 2017–18, the Shrine will continue to act in the service of its primary purpose to honour the service and sacrifice of Victorians and Australians in war and peacekeeping. Increased support from the Victorian Government will allow us to meet the demand for major Centenary commemorative activities, educational and public programs throughout the year. We will also seek to increase our engagement with the commercial tourism industry to meet self-funding targets and improve overall site interpretation. The latter will be supported by upgrades to wayfinding signage, improvements to exhibits and displays and enhanced digital engagement initiatives. Providing for site and patron safety and security will be a key focus with responsive initiatives to be identified and implemented as resources allow.

Major commemorative events scheduled for this period include:

- Reserve Forces Day—2 July 2017
- Vietnam Veterans' Day—8 August 2017
- 75th Anniversary of the Kokoda Campaign—26 August 2017
- Battle for Australia Day—6 September 2017
- The Light Horse: Centenary of the Battle of Beersheba—31 October 2017
- Remembrance Day—11 November 2017
- Ex-Prisoners of War & Relatives Association—15 February 2018
- Melbourne Legacy's Student Service—20 April 2018
- Anzac Day—25 April 2018
- Annual Indigenous Service—31 May 2018

The Centenary of Anzac travelling exhibition *Australia Will Be There: Victorians in the First World War (1914–19)* will continue its tour of regional Victoria, and the nationally touring *Indigenous Australians at War* will conclude its successful three-year Australian tour in December 2017. Planning will commence during the year to scope and develop a new Victorian touring exhibition.

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# FINANCIAL REPORT 2017

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**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 2017 and the financial position of the Shrine of Remembrance Trustees at 30 June 2017.

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

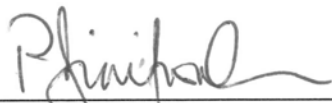
We authorise the attached financial statements for issue on 15 December 2017.



Air Vice-Marshal Chris Spence AO (Rtd)  
Chairman



Dean M Lee  
Chief Executive



Peter Dimitroulis (CPA)  
Chief Finance and Accounting Officer

# Independent Auditor's Report

## To the Trustees of the Shrine of Remembrance Trustees

<b>Opinion</b>	<p>I have audited the consolidated financial report of the Shrine of Remembrance Trustees and its controlled entities (together the Shrine), which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2017</li> <li>• comprehensive operating statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• cash flow statement for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• Trustees, Accountable Officer's and Chief Finance and Accounting Officer's Declaration.</li> </ul> <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of the Shrine as at 30 June 2017 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. My responsibilities under that Act and those standards are further described in the <i>Auditor's responsibilities for the audit of the financial report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Shrine in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Trustees' responsibilities for the financial report</b>	<p>The Trustees are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Trustees determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Trustees are responsible for assessing the Shrine's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor’s responsibilities for the audit of the financial report**

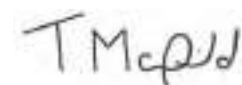
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

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

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

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

MELBOURNE  
18 December 2017



Timothy Maxfield  
*as delegate for the Auditor-General of Victoria*

# SHRINE OF REMEMBRANCE TRUSTEES

## COMPREHENSIVE OPERATING STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

REVENUE FROM OPERATIONS	NOTES	2017 (\$)	2016 (\$)
Grants	2(a)	2,992,770	2,907,540
Donations and Sponsorships	2(b)	715,783	624,432
Sales of Merchandise		334,375	351,226
Interest Revenue	2(c)	73,110	93,092
Other Income	2(d)	100,985	86,037
<b>Total Revenue from Operations</b>		<b>4,217,023</b>	<b>4,062,327</b>
EXPENSES FROM OPERATIONS			
Employee Benefits	3(a)	2,380,732	2,448,153
Depreciation & Amortisation	3(b) & 7	1,524,996	1,524,995
Repairs and Maintenance		417,359	370,404
Galleries of Remembrance Project		11,424	57,437
Other Expenses	3(c)	1,482,356	1,222,629
<b>Total Expenses from Operations</b>		<b>5,816,867</b>	<b>5,623,618</b>
OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT			
Net gain/(loss) on disposal of non-financial assets		(38,023)	–
<b>Total other economic flows included in net result</b>		<b>(38,023)</b>	<b>–</b>
<b>Net Result</b>		<b>(1,637,867)</b>	<b>(1,561,291)</b>
OTHER ECONOMIC FLOWS— Other comprehensive income			
Changes in physical asset revaluation surplus	6 & 10	86,242,739	16,368,800
<b>Comprehensive Result</b>		<b>84,604,872</b>	<b>14,807,509</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 2017

ASSETS	NOTES	2017 (\$)	2016 (\$)
<b>Financial Assets</b>			
Cash and Cash Equivalents	4 & 12(b)	3,528,319	3,663,409
Receivables	6	56,497	38,934
Total Financial Assets		3,584,816	3,702,343
<b>Non-Financial Assets</b>			
Inventories		99,324	109,944
Property, Plant and Equipment	6	276,468,409	191,711,464
Intangibles	7	74,664	95,466
Total Non-Financial Assets		276,642,397	191,916,874
<b>TOTAL ASSETS</b>		<b>280,227,213</b>	<b>195,619,217</b>
<b>LIABILITIES</b>			
Payables	8	248,827	221,057
Employee Benefits	9(a)	327,309	351,955
Total Liabilities		576,136	573,012
<b>NET ASSETS</b>		<b>279,651,077</b>	<b>195,046,205</b>
<b>EQUITY</b>			
Contributed Capital		99,439,758	99,439,758
Accumulated Surplus/(Deficit)		(3,142,070)	(1,504,203)
Physical Asset Revaluation Surplus	10	183,353,389	97,110,650
<b>TOTAL EQUITY</b>		<b>279,651,077</b>	<b>195,046,205</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 2017

