

# ANNUAL REPORT

2017-18



SHRINE OF REMEMBRANCE  
MELBOURNE





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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 2017–18 annual report.

As we move into the closing months of the Centenary of Anzac, it is pleasing to see that both attendance at our program of ceremonial events and general visitation continue to be sustained. Reflecting our focus on commemoration through education and learning, Trustees were particularly gratified to see a significant increase in the number of students attending ceremonial events and dedicated programs. Our overall reach into the community was also enhanced by the final year of our nationally touring exhibitions *Australia Will Be There* and *Indigenous Australians at War*, which appropriately had its final exhibition on Thursday Island.

While Anzac Day continues to be the principal commemorative service at the Shrine, Remembrance Day was enhanced this year by a display of poppies on the Forecourt from the 5,000 Poppies Project and the ceremonial laying up of the 4th Light Horse old Guidon in the Sanctuary, and subsequently the Crypt. The year also saw a number of significant commemorations including the centenary of the battles of Polygon Wood and Beersheba, the latter drawing significant attendance by Victorian school students, and the 75th anniversary of the Kokoda Campaign.

In meeting our governance obligations as recommended by the Victorian Public Sector Commission, the Board received a presentation from the Commission updating those public service governance requirements. The Board also undertook an External Board Evaluation in order to continuously improve its effectiveness and performance. Recognising the importance of risk management in meeting the Board's objectives, the Board also developed a Risk Appetite Statement which subsequently informed a revised Risk Management Plan. In addition, the Board developed the Shrine of Remembrance 2019–2024 Strategic Plan. Guided by the tenets of the *Shrine of Remembrance Act 1978*, the plan focuses on maintaining financial sustainability, leveraging the full capabilities of the Galleries of Remembrance, supporting the delivery and promotion of a range of commemorative services and



delivering programs that meet community needs and expectations in the care and management of the Shrine. In particular, the plan recognises the diverse nature of the Victorian community.

As noted last year, the Shrine is now the beneficiary of a significant increase in the Victorian Government's new four-year grant period from 2017–2021. We continue to draw funding support from the Victorian Veterans Council and the Department of Veterans' Affairs and benefit greatly from the advice and assistance provided by the Veterans Branch in the Department of Premier and Cabinet. We also enjoy significant and continuing financial and corporate commitment from the City of Melbourne, recognising the Shrine of Remembrance as a focal point of the city and the pre-eminent memorial in this State.

As always, 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, volunteers, Young Ambassadors and our unique Shrine Guard, for their continuing and significant contributions. In recognising their commitment to assuring the security of the Shrine and all who visit, the Trustees acknowledge the commitment and support of the Victorian Police and our Protective Service Officers. Trustees particularly wish to recognise the unstinting support of our Governor, Her Excellency the Honourable Linda Dessau AC, whose attendance at many of the public programs and ceremonial services at the Shrine has been greatly appreciated by veterans, the general community and especially school students.

Finally, Trustees recognise and have greatly valued the 14 years of service Major General David McLachlan AO has provided as President of the Victorian RSL and as a Trustee and welcome the appointment of his successor, Dr Robert Webster OAM.

A handwritten signature in black ink that reads "Chris Spence". The signature is written in a cursive, flowing style.

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* (the Act) 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

## CONT'D

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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.



## VISION, MISSION & VALUES

### VISION

That all Victorians remember, value and commemorate service and sacrifice.

### MISSION

To engage all Victorians in commemoration through reflection, ceremony, education and learning.

### VALUES

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

# CHIEF EXECUTIVE OFFICER'S REPORT



In this the fourth year of the Anzac Centenary, the Shrine of Remembrance has continued to engage Victorians and visitors to our state in commemoration. For the third consecutive year, more than one-million people participated in the Shrine's commemorative, education and learning programs—including a record 75,000 students.

Commemoration through education and learning is the primary role of the Shrine and each year we support Victorian based ex-service organisations in the coordination and delivery of over 150 services: drawing more than 97,000 attendees in 2017–18. Highlights in the year included Anzac Day when 50,000 people attended the Shrine. Legacy's Annual ANZAC Commemoration Ceremony for Students and the anniversary of the Battle of Beersheba also provided unique opportunities to engage Victorian students in commemoration with the latter service supported by riders and their mounts from the Creswick Light Horse Association.

Preserving the Shrine and its assets are a core focus of management's attention and significant works were undertaken throughout the year to protect the *Devanha* Gallipoli landing boat, Shrine Reserve statuary and the Books of Remembrance. Our involvement with the development of Anzac Station continued with the Shrine's interests taken fully into account.

The Shrine continues to be a major driver of visitation to Victoria with our second biennial visitor intercept survey revealing that the Shrine was the 'main reason', or 'one of the main reasons', that 27 percent of our visitors chose to visit Melbourne. Our standing in this sector was again affirmed with the Shrine ranked in the top-five iconic Australian attractions for the third consecutive year (TripAdvisor).

During the year we extended our engagement with Victoria's tourism industry to introduce licensing for commercial tour operators, as required by the *Crown Lands (Reserve) Act 1978*, and further developed the Shrine Tour product through partnering relationships with wholesale tour resellers.