Note	TOTAL EQUITY		ACCUMULATED SURPLUS		PHYSICAL ASSET REVALUATION SURPLUS		CONTRIBUTED CAPITAL	
	2017 (\$)	2016 (\$)	2017 (\$)	2016 (\$)	2017 (\$)	2016 (\$)	2017 (\$)	2016 (\$)
<b>Balance at beginning of the financial year</b>	<b>195,046,205</b>	<b>180,238,696</b>	<b>(1,504,203)</b>	<b>57,088</b>	<b>97,110,650</b>	<b>80,741,850</b>	<b>99,439,758</b>	<b>99,439,758</b>
Net Result from Operations	(1,637,867)	(1,561,291)	(1,637,867)	(1,561,291)	–	–	–	–
Other Comprehensive Income <b>Note 10</b>	86,242,739	16,368,800	–	–	86,242,739	16,368,800	–	–
Contributed Capital	–	–	–	–	–	–	–	–
<b>Balance at end of the financial year</b>	<b>279,651,077</b>	<b>195,046,205</b>	<b>(3,142,070)</b>	<b>(1,504,203)</b>	<b>183,353,389</b>	<b>97,110,650</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 2017

CASH FLOWS FROM OPERATING ACTIVITIES	NOTES	2017 (\$)	2016 (\$)
<b>Receipts</b>			
Grants Received (inclusive of GST)		3,023,022	3,952,145
Donations Received		136,509	624,432
Interest Received		73,110	93,311
Other (Including Sales) (inclusive of GST)		1,139,978	480,990
<b>Payments</b>			
Payments to Suppliers (inclusive of GST)		(2,137,915)	(1,685,372)
Payments to Employees		(2,313,371)	(2,451,018)
<b>Net cash flows from/(used in) operating activities</b>	<b>11(a)</b>	<b>(78,667)</b>	<b>1,014,488</b>
<b>Cash flows from investing activities</b>			
Proceeds from Bank Term Deposit		–	1,840,261
Payments for Property, Plant and Equipment	6	(56,423)	(29,869)
<b>Net cash flows from/(used in) investing activities</b>		<b>(56,423)</b>	<b>1,810,392</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(135,090)</b>	<b>2,824,880</b>
<b>Cash and cash equivalents at beginning of the financial year</b>		3,663,409	838,529
<b>Cash and cash equivalents at end of the financial year</b>	<b>11(b)</b>	<b>3,528,319</b>	<b>3,663,409</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 ENDED 30 JUNE 2017

## INDEX

NOTE	DESCRIPTION	PAGE	NOTE	DESCRIPTION	PAGE
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3	Expenses from operations	29	13	Commitments	37
4	Cash and cash equivalents	30	14	Responsible Persons	37
5	Receivables	30	15	Related Parties	38
6	Property, Plant and Equipment	31	16	Remuneration of auditors	38
7	Intangibles	34	17	Financial Instruments	39
8	Payables	34	18	Prior Period Adjustments	42
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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 2017.

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 15 December 2017.

### (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, heritage assets, plant & equipment, (refer to Note 1(e))
- 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.

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# SHRINE OF REMEMBRANCE TRUSTEES

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## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

### 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 2017, and the comparative information presented in these financial statements for the year ended 30 June 2016

#### **(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) Principles of consolidation**

The consolidated financial statements of the Shrine of Remembrance Trustees incorporate all entities controlled by the

Shrine of Remembrance Trustees as at 30 June 2017, and their income and expenses for that part of the reporting period in which control existed.

The entities over which the Shrine of Remembrance Trustees has control are

- Shrine of Remembrance Foundation Trust
- Shrine of Remembrance Restoration and Development Trust

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

#### **(f) Property, plant and equipment**

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

Plant & Equipment and Furniture & Fittings 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 physical asset revaluation surplus, 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.

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 physical asset revaluation surplus.

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. The Land is valued on a market based direct comparison approach.

*(ii) Heritage Assets—Shrine*

The Shrine of Remembrance building is classified as a Heritage Asset. The Shrine is valued on the basis of depreciated replacement cost.

*(iii) Heritage Assets—Other*

Other Heritage Assets refers to other war memorial artefacts and are valued on a market based direct comparison approach.

*(iv) 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.

**(g) 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	5–30 years
Intangibles	5–10 years

**(h) 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 Trust 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 2016/17), (9.50% in 2015/16).

**(i) 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.

**(j) Comparative figures**

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

**(k) 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.

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# SHRINE OF REMEMBRANCE TRUSTEES

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## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

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

#### **(l) 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.

#### **(m) 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.

#### **(n) Inventories**

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

#### **(o) 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 website 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).

#### **(p) 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 3 months or less, that are readily convertible to cash on hand and are subject to insignificant changes of value.

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

The City of Melbourne provides maintenance of the Shrine Gardens and secretariat and administrative support to the Trustees free of charge. The amount of free resources cannot be monetarily materialised due to the nature of the activity not having a specific price associated. All found assets were at zero cost and hence free of charge.

#### **(r) Commitments**

Commitments for future expenditure include operating & 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.

#### **(s) Rounding of amounts**

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

#### **(t) 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.

#### **(u) New Accounting Standards and interpretations**

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2017 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		2017 (\$)	2016 (\$)
<b>2(a)</b>	<b>GRANTS</b>		
	City of Melbourne	302,521	298,343
	Department of Land, Environment, Water & Planning—Annual Grant	962,474	939,000
	Galleries of Remembrance Project Grant	–	(57,578)
	Department of Premier & Cabinet	1,727,775	1,727,775
		<b>2,992,770</b>	<b>2,907,540</b>
<b>2(b)</b>	<b>DONATIONS AND SPONSORSHIPS</b>		
	Collection Box—Cash Management	82,906	96,421
	Sponsorships	236,925	110,373
	Shrine of Remembrance Foundation	342,349	352,788
	Other Donations	53,603	64,850
		<b>715,783</b>	<b>624,432</b>
<b>2(c)</b>	<b>INTEREST REVENUE</b>		
	Interest	73,110	93,092
		<b>73,110</b>	<b>93,092</b>
<b>2(d)</b>	<b>OTHER INCOME</b>		
	Friends of the Shrine	11,969	67,666
	Reimbursements	44,849	4,565
	Other	44,167	13,806
		<b>100,985</b>	<b>86,037</b>

## NOTE 3: EXPENSES FROM OPERATIONS

<b>3(a)</b>	<b>EMPLOYEE BENEFITS</b>		
	Wages	1,979,560	2,048,164
	Superannuation	193,119	191,844
	Workcover	20,729	21,460
	Annual Leave Expense	162,774	153,688
	Long Service Leave Expense	24,550	32,997
		<b>2,380,732</b>	<b>2,448,153</b>
<b>3(b)</b>	<b>DEPRECIATION &amp; AMORTISATION</b>		
	Heritage Assets	1,133,619	1,133,619
	Plant and Equipment	292,242	292,242
	Furniture and Fittings	78,334	78,333
	Intangible Assets	20,801	20,801
		<b>1,524,996</b>	<b>1,524,995</b>

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

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

NOTE		2017 (\$)	2016 (\$)
<b>3(c)</b>	<b>OTHER EXPENSES</b>		
	Education	75,493	31,206
	Exhibitions	166,983	139,198
	Facility Costs	526,241	497,536
	Fundraising	86,195	49,829
	Marketing	157,995	115,909
	Office Expenses	32,744	43,546
	Cost of Sales	153,267	116,440
	Other Operating	128,251	130,923
	Planning	64,319	46,050
	Public Programs	90,869	51,992
		<b>1,482,356</b>	<b>1,222,629</b>

### NOTE 4: CASH AND CASH EQUIVALENTS

<b>4</b>	<b>CASH AND CASH EQUIVALENTS</b>		
	Cash on Hand	11,637	11,054
	Cash at Bank	3,516,682	991,955
	Short Term Bank Deposits (< 3 month maturity)	–	2,660,400
		<b>3,528,319</b>	<b>3,663,409</b>

### NOTE 5: RECEIVABLES

<b>5</b>	<b>RECEIVABLES</b>		
	Interest on Investment	–	219
	Other Receivables	16,555	11,404
	GST Receivable	39,942	27,311
		<b>56,497</b>	<b>38,934</b>



## NOTE 6: PROPERTY, PLANT AND EQUIPMENT

NOTE		2017 (\$)	2016 (\$)
<b>6</b>	<b>PROPERTY, PLANT AND EQUIPMENT</b>		
	<b>Land</b>		
	At fair value	155,900,000	86,368,800
		<b>155,900,000</b>	<b>86,368,800</b>
	<b>Heritage Assets—Shrine of Remembrance</b>		
	At fair value	172,781,000	162,873,449
	Less Accumulated Depreciation	(64,484,000)	(69,958,863)
		<b>108,297,000</b>	<b>92,914,586</b>
	<b>Heritage Assets—Other</b>		
	At fair value	10,437,132	10,181,152
	Less Accumulated Depreciation	(3,211,801)	(3,144,428)
		<b>7,225,331</b>	<b>7,036,724</b>
	<b>Total Heritage Assets</b>	<b>115,522,331</b>	<b>99,951,310</b>
	<b>Plant And Equipment</b>		
	At fair value	5,146,721	5,042,405
	Less Accumulated Depreciation	(1,118,200)	(712,355)
		<b>4,028,521</b>	<b>4,330,050</b>
	<b>Furniture And Fittings</b>		
	At fair value	1,296,639	1,202,983
	Less Accumulated Depreciation	(279,081)	(141,679)
		<b>1,017,558</b>	<b>1,061,304</b>
	<b>Total Property, Plant And Equipment</b>	<b>276,468,409</b>	<b>191,711,464</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) Valuation of the Land was determined by the Valuer General Victoria based on market based direct comparison approach. The effective date of the Valuation is 30 June 2017.
- (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 2017.
- (iii) Valuation of other heritage assets was determined by an independent valuer, Dominion Pty Ltd on behalf of the Valuer-General Victoria. The revaluation was based on the market based direct comparison approach. The effective date of the valuation is 30 June 2017.
- (iv) Plant & Equipment and Furniture & Fittings was determined by an independent valuer, Napier & Blakeley Pty Ltd on behalf of the Valuer-General Victoria. The revaluation was based on depreciated replacement cost.

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

### NOTE 6: 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 2017 (as per note 1b) are as follows:

NOTE		CARRYING AMT	LEVEL 1 (\$)	LEVEL 2 (\$)	LEVEL 3 (\$)
6	Land	155,900,000	–	–	155,900,000
	Heritage Assets—Shrine	108,297,000	–	–	108,297,000
	Heritage Assets—Other	7,225,331	–	4,662,132	2,563,199
	P&E	4,028,521	–	–	4,028,521
	F&F	1,017,558	–	–	1,017,558

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 (\$)
6	Land	86,368,800	–	–	86,368,800
	Heritage Assets—Shrine	92,914,587	–	–	92,914,587
	Heritage Assets—Other	6,471,699	–	–	6,471,699
	P&E	4,330,050	–	–	4,330,050
	F&F	1,061,304	–	–	1,061,304

#### 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 \$27,291. A significant increase or decrease in direct cost per square metre would result in a significantly higher or lower valuation.