The Shrine's touring exhibitions *Indigenous Australians at War* and *Australia Will Be There* both drew to a close within the year having recorded overall attendances exceeding 270,000. The success of the touring exhibition program over the past seven years has validated the development of a new touring exhibition planned to launch in the second-half of 2019.

In closing, I am pleased to report that the Shrine of Remembrance has met its targeted deliverables to the State in 2017–18, has maintained sound financial management throughout the year, and has achieved unqualified accounts. This would not have been possible without the disciplined oversight of the Trustees; the support of the Victorian Government, City of Melbourne and Victorian Veterans' Council; the work of my staff and volunteers; and the financial contributions made by our many Supporters. I take this opportunity to formally recognise and thank them all.

Dean M Lee  
Chief Executive Officer



# 2017-18 REVIEW OF OPERATIONS

## Community Engagement

Total visitation and participation in 2017–18 surpassed 1.2 million—including 75,000 Victorian school students participating in curriculum aligned educational programs.

Visitor intercept surveys conducted during the year indicated 38 percent of visitors were drawn from international markets, 34 percent from Melbourne, 22 percent from interstate and 6 percent from elsewhere in Victoria. Confirming the Shrine's contribution to the wider visitor economy, one in four visitors identified the Shrine as the main reason, or one of the reasons, they chose to visit Melbourne.

## Ceremonial Program

The Shrine's ceremonial program ensures commemoration remains the core focus of activities. In 2017–18, continuation of the Centenary of Anzac commemorations drew high levels of public engagement and attendance.

More than 97,000 people—including veterans, students and members of the public from Victoria, interstate and overseas, attended 160 commemorative services.

## 75th Anniversary of the Kokoda Campaign

August 26, 2017 marked the 75th anniversary of the Kokoda Campaign. Twenty-six veterans of the campaign attended the service in the company of 600 others on the Shrine forecourt to honour the fallen. Her Excellency the Honourable Linda Dessau AC, Governor of Victoria delivered the address and spent time conversing with veterans.

## Remembrance Day

The annual Victorian State Remembrance Day Ceremony was held on 11 November 2017. An estimated 3,500 people attended the service.

Senator the Honourable Mitch Fifield assisted Shrine Chairman Chris Spence in announcing the highly commended and winning entries in the Shrine of Remembrance Annual Remembrance Day Poster Competition for Victorian Primary Schools. The 2017 winning artists were Grade 1 students Sam, Georgina, Charlie and William of Christ Church Grammar with their artwork entitled: *Peace*.

## Legacy's 87th Annual ANZAC Commemoration Ceremony for Students

A major feature in the Shrine's ceremonial calendar, this solemn day of reflection engaged more than 6,000 Victorian students in commemoration through ceremony and educational programs.

## Anzac Day 2018

Each year Anzac Day highlights important aspects of veterans' service and sacrifice. In 2018, keynote speaker and Shrine Governor, Group Captain Annette Holian, addressed an audience of 35,000 at the Dawn Service: sharing her experiences as a surgeon and serving member of the Australian Defence Force deployed to disaster relief zones and theatres of war.

A further 14,000 people attended related services at the Shrine throughout the day, many witnessing the 10,175 veterans and descendants who marched from Melbourne city to the Shrine.

The Dawn Service was live streamed on Facebook and strong media coverage was generated online and across digital and print media.

## Victorian Aboriginal Remembrance Service

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 2018 was held at the Shrine on 31 May, with more than 550 people in attendance. Guest speaker Mr Ricky Morris, former Army Sergeant, was joined by special performances by the Mullum Mullum Indigenous Gathering Place Choir with the Lilydale High and Casey Grammar school choirs.

## Student Education at the Shrine

In 2017–18 the Shrine experienced an increase of 6,000 in student attendances taking our student visitation for the year to 75,000. Programs are aligned with the Victorian Curriculum, linking with the humanities, civics and citizenship, to build students' critical and creative thinking capabilities. Shrine programs have been expanded to include the Second World War for secondary students and an Early Years program called *On the Homefront*.

The best attended programs were the *Spirit of Anzac*, *Shrine Exploration* for Primary students and the *Shrine Guided Introduction* for Secondary students. 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 very positive.

Student participation in commemorative services remained strong, including growing attendances on Legacy Day, Battle for Australia Day and Light Horse Student Day. A highlight this year was the attendance at the Light Horse Student Day of 3,000 students. With thanks to the financial support of the Victorian Government, this unique students' day was developed to coincide with the Centenary of the Battle of Beersheba.



### **Education: Inreach & Outreach**

To assist the Shrine in reaching its objective of being accessible to all Victorian students, we continued to offer programs to Victorian schools experiencing disadvantage. These targeted the themes of remembrance, commemoration and peace in 2017–18.

The outreach program allowed education officers to travel to schools to deliver a program on the First World War using a collection of replica items. Where possible, educators drew upon local community members and resources, including town memorials, to give students an understanding of the relevance of the local stories to the First World War program.

The outreach extends to all schools and was often presented in alignment with the *Australia Will Be There* touring exhibition.

Some 5,000 students have attended programs on the First World War and 1,000 of these students have been given guided access to the touring exhibition.

The inreach program provided schools with a subsidy to cover excursion costs to bring students to the Shrine. The Shrine is appreciative of the Portland House Foundation for its continued support for this disadvantaged schools program.

### **Public Learning Programs**

The Shrine continued its commitment to providing community education to the highest standard. The Shrine's public programs and special events engaged 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 18,000 people in 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.

### **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 can 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 Years 9/10 to participate in programs and commemorative events at the Shrine and to develop leadership skills.

Their key role is to act as representatives of their communities at the Shrine. In addition to opportunities to learn about Victorian military history, Young Ambassadors visited the Australian War Memorial in Canberra.

We acknowledge the following students: Dane Christiansen, Teagan Cope-Proctor, Saxon Cowling, Juliet James, Matthew Martyn, Thomas McKenzie, Trent Simpson and Sarah Stanko for their participation in 2018.

### **Shrine of Remembrance Medal**

The 2017 Shrine of Remembrance Medal was awarded to Mr Steven Bloxham at a special presentation held following the Shrine's Remembrance Day Service. The significance of the Medal and recognition of Mr Bloxham's contribution was acknowledged by Shrine Chairman Chris Spence assisted by Senator the Honourable Mitch Fifield, representing the Prime Minister and Federal Minister for Veterans' Affairs, at the official Medal presentation.

Mr Bloxham was nominated for the Remembrance Medal by his local MP, Richard Riordan, Member for Polwarth. Steven's outstanding achievement in promoting the contribution of veterans in his community was recognised and he was credited as being the driving force behind initiatives that had elevated the honouring of service men and women from the Terang area and the surrounds.

### **Fundraising 2017–18**

The Shrine Foundation attracted significant support through a range of fundraising activities: securing grants, attracting donations and gaining support from philanthropists personally committed to commemoration.

### **Friends of the Shrine Program**

Shrine Friends continued to grow in number. Friends receive a subscription to the Shrine's official magazine *Remembrance*; gain free entry to all Shrine public programs, receive invitations to Friends-only events and discounts on Shrine shop purchases.

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.

### **Family Programing**

This year we launched a new suite of family programs that enable families to visit and use child friendly materials to navigate the Shrine. The Shrine Kids activity cards and Shrine Explorer kits were funded by the Victorian Government through the Victoria Remembers grant program. Our regular school holiday programing for families has seen attendances steadily building over the year.

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# 2017–18 REVIEW OF OPERATIONS CONT'D

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## Shrine Collection

The Shrine collects selectively for display. We continued to experience a strong interest from the public in donating to the Shrine collection. Some highlights include:

- Descendants of Chaplain Lieutenant-Colonel, The Reverend Frederick W Wray presented his mobile field communion kit from the First World War, a highly desirable item for interpreting the important service of chaplains with their fellow service men. A Boer War veteran, Wray served with distinction at Gallipoli and on the Western Front. As senior Anglican Chaplain he assumed responsibility for 90 chaplains across Australia, England, France and Egypt.
- The private collection belonging to Lieutenant Commander William Euan Ironside Littlejohn DSC, RAN was gifted by his family. Littlejohn was seconded to the Royal Navy, serving and commanding submarines between 1940 and 1945 and later served as a Shrine Trustee. The collection includes his uniform, documents, (some unique drawings and items created by him while serving) and personal memorabilia from his time as a Trustee.
- Warrant Officer Class 2 Leslie Moore served in the Korean War. A rare, padded uniform to combat the intense Korean winter and Communist propaganda flyers, collected in no-mans-land, are typical of the efforts made by Communist forces to induce Australians to surrender. The items are donated by WO2 Moore's descendants.

## Shrine Exhibitions

The Recent Conflicts Gallery underwent a complete refurbishment this year in the largest change within the Galleries since opening in 2014. Long-term consultation with the veteran community to identify their personal stories, photographs and memorabilia, led to some 90% of the content being renewed. This project was funded by the Victorian Government through the Victoria Remembers grant program.

Three dedicated special exhibition spaces permit in-depth exploration and alternative perspectives to complement the Shrine's permanent Galleries. Shedding new light on Victoria's wartime history.

Three new exhibitions were launched in 2017–18.

- *Nerves and Steel—The Royal Australian Navy in the Pacific*: Providing an historical view of the war in the Pacific during the Second World War, this exhibition revealed the role played by the Royal Australian Navy between December 1941 and September 1945 in securing ultimate Allied victory; its challenges and successes in combat with Japan's powerful navy.

- *The Light Horse—Australians in the Middle East 1916–18*: The Light Horse has perhaps captured the Australian imagination more so than any other campaign in the First World War. This exhibition explored the myths and realities of the Light Horse fighting in the desert wastes of Sinai, Palestine, and Syria. It featured outstanding historical and contemporary art from the First World War, and memorabilia belonging to Lieutenant-General Sir Harry Chauvel.
- *For Humanity—Medicine in war and peacekeeping since 1945*: Focusing on stories of Australian doctors, nurses, medics and patients from the Korean War to Afghanistan, *For Humanity* revealed what it means to save lives amidst death and destruction, and the courage required to uphold humanity in the face of trauma and suffering. It highlighted some of the significant impacts of medical advances in conflicts that have been adopted in civilian medicine.