**Heritage Assets:** Other heritage assets are valued at market based direct comparison and depreciated 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 average cost per unit is \$447,600. 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 depreciated replacement cost 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 \$62,008. 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 depreciated replacement cost 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 \$18,791. 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 6: PROPERTY, PLANT AND EQUIPMENT CONT'D

NOTE		2017 (\$)	2016(\$)
	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.		
<b>6</b>	<b>Land</b>		
	Opening Balance (Carrying Amount)	86,368,800	70,000,000
	Revaluation	69,531,200	16,368,800
	<b>Closing Balance (Carrying Amount)</b>	<b>155,900,000</b>	<b>86,368,800</b>
<b>6</b>	<b>Heritage Assets—Shrine of Remembrance</b>		
	Opening Balance (Carrying Amount)	92,914,587	93,983,921
	Additions	–	–
	Revaluation	16,451,748	–
	Depreciation	(1,069,335)	(1,069,334)
	<b>Closing Balance (Carrying Amount)</b>	<b>108,297,000</b>	<b>92,914,587</b>
	<b>Heritage Assets—Other</b>		
	Opening Balance (Carrying Amount)	7,036,723	7,101,007
	Additions	24,608	–
	Disposals	(3,829)	–
	Revaluation	232,112	–
	Depreciation	(64,284)	(64,284)
	<b>Closing Balance (Carrying Amount)</b>	<b>7,225,330</b>	<b>7,036,723</b>
	<b>Plant &amp; Equipment</b>		
	Opening Balance (Carrying Amount)	4,330,050	4,615,181
	Additions	12,321	7,111
	Disposals	(16,350)	–
	Revaluation	(5,258)	–
	Depreciation	(292,242)	(292,242)
	<b>Closing Balance (Carrying Amount)</b>	<b>4,028,521</b>	<b>4,330,050</b>
	<b>Furniture &amp; Fittings</b>		
	Opening Balance (Carrying Amount)	1,061,304	1,116,879
	Additions	19,494	22,758
	Disposals	(17,844)	–
	Revaluation	32,937	–
	Depreciation	(78,333)	(78,333)
	<b>Closing Balance (Carrying Amount)</b>	<b>1,017,558</b>	<b>1,061,304</b>
	<b>Total</b>		
	Opening Balance (Carrying Amount)	191,711,464	176,816,989
	Additions	56,423	29,869
	Disposals	(38,023)	–
	Depreciation	(1,504,194)	(1,504,194)
	Transfer to Intangibles	–	–
	Revaluation	86,242,739	16,368,800
	<b>Closing Balance (Carrying Amount)</b>	<b>276,468,409</b>	<b>191,711,464</b>

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

### NOTE 7: INTANGIBLES

NOTE		2017 (\$)	2016 (\$)
<b>7</b>	<b>INTANGIBLES</b>		
	Intangible Assets	143,457	143,457
	Less Accum Amortisation	(68,793)	(47,991)
		<b>74,664</b>	<b>95,466</b>
	Opening Balance (Carrying Amount)	95,466	116,267
	Additions	–	–
	Amortisation	(20,801)	(20,801)
	<b>Closing Balance (Carrying Amount)</b>	<b>74,665</b>	<b>95,466</b>

### NOTE 8: PAYABLES

<b>8</b>	<b>PAYABLES</b>		
	Accounts Payable	133,281	123,823
	Audit Fees	16,500	7,260
	Accruals	99,046	89,974
		<b>248,827</b>	<b>221,057</b>

### NOTE 9: EMPLOYEE BENEFITS

<b>9</b>	<b>EMPLOYEE BENEFITS</b>		
<b>9(a)</b>	<b>Current employee benefits</b>		
	<b>Annual Leave entitlements</b>		
	Unconditional and expected to settle within 12 mths	111,033	129,988
	Unconditional and expected to settle after 12 mths	–	–
	<b>Long Service Leave entitlements</b>		
	Unconditional and expected to settle within 12 mths	21,603	12,787
	Unconditional and expected to settle after 12 mths	107,625	124,072
	<b>Current on-costs</b>		
	Unconditional and expected to settle within 12 mths	14,807	16,094
	Unconditional and expected to settle after 12 mths	11,261	13,646
	<b>Non-current employee benefits</b>		
	Long Service Leave entitlements	55,204	49,887
	Non current on-costs	5,776	5,482
	<b>Total employee benefits and related on-costs</b>	<b>327,309</b>	<b>351,955</b>

## NOTE 9: EMPLOYEE BENEFITS CONT'D

NOTE		2017 (\$)	2016 (\$)
<b>9(b)</b>	<b>Reconciliation of Movements</b>		
	<b>Annual Leave</b>		
	Balance at the beginning of the financial year	144,677	136,305
	Additional Provisions	162,774	153,688
	Amounts used	(183,871)	(145,317)
	<b>Balance at the end of the financial year</b>	<b>123,580</b>	<b>144,677</b>
	<b>Long Service Leave</b>		
	Balance at the beginning of the financial year	207,278	218,514
	Additional Provisions	24,550	32,997
	Amounts used	(28,099)	(44,233)
	<b>Balance at the end of the financial year</b>	<b>203,729</b>	<b>207,278</b>