## Touring Exhibitions

The Shrine's centenary touring exhibition, *Australia Will Be There: Victorians in the First World War (1914–1919)* concluded on 15 June 2018. It was hosted during 2017–18 by Wangaratta Arts Centre, Wangaratta; Longwood Community Centre, Longwood; Alfred Deakin Gallery, Geelong; and the Portland Arts Centre, Portland. The regional stories interactive which was integral to the exhibition has recorded 170 stories during the four-year tour between August 2014 and June 2018.

The exhibition was visited by 5,300 during 2017–18 taking the total visitation from 2014–18 to more than 125,000. The tour was funded by the Victorian Government.

*Indigenous Australians at War from the Boer War to the present* concluded its national tour on 28 April 2018. This award-winning exhibition was hosted throughout 2017–18 by Pine Rivers Museum, Moreton Bay; Western Plains Cultural Centre, Dubbo; and Gab Titui Cultural Centre, Thursday Island. The national tour was funded by the Department of Veterans' Affairs. The exhibition was visited this year by 11,600 taking the total for the combined Victorian and national tours to 150,000.

A highlight in 2017–18 was the opportunity to take the exhibition to Thursday Island, funded by the Torres Strait Regional Council. The launch at Gab Titui coincided with the 75th Anniversary of the formation of the Torres Strait Light Infantry Battalion in the Second World War. Stories of their service have endured through song and dance and the launch included performances of these. It was a fitting conclusion to six rewarding years touring this exhibition.

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## OUTLOOK FOR 2018–19

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In 2018–19, the Shrine will continue to act in the service of its enduring purpose to honour the service and sacrifice of Victorians and Australians in war and peacekeeping.

As the commemorative focus transitions from the Centenary of Anzac, Trustees met early in 2018 to develop a new five-year strategic plan for the period 2019–24.

Trustees core remit remains tied to the three functions prescribed in the *Shrine of Remembrance Act 1978*: Stewardship, Ceremonial activities and Public Programs.

Drawing upon the successful development and activation of the Galleries of Remembrance, the Shrine's strategic objectives have been extended to better reflect, attract and engage the diversity of the Victorian people and introduce initiatives which leverage existing resources through digital channels.

A number of new projects are planned for the year ahead, including upgrades to architectural lighting, introducing additional wayfinding tools, enhanced digital interpretation and development of a new Touring Exhibition.

Based upon the theme of *Legacies of War*, the new Touring Exhibition will explore the consequences of conflict upon combatants and non-combatants and draw upon the personal experiences of Victoria's diverse population.

Providing for site and patron safety and security will remain a key focus with responsive initiatives identified and implemented as resources allow.

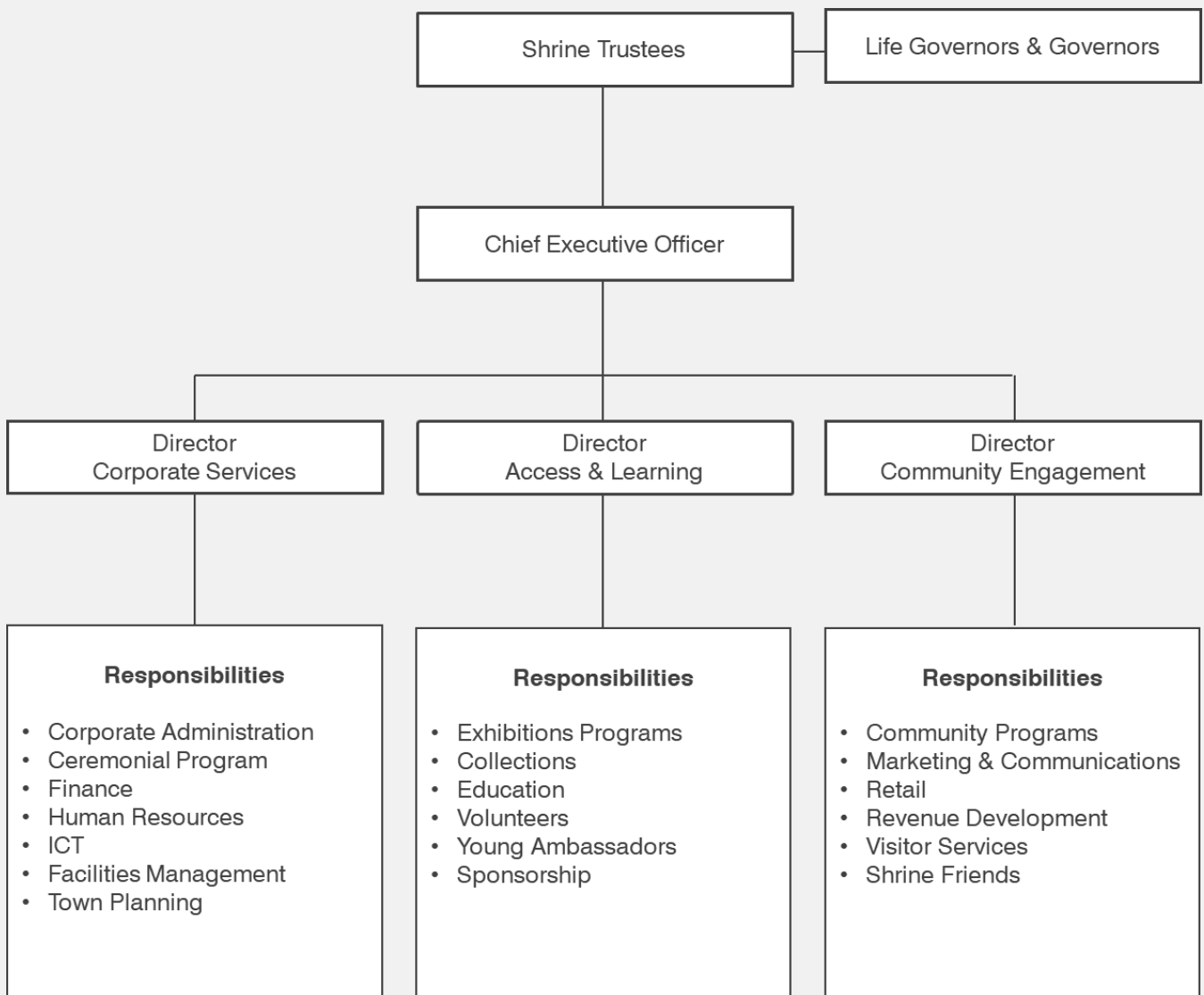
Continuing support from the Victorian Government will allow us to meet the demand for major commemorative activities and educational programming, throughout the year. We will also continue our engagement with the tourism sector to meet self-funding targets and improve overall site interpretation.