## NOTE 10: PHYSICAL ASSET REVALUATION SURPLUS

10	PHYSICAL ASSET REVALUATION SURPLUS		
	Land	134,700,000	65,168,800
	Buildings	43,682,577	27,230,828
	Other Heritage Assets	4,943,133	4,711,022
	Plant & Equipment & Furniture & Fittings	27,679	–
	<b>Total Physical Asset Revaluation Surplus</b>	<b>183,353,389</b>	<b>97,110,650</b>
	<b>Movements in Reserves—Asset Revaluation Reserve</b>		
	Balance at the beginning of the financial year	97,110,650	80,741,850
	Land—Revaluation increments/(decrements)	69,531,200	16,368,800
	Shrine of Remembrance—Revaluation increments/(decrements)	16,451,748	–
	Other Heritage Assets—Revaluation increments/(decrements)	232,112	–
	P&E & F&F—Revaluation increments/(decrements)	27,679	–
	<b>Balance at the end of the financial year</b>	<b>183,353,389</b>	<b>97,110,650</b>

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

### NOTE 11: CASH FLOW INFORMATION

NOTE		2017 (\$)	2016(\$)
<b>11(a)</b>	<b>RECONCILIATION OF NET RESULT FOR THE PERIOD</b>		
	<b>Net Result for the year</b>	<b>(1,637,867)</b>	<b>(1,561,291)</b>
	<b>Non-cash movements</b>		
	Depreciation & Amortisation	1,524,996	1,524,995
	Loss on disposal of assets	38,023	–

NOTE		2017 (\$)	2016(\$)
<b>11(a)</b>	<b>RECONCILIATION OF NET RESULT FOR THE PERIOD</b>		
	<b>Movements in assets and liabilities</b>		
	(Increase)/Decrease in Receivables	(17,564)	1,020,747
	Increase/(Decrease) in Payables	27,771	62,314
	Increase/(Decrease) in Employee Benefits	(24,646)	(2,865)
	(Increase)/Decrease in Inventories	10,620	(29,412)
	<b>Net cash flows from/(used in) operating activities</b>	<b>(78,667)</b>	<b>1,014,488</b>

<b>11(b)</b>	<b>RECONCILIATION OF CASH AND CASH EQUIVALENTS</b>		
	Cash on Hand	11,637	11,054
	Cash at Bank	3,516,682	991,955
	Short Term Bank Deposit	–	2,660,400
	<b>Balance per cash flow statement</b>	<b>3,528,319</b>	<b>3,663,410</b>

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

### NOTE 12: SUPERANNUATION

12	<b>SUPERANNUATION</b>		
	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:		
	VicSuper	71,116	90,953
	D Baguley Superannuation Fund	–	9,747
	Vision Super	26,063	11,061
	Australian Super	36,478	43,635
	Planet Luck Superannuation Fund	17,959	15,787
	Other Funds	41,503	20,661
		<b>193,119</b>	<b>191,844</b>

As at 30 June 2017 there were no outstanding superannuation contributions, (30 June 2016 – nil).

## NOTE 13: COMMITMENTS

13	COMMITMENTS		
	<b>Commitments for Expenditure</b>		
	Commitments contracted for at balance date but not recognised in the financial statements as liabilities.		
13(a)	<b>Capital Commitments</b>		
	There are no Capital Commitments as at June 2017, (30 June 2016 – nil).		
13(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	10,296
	Later than one year and not later than five years	–	10,296
	<b>Total Commitments</b>	<b>10,296</b>	<b>20,592</b>

Operating leases includes lease of office equipment.

## NOTE 14: RESPONSIBLE PERSONS

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994 (FMA)* the following disclosures are made regarding responsible persons for the reporting period.

14	RESPONSIBLE PERSONS		
	<b>Trustees</b>		
	The names of the Trustees who held office during the financial year are:		
	<ul style="list-style-type: none"> <li>• Air Vice-Marshal Chris Spence AO (Retd) (Chairman)</li> <li>• Colonel John Wertheimer AM RFD</li> <li>• Maj. Gen. David McLachlan AO (Retd)</li> <li>• Wing Commander David Grierson OAM (Retd)</li> <li>• The Right Hon. the Lord Mayor Robert Doyle AC</li> </ul>	<ul style="list-style-type: none"> <li>• Dr. Helen Drennen</li> <li>• Dr. Michael Lawriwsky</li> <li>• Ms. Susan Blake</li> <li>• Colonel Michelle Campbell</li> <li>• Ms. Tracey Curro</li> </ul>	
	<b>Accountable Officer</b>		
	The name of the Accountable Officers who held office during the financial year are:		
	<b>Dean Lee (1 July 2016 to 30 June 2017)</b>		
		<b>2017 (\$)</b>	<b>2016 (\$)</b>
	Total Remuneration paid or payable during the financial year to the Accountable Officer amounted to:	206,996	241,980
	<b>Total</b>	<b>206,996</b>	<b>241,980</b>
	<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.		

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

### NOTE 15: RELATED PARTIES

The Shrine of Remembrance is a State Government Entity. The Key Management Personnel (KMP) have been identified as the Trustees (10) and Chief Executive Officer (1). All KMP have completed *declarations for the reportable period (01.07.2016 to 30.06.2017)* and there were no related party transactions.

15	RELATED PARTIES		
	Total Remuneration of Key Management Personnel was as follows:		
		<b>2017 (\$)</b>	<b>2016 (\$)</b>
	Short-term Benefits	209,976	–
	<b>Total</b>	<b>209,976</b>	<b>–</b>
	The numbers of Key Management Personnel whose total remuneration from the Shrine of Remembrance falls within the following bands:		
		<b>2017</b>	<b>2016</b>
	\$0 – \$9999	10	–
	\$200,000 – \$210,000	1	–
	<b>Total</b>	<b>11</b>	<b>–</b>
	Total Remuneration paid or payable during the year included above	<b>\$209,976</b>	<b>–</b>

No comparatives have been reported because remuneration in the prior year was determined in line with the basis and definition under RFD21B. Remuneration previously excluded non-monetary benefits and comprised any money, consideration or benefit received or receivable, excluding reimbursement of out of pocket expenses, including any amount received or receivable from a related party transaction. Refer to prior years financial statements for executive remuneration for the 2015–16 reporting period.

### NOTE 16: REMUNERATION OF AUDITORS

NOTE		2017 (\$)	2016(\$)
<b>16</b>	<b>REMUNERATION OF AUDITORS</b>		
	Victorian Auditor-General's Office Audit of the financial statements	20,000	12,600



## 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 2017 (\$)	CARRYING AMOUNT 2016 (\$)
Financial Assets				
Cash and Cash Equivalents	4	N/A	3,528,319	3,663,409
Receivables <sup>(a)</sup>	6	Contractual financial assets, loans and receivables	16,555	11,623
			<b>3,544,874</b>	<b>3,675,032</b>
Financial Liabilities				
Payables <sup>(a)</sup>		Contractual financial liabilities at amortised cost	210,258	178,418
			<b>210,258</b>	<b>178,418</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 counterparties 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.				
<b>Financial Assets that are either past due or impaired</b>				
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.				

Interest rate exposure and ageing analysis of financial assets.											
	Weighted avg. effective int. rate %	Carrying amount	INTEREST RATE EXPOSURE			PAST DUE BUT NOT IMPAIRED				IMPAIRED	
			Fixed int. rate	Variable int. rate	Non- int. bearing	Less than 1 month	1 month – 3 months	3 months –1 year	1–5 years	Impaired	
<b>2017</b>											
Cash & Cash Equivalents	1.20%	3,528,319	–	3,516,682	11,637	–	–	–	–	–	–
Receivables	–	16,555	–	–	16,555	1,100	10,450	5,005	–	–	–
		<b>– 3,544,874</b>	<b>–</b>	<b>3,516,682</b>	<b>28,192</b>	<b>1,100</b>	<b>10,450</b>	<b>5005</b>	<b>–</b>	<b>–</b>	<b>–</b>

# SHRINE OF REMEMBRANCE TRUSTEES

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

### NOTE 17: FINANCIAL INSTRUMENTS CONT'D

Interest rate exposure and ageing analysis of financial assets.											
				INTEREST RATE EXPOSURE			PAST DUE BUT NOT IMPAIRED				IMPAIRED
	Weighted avg. effective int. rate %	Carrying amount	Fixed int. rate	Variable int. rate	Non-int. bearing	Less than 1 month	1 month – 3 months	3 months – 1 year	1–5 years	Impaired	
<b>2016</b>											
Cash and Cash Equivalents	1.36%	3,663,409	2,660,400	828,715	9,814	–	–	–	–	–	–
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>–</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 assets.											
				INTEREST RATE EXPOSURE			MATURITY DATES				
	Weighted avg. effective int. rate %	Nominal amount	Fixed int. rate	Variable int. rate	Non-int. bearing	Less than 1 month	1 month – 3 months	3 months – 1 year	1–5 years		
<b>2017</b>											
Payables	–	210,258	–	–	210,258	210,258	–	–	–	–	–
		<b>– 210,258</b>	<b>–</b>	<b>–</b>	<b>210,258</b>	<b>210,258</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<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>–</b>

## NOTE 17: FINANCIAL INSTRUMENTS CONT'D

<b>(v) Market Risk</b>						
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.						
<b>Market Risk Exposure</b>						
			<b>INTEREST RATE RISK</b>			
			<b>-1% (100 basis points)</b>		<b>+0.5% (50 basis points)</b>	
<b>2017 Financial Assets</b>	<b>Carrying Amount</b>		<b>Profit</b>	<b>Equity</b>	<b>Profit</b>	<b>Equity</b>
Cash Assets	3,528,319		(35,283)	(35,283)	17,642	17,642
			<b>-1% (100 basis points)</b>		<b>+0.5% (50 basis points)</b>	
<b>2016 Financial Assets</b>	<b>Carrying Amount</b>		<b>Profit</b>	<b>Equity</b>	<b>Profit</b>	<b>Equity</b>
Cash Assets	3,663,409		(36,634)	(36,634)	18,317	18,317
<b>(vi) Fair Value</b>						
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.						

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# SHRINE OF REMEMBRANCE TRUSTEES

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## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2017

### NOTE 18: PRIOR PERIOD ADJUSTMENTS

In 2017, after the entity's 2016 financial statements were approved for issue, the entity made a prior year adjustment to Property Plant & Equipment that had been incorrectly classified. The amounts have been corrected in the opening comparative year note for Property Plant & Equipment and restated throughout the financial report. Accordingly depreciation for the affected portion of Property Plant & Equipment has been adjusted as well.

Other Heritage Assets amounting to \$565,024 were discovered as part of the 30 June 2017 revaluation process and are believed to have existed in the 2015-16 period. Accordingly Property Plant & Equipment has been adjusted in the opening comparative year note as well.