Major commemorative events scheduled for this period include:

- Reserve Forces Day—1 July 2018
- Vietnam Veterans' Day—18 August 2018
- Battle for Australia Day—5 September 2018
- Remembrance Day, Centenary of the Armistice—11 November 2018
- Ex-Prisoners of War & Relatives Association—15 February 2019
- Melbourne Legacy's 88th Annual ANZAC Commemoration Ceremony for Students—3 April 2019
- Anzac Day—25 April 2019
- Annual Victorian Aboriginal Remembrance Service—31 May 2019



# ORGANISATIONAL STRUCTURE & RESPONSIBILITIES



# 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 Chairman 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 as Deputy Chairman.

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

David was appointed a Trustee in April 2003 and was reappointed in 2006, 2009, 2012 and 2016. David retired as a Trustee in November 2017.

### **Dr Robert Webster OAM**

Robert was appointed a Trustee in November 2017 for a period of four years.

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

David became the Legacy representative in April 2006 and was reappointed in 2009 and 2012. In March 2016 David was reappointed 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. His position as a Trustee ceased when he resigned as Lord Mayor in February 2018.

### **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, reappointed in 2014 for a further four year period. Michael's term expired in May 2018.

### **Sue Blake GAICD**

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.

## 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**

- Colonel George Mackenzie OBE RFD
- Lieutenant Colonel David Ford CVO AM GM
- Lieutenant Colonel Adrian Lombardo
- Mr Peter Whitelaw

### **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

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# THE SHRINE COMMUNITY

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## CHIEF EXECUTIVE OFFICER & EXECUTIVE TEAM

The role of the Chief Executive Officer and Executive Team is to implement strategy and direct, 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 support and advice to the Trustees and overall leadership to the executive team.

### Jean McAuslan

Jean is the Director Access & Learning and holds 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 holds responsibility for administration, finance, operations, facilities and ceremonial functions. Daniel was appointed in 2006.

### Leonie Pratt

Leonie is the Director Community Engagement and holds responsibility for the Shrine's visitor services, community programs, marketing, public relations and the Shrine's self-funding activities. Leonie was appointed in 2013.

## VOLUNTEERS

The Shrine of Remembrance has 101 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 2017–18 volunteers provided 14,000 hours across 363 days.

## THE SHRINE GUARD

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

## SHRINE STAFF (AT 30 JUNE 2018)

Carolyn Archibald, Marketing Officer  
Carolyn Argent, Education Officer  
Jenna Blyth, Collections Manager  
Margaret Brown, Visitor Services Officer Tour Guide  
Joanne Brodie, Marketing Manager  
Louise Bulmer, Retail Officer  
Sue Burgess, Education & Volunteer Manager  
Dale Capron, Ceremonial Programs Manager  
Laura Carroll, Education & Training Officer  
Melissah Crumpton, Business Support Officer  
Chloe De Luca, Visitor Services Officer  
Rebecca Dixon, Duty Manager  
Glenn Foster, Visitor Services Officer  
Michael Ganey, Visitor Services Officer  
Leigh Gilbert, Public Programs & Events Coordinator  
Ashley Gilmour, Visitor Services Officer  
Trinity Gurich, Education Officer  
Mike Gordon, Business Support Officer  
Peter Harris, Facilities Manager  
Jorja Haywood, Visitor Services Officer  
Dominic Healy, Visitor Services Officer Tour Guide  
Sian Heron, Visitor Services Officer  
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  
Toby Miller, Exhibition Research Officer  
Katrina Nicolson, Exhibition Research Officer  
Janelle Oudshoorn, Visitor Services Manager  
Louise Riley, Education & Training Officer  
Karl Sarsfield, Visitor Services Officer Tour Guide  
Neil Sharkey, Curator  
Kat Sherlock, Visitor Services Officer  
Adrian Threlfall, Education Officer  
Lara Tumak, Visitor Services Officer Tour Guide  
Sue Wicks, Visitor Services Officer