	30 JUNE 2016 (\$)	ADJUSTMENT (\$)	RESTATED 30 JUNE 2016 (\$)
<b>Comprehensive Operating statement</b>			
Depreciation	1,341,051	183,944	1,524,995
<b>Statement of Financial Position</b>			
Property Plant & Equipment	191,330,384	381,080	191,711,464
Accumulated Funds	<b>(1,885,283)</b>	<b>(381,080)</b>	<b>(1,504,203)</b>
The correction to Accumulated Funds includes the adjustment of \$565,024 for Property Plant & Equipment and \$183,944 for Depreciation.			

There are no contingent liabilities as at 30th June 2017.

### NOTE 19: CONTINGENT LIABILITIES

There are no contingent liabilities as at 30th June 2017.

### NOTE 20: SUBSEQUENT EVENTS

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

# 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 22H	Manner of establishment and the relevant Ministers	4, 37
FRD 22H	Purpose, functions, powers and duties	4, 5
FRD 8D	Department objective, indicators and outputs	NA
FRD 22H	Key Initiatives and Projects	12–17
FRD 22H	Nature and range of services provided	4
<b>Management and structure</b>		
FRD 22H	Organisational structure	10
<b>Financial and other information</b>		
FRD8D	Performance against output performance measures	NA
FRD8D	Budget portfolio outcomes	NA
FRD 10A	Disclosure index	43
FRD 12B	Disclosure of major contracts	45
FRD 15D	Executive officer disclosures	37
FRD 22H	Employment and conduct principles	45
FRD 22H	Occupational health and safety policy	11
FRD 22H	Summary of the financial results for the year	22
FRD 22H	Significant changes in financial position during the year	22
FRD 22H	Major changes or factors affecting performance	2, 12–17
FRD 22H	Subsequent events	42
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	45
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	45
FRD 22H	Statement on National Competition Policy	45
FRD 22H	Application and operation of the <i>Protected Disclosures Act 2012</i>	45
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	45
FRD 22H	Details of consultancies both under and over \$10,000	46
FRD 22H	Disclosure of government advertising expenditure	46
FRD 22H	Disclosure of ICT expenditure	46
FRD 22H	Statement of availability of other information	46
FRD 24C	Reporting of office-based environmental impacts	46
FRD 25C	Victorian Industry Participation Policy disclosures	46
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SD 5.2	Specific requirements under Standing Direction 5.2	19–42
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# DISCLOSURE INDEX CONT'D

Legislation	Requirement	Page Number
<b>Compliance attestation and declaration</b>		
SD 3.7.1	Attestation for compliance with Ministerial Standing Direction	46
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<b>Financial statements</b>		
<b>Declarations</b>		
SD 5.2.2	Declaration in financial statements	19
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	25–28
SD 5.2.1(a)	Compliance with Ministerial Directions	47
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	Compliance with DataVic Access Policy	47
<b>Other disclosures as required by FRDs in notes to the financial statements</b>		
FRD 9A	Department disclosures of Administered Assets & Liabilities by Activity	NA
FRD 11A	Disclosure of Ex-gratia Expenses	NIL
FRD 13	Disclosure of Parliamentary Appropriations	NA
FRD 21C refer FRD15D	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	37
FRD 103F	Non-Financial Physical Assets	23
FRD 110A	Cash Flow Statements	24
FRD 112D	Defined Benefit Superannuation Obligations	NIL
<b>LEGISLATION</b>		
	<i>Freedom of Information Act 1982</i>	45
	<i>Building Act 1993</i>	45
	<i>Protected Disclosures Act 2012</i>	45
	<i>Carers Recognition Act 2012</i>	45
	<i>Victorian Industry Participation Policy Act 2003</i>	46
	<i>Financial Management Act 1994</i>	47

## APPENDIX

### Disclosure of Major Contracts

The Shrine of Remembrance Trustees have no contracts at or above the prescribed level of \$10 million within the 2016–17 reporting period.

### 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. Employees have been correctly classified in workforce data collections.

### 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* allows the public a right of access to documents held by the Shrine of Remembrance. Requests should be forwarded to Shrine of Remembrance Trustees, GPO Box 1603, Melbourne, Victoria 3001.

Shrine Trustees received no Freedom of Information requests within the 2016–17 reporting period.

The number of FOI Requests made to the Shrine of Remembrance	2014–15	2015–16	2016–17
Assessable FOI Requests	1	1	0

### Building Act 1993

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

### 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.

### The Protected Disclosures Act 2012

The *Protected Disclosure Act 2012* 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.

The Shrine of Remembrance does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The Shrine will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

Disclosures of improper conduct or detrimental action by the Shrine or any of its employees may be made to the Chairman of Trustees or the Chief Executive Officer. Alternatively, disclosures may also be made directly to:

Independent Broad-based Anti-corruption Commission:  
Level 1, North Tower, 459 Collins Street  
Melbourne, VIC 3000  
Phone: 1300 735 135  
Internet: [ibac.vic.gov.au](http://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	2016–17
Assessable disclosures	0	0	0

### Compliance with the Carers Recognition Act 2012

The Shrine of Remembrance has taken all practical measures to comply with its obligations under the Act. These include: considering the care relationship principles set out in the Act when setting policies and providing services [e.g. reviewing our employment policies such as flexible working arrangements and leave provisions to ensure that these comply with the statement of principles in the Act].

# APPENDIX CONT'D

## Consultancies

The Trustees engaged 11 consultants across 13 projects at a total cost of \$105,425 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
	9	4

## Disclosure of Government Advertising Expenditure

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

## Disclosure of ICT Expenditure

ICT expenditure refers to the Shrine's costs in providing business enabling ICT services within the current reporting period. It comprises Business As Usual (BAU) ICT expenditure and Non-Business As Usual (Non-BAU) ICT expenditure. Non-BAU ICT expenditure relates to extending or enhancing our current ICT capabilities. BAU ICT expenditure is all remaining ICT expenditure which primarily relates to ongoing activities to operate and maintain the current ICT capability.