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# THE SHRINE COMMUNITY

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## SHRINE VOLUNTEERS (AT 30 JUNE 2018)

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

James Affleck  
Glenn Agnew  
Darcie Apostolou  
Betty Appleton  
Barry Aumann  
Ann Baker  
Adele Barbara  
Rodney Bayley  
Donald Bergman  
Ralph Boyne  
Paul Brennan  
Danielle Broadhurst  
Bruce Brown  
Catherine Brown  
Maureen Bugden  
John Cahir  
Doug Campbell  
Barbara Carpenter  
Bill Cherry  
Eden Christian  
Caroline Clark  
Lorraine Connell  
Bill Cornford  
Cate Cox  
Ken Crook  
Pauline D'Astoli  
Jacqui Dekker  
Shirley Devery  
Anna Dockendorff  
Ian Douglas  
Noel Dovey  
Noel Ellis  
Garry Fabian  
Wendy Farthing  
Mac Ford  
Keith Frampton  
George Galanopolous  
Clive Gartner  
Peter Geddes  
Bill Gilpin  
Andrew Gordon  
Angus Graham  
Neil Graham  
Allan Grant

Josephine Green  
Geraldine Hare  
John Hills  
David Holloway  
Robert Hoskin  
Fiona Hurel  
Alec Huze  
Ian Jones  
Anne Josefsberg  
Steve Kyritisis  
Kerry Larkan  
Rayden Lee  
Judy Llewellyn  
Gloria Low  
Alasdair Macdonald  
Marita Madden  
Gilbert Mallcott  
Alexandra Maller\_  
Dianne Manning  
Paul Maple  
Ros Martin  
Anne Mathers  
Mark Mayne  
Garry McNamara  
Tess McWade  
Andrew Meldrum  
Graeme Miller  
Robyn Miller  
David Mitchell  
Peter Morris  
John Moxey  
Sue Mullett  
Jennifer O'Leary  
Jon Peart  
James Penna  
Victor Pilch  
Daryl Pinner  
Anne Ramsay  
Helen Robinson  
Lois Romer  
Gary Serpell  
Ian Simpkin  
Graeme Sloman  
Brian Smith

Karen Smith  
Alan Stebbing  
Stephen Stockdale  
Kristina Tantau  
Peter Taylor  
Kevan Thomas  
Caroline Torode  
Kerrie Walker  
Mary Ward  
Barry Watson  
Philip Whitehouse  
Malcolm Wiltshire  
Brian Worcester

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## VALE

It was with much sadness that we marked the passing of past-volunteer John Griffiths OAM.



# GOVERNANCE

## **Trustee Meetings**

During 2017–18, 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 ARMC comprises independent members who meet the criteria for independence within the Financial Management Compliance Framework guidelines.

The Committee met on six occasions in 2017–18.

Committee Members throughout the period included:

- Michael Lawriwsky (Committee Chairman) (Trustee)
- Robert Webster (Trustee)
- Michelle Campbell (Trustee)
- Sue Blake (Trustee)
- Adrian Lombardo (Life Governor)

### **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 2017–18.

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 2017–18.

Committee Members throughout the period included:

- Chris Spence (Chairman of Trustees)
- David McLachlan (Trustee to November 2017)
- Robert Webster (Trustee)
- Michael Lawriwsky (Committee Chairman) (Trustee to May 2018)

### **Occupational Health, Safety and Security Committee**

The Shrine operates a dedicated Occupational Health, Safety and Security Committee (OHS&S) 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, Safety, Rehabilitation and Wellbeing Policy, the Committee's goal is to ensure all staff remain safe and healthy at work.

During the 2017–18 reporting period, the Shrine's OHS&S Committee met quarterly and implemented a number of initiatives to improve the health, safety and security of staff and visitors including drafting an Incident and Injury Reporting Procedure, contributing to the establishment of an Emergency Planning Committee, plus reviewing ergonomic assessments, and regular safety audits to identify and address risks.

Three days were lost through workplace accidents during the reporting period.



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# FINANCIAL REPORT 2017–18

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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 2018 and the financial position of the Shrine of Remembrance Trustees at 30 June 2018.

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 16 August 2018.