During the reporting period, the Shrine of Remembrance had a total 'BAU' ICT expenditure of \$81,875 and no non-BAU expenditure.

## Statement of Availability of other Information

In compliance with the requirements of the Standing Directions of the Minister for Finance, details in respect of the items listed have been retained by the Shrine of Remembrance and are available on request, subject to the provisions of the *Freedom of Information Act 1982*. During 2016–17:

- Declarations of pecuniary interests were duly completed by all relevant officers.
- No shares were held by a senior officer as nominee, or held beneficially in a statutory authority or subsidiary.

## Reporting of Office-based Environmental Impacts

The Shrine of Remembrance maintains and regularly reviews an environmental management policy. The Shrine maintains a 960,000 litre underground water storage tank which is used to store building and hard stand run-off. This water supports irrigation across the site and reduces consumption of potable water. Irrigation is scheduled to occur at night to minimise evaporative loss and drip irrigators are used in densely planted areas to further conserve water.

Within the Shrine monument a building management system allows for efficient control of climate and lighting systems to meet the needs and expectations of visitors in an energy efficient manner. All public bathrooms utilise auto-operated hand dryers rather than paper towel to minimise the accumulation and disposal of waste paper. Newer rooms/ areas are also fitted with motion detectors to turn lights on

and off in response to use as a means of reducing electrical consumption.

The Shrine utilises Microsoft SharePoint electronic document storage and retrieval system to protect document integrity and minimise the use of paper; this is a cloud based computing solution reducing the requirement for on-site computing hardware thus minimising electrical costs and waste disposal of aged computer and server hardware.

All internal communications, including committee and board meeting agenda and minutes, are distributed electronically to minimise the environmental footprint by reducing printer power, paper and ink consumption, and carbon emissions in transportation. Recycling bins are located in all office areas to collect paper for re-use.

Pest control within the Shrine is of critical importance in both protecting the collection and ensuring visitors enjoy a positive experience. The Shrine has chosen to use manual control mechanisms, such as traps, in preference to toxic chemical controls wherever practicable.

## Victorian Industry Participation Policy Disclosures

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

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

## Workforce data

The Shrine of Remembrance Trustees directly employs a Chief Executive Officer, operational staff, casual and contract employees.

Staff Numbers	2015–16	2016–17
Chief Executive Officer	1	1
Shrine Employees (Total)	40	38
Effective Full-time equivalent	29.96	28.95

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

The Shrine is also supported by over 110 volunteers.

## Attestation for Compliance with Ministerial Standing Direction 3.7.1

The Chairman of Trustees, Chris Spence, certifies that the Shrine of Remembrance has complied with the Ministerial Standing Direction 3.7.1—Risk Management framework and the Shrine's Audit & Risk Management Committee verifies this.

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



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# APPENDIX CONT'D

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## **Compliance with DataVic Access Policy**

Consistent with the DataVic Access Policy issued by the Victorian Government in 2012, the Shrine of Remembrance intends that data tables that it may produce in the future will be available at: [www.data.vic.gov.au](http://www.data.vic.gov.au) in machine readable format.

## **Model Financial Report**

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

## **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 subject to the provisions of the *Freedom of Information Act 1982*.

In relation to the Financial Management Compliance Attestation Statement

I, Chris Spence, on behalf of the Responsible Body, certify that the Shrine of Remembrance preponderantly complies with the applicable Standing Directions of the Minister for Finance under the Financial Management Act 1994 and DTF Instructions and identified non-material compliance deficiencies are being actively managed and remediated.

## **Events occurring after balance date**

No material events occurred after balance date.

## **Design & Print Annual Report**

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

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# KEY SUPPORTERS

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## Media Partnerships

Our media partnership with Channel 7 continues to foster public interest in the Shrine. Channel 7 and Red Engine Creatives have been particularly supportive in the filming, production and airtime for our first TV commercial designed to reach Melbourne metropolitan audiences. We thank Corporal Ben Roberts-Smith VC MG for his contribution as lead talent in the commercial.

ABC (TV, News and Online) have continued to provide comprehensive and coordinated support for our major ceremonial services as well as editorial coverage of our exhibitions. Exhibition sponsor ABC Radio has also provided invaluable assistance promoting our regional lecture program and the Centenary of Anzac touring exhibition *Australia Will Be There: Victorians in the First World War (1914–19)*.

## 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)
- City of Melbourne

## Major Donors

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

## 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
- National Servicemen's Association of Australia (Victoria) South Gippsland Sub-Branch
- Melbourne Football Club
- Richmond Football Club
- Krystyna Campbell-Pretty
- Anzac Naval Commemorative Ball Committee
- Hornagold-Tomholt Bequest
- Simonovic Bequest
- Wesley College
- Qantas
- The Copland Foundation
- Lindsay Fox

## Key supporters in 2016–17 include:

- Adams Print
- Australian War Memorial
- Bendigo Bank
- City of Melbourne
- Department of Veterans' Affairs
- Gandel Group
- Gardiner Foundation
- Linfox
- Mal Padgett
- Melbourne Legacy
- Port of Melbourne
- Qantas
- RACV
- Sierra Delta
- State Government of Victoria
- Taltarni Vineyards
- The Copland Foundation

## Other financial and in-kind contributors in 2016–17 include:

- Monash University
- Channel 7
- iSentia
- Yarra Trams

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