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Air Vice-Marshal Chris Spence AO (Retd)  
Chairman

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Dean M Lee  
Chief Executive Officer

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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 2018</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 2018 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. I further describe my responsibilities under that Act and those standards 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 Victoria. 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 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 the Shrine's internal control.
- 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  
24 August 2018



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

# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

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## COMPREHENSIVE OPERATING STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

	Notes	2018 \$	2017 \$
<b>Continuing operations</b>			
<b>Income from transactions</b>			
Grants	2.1.1	3,714,930	2,992,770
Donations and sponsorships	2.1.2	393,174	715,783
Sales of merchandise	2.1.3	345,943	334,375
Interest	2.1.4	68,806	73,110
Other Income	2.1.5	114,384	100,985
<b>Total income from transactions</b>		<b>4,637,237</b>	<b>4,217,023</b>
<b>Expenses from transactions</b>			
Employee benefits	3.1.1	2,635,416	2,380,732
Depreciation and amortisation	4.3	3,580,637	1,524,996
Repairs and maintenance		429,272	417,359
Galleries of Remembrance project		-	11,424
Other expenses	3.2	1,474,108	1,482,356
<b>Total expenses from transactions</b>		<b>8,119,433</b>	<b>5,816,867</b>
<b>Net result from transactions (net operating balance)</b>		<b>(3,482,196)</b>	<b>(1,599,844)</b>
<b>Other economic flows included in net result</b>			
Net gain/(loss) on disposal of non-financial assets		-	(38,023)
<b>Total other economic flows included in net result</b>		<b>-</b>	<b>(38,023)</b>
<b>Net result</b>		<b>(3,482,196)</b>	<b>(1,637,867)</b>
<b>Other economic flows – other comprehensive income</b>			
Changes in physical asset revaluation surplus		-	86,242,739
<b>Total other economic flows- other comprehensive income</b>			<b>86,242,739</b>
<b>Comprehensive result</b>		<b>(3,482,196)</b>	<b>84,604,872</b>

### Notes:

The accompanying notes form part of these financial statements.

## BALANCE SHEET AS AT 30 JUNE 2018

	Notes	2018 \$	2017 \$
<b>Assets</b>			
<b>Financial assets</b>			
Cash and cash equivalents	6.1	667,311	3,528,319
Other financial assets		2,876,622	-
Receivables	5.1	52,045	56,497
<b>Total financial assets</b>		<b>3,595,978</b>	<b>3,584,816</b>
<b>Non-financial assets</b>			
Inventories	5.3	115,806	99,324
Property, plant and equipment	4.1	273,070,467	276,468,409
Intangible assets	4.2	61,621	74,664
<b>Total non-financial assets</b>		<b>273,247,894</b>	<b>276,642,397</b>
<b>Total assets</b>		<b>276,843,872</b>	<b>280,227,213</b>
<b>Liabilities</b>			
Payables	5.2	290,113	248,827
Employee related provisions	3.1.2	355,256	327,309
<b>Total liabilities</b>		<b>645,369</b>	<b>576,136</b>
<b>Net assets</b>		<b>276,198,503</b>	<b>279,651,077</b>
<b>Equity</b>			
Accumulated surplus/(deficit)		(6,624,266)	(3,142,070)
Physical asset revaluation surplus	8.2	183,353,389	183,353,389
Investment Reserve		29,622	-
Contributed capital		99,439,758	99,439,758
<b>Net worth</b>		<b>276,198,503</b>	<b>279,651,077</b>

### Notes:

The accompanying notes form part of these financial statements.

## CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

	Notes	2018 \$	2017 \$
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Grants received (inclusive of GST)		3,745,851	3,023,022
Donations received		154,017	136,509
Interest received		68,806	73,110
Other (including sales) (inclusive of GST)		749,449	1,139,978
<b>Total receipts</b>		<b>4,718,123</b>	<b>4,372,619</b>
<b>Payments</b>			
Payments to suppliers (inclusive of GST)		<b>(2,064,803)</b>	(2,137,915)
Payments to employees		<b>(2,497,678)</b>	(2,313,371)
<b>Total payments</b>		<b>(4,562,481)</b>	<b>(4,451,286)</b>
<b>Net cash flows from/(used in) operating activities</b>	6.1.1	<b>155,642</b>	<b>(78,667)</b>
<b>Cash flows from investing activities</b>			
Purchase of Investments		<b>(2,847,000)</b>	-
Payments for property, plant and equipment		<b>(169,650)</b>	(56,423)
<b>Net cash flows used in investing activities</b>		<b>(3,016,650)</b>	<b>(56,423)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(2,861,008)</b>	(135,090)
Cash and cash equivalents at the beginning of the financial year		<b>3,528,319</b>	3,663,409
<b>Cash and cash equivalents at the end of the financial year</b>	6.1	<b>667,311</b>	<b>3,528,319</b>

**Notes:**

The accompanying notes form part of these financial statements.

## STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

	Total Equity		Accumulated Surplus		Investment Reserve		Physical Asset Revaluation Surplus		Contributed capital	
	2018 \$	2017 \$	2018 \$	2017 \$	2018	2017	2018 \$	2017 \$	2018 \$	2017 \$
<b>Balance at beginning 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>
Net result from operations	(3,482,196)	(1,637,867)	(3,482,196)	(1,637,867)	-	-	-	-	-	-
Other comprehensive income		86,242,739		-	-	-	86,242,739			
Transfer to Reserve	29,622				29,622	-				
Contributed capital		-		-		-				-
<b>Balance at end of the financial year</b>	<b>276,198,503</b>	<b>279,651,077</b>	<b>(6,624,266)</b>	<b>(3,142,070)</b>	<b>29,622</b>	<b>-</b>	<b>183,353,389</b>	<b>183,353,389</b>	<b>99,439,758</b>	<b>99,439,758</b>

**Notes:**

The accompanying notes form part of these financial statements.



# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

## 1. About this report

The Shrine of Remembrance Trustees (the Trustees) is a government agency of the State of Victoria, established under the *Shrine of Remembrance Act 1978*. Its principal address is 2-42 Domain Road, South Yarra Victoria 3141.

A description of the nature of its operations and its principal activities is included in the 'Report of operations' which does not form part of these financial statements.

### Basis of preparation

These financial statements have 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 are disclosed under the notes under the heading 'Significant judgements or estimates'.

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.

The consolidated financial statements of the Shrine of Remembrance Trustees incorporate all entities controlled by the Trustees as at 30 June 2018, 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.

### Compliance information

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.

# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

## 2. Funding delivery of our services

### Introduction

The Trustees have the following overarching functions:

1. responsibility for the care, management, maintenance and preservation of the Shrine of Remembrance;
2. 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; and,
3. 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.

To enable the Trustees to fulfil its objectives and provide outputs, it receives grant funding from the state and local government. The Trustees also receive donations, sponsorships, interest income and revenue from merchandise sales and fee for service activities.

### Structure

- 2.1 Summary of income that funds the delivery of our services.

### 2.1 Summary of income that funds the delivery of our services

	Notes	2018 \$	2017 \$
Grants	2.1.1	3,714,930	2,992,770
Donations and sponsorships	2.1.2	393,174	715,783
Sales of merchandise	2.1.3	345,943	334,375
Interest	2.1.4	68,806	73,110
Other income	2.1.5	114,384	100,985
<b>Total income from transactions</b>		<b>4,637,237</b>	<b>4,217,023</b>

#### 2.1.1 Grants

	2018 \$	2017 \$
City of Melbourne	309,207	302,521
Department of Environment, Land, Water & Planning	981,723	962,474
Department of Premier & Cabinet	2,424,000	1,727,775
<b>Total Income from grants</b>	<b>3,714,930</b>	<b>2,992,770</b>

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 2.1.2 Donations and sponsorships

	2018 \$	2017 \$
Collection Box - Cash management	91,113	82,906
Sponsorships	103,926	236,925
Shrine of Remembrance foundation	135,231	342,349
Other donations	62,904	53,603
<b>Total income from donations and sponsorships</b>	<b>393,174</b>	<b>715,783</b>

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.

### 2.1.3 Sale of goods and services

	2018 \$	2017 \$
Merchandise sales	345,943	334,375
<b>Total income from sale of goods and services</b>	<b>345,943</b>	<b>334,375</b>

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

### 2.1.4 Interest

	2018 \$	2017 \$
Interest on bank deposits	68,806	73,110
<b>Total income from interest</b>	<b>68,806</b>	<b>73,110</b>

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

### 2.1.5 Other Income

	2018 \$	2017 \$
Friends of the Shrine	26,579	11,969
Reimbursements	14,140	44,849
Other	73,665	44,167
<b>Total other income</b>	<b>114,384</b>	<b>100,985</b>

# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

## 3. The cost of delivering our services

### Introduction

This section provides an account of the expenses incurred by the Trustees in delivering services and outputs.

### Structure

3.1 Summary of expenses incurred in delivering our services

3.2 Other expenses

### 3.1 Summary of expenses incurred in delivering our services

	Notes	2018 \$	2017 \$
Employee benefits	3.1.1	2,635,416	2,380,732
Depreciation & amortisation	4.3	3,580,637	1,524,996
Repairs and maintenance		429,272	417,359
Galleries of Remembrance project		-	11,424
Other expenses	3.2	1,474,108	1,482,356
<b>Total expenses incurred in delivery of services</b>		<b>8,119,433</b>	<b>5,816,867</b>

#### 3.1.1 Employee benefit expenses in the comprehensive operating statement

	2018 \$	2017 \$
Wages	2,177,852	1,979,560
Superannuation	215,279	193,119
Workcover	20,054	20,729
Annual leave expense	172,106	162,774
Long service leave expense	50,125	24,550
<b>Total employee expenses</b>	<b>2,635,416</b>	<b>2,380,732</b>

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.

#### 3.1.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of salaries and wages, annual leave and long service leave (LSL) for services rendered up to the reporting date.

	2018 \$	2017 \$
<b>Current provisions:</b>		
<b>Annual Leave</b>		
Unconditional and expected to settle within 12 months	105,216	111,033
Unconditional and expected to settle after 12 months	-	
<b>Long Service Leave</b>		
Unconditional and expected to settle within 12 months	32,594	21,603
Unconditional and expected to settle after 12 months	142,322	107,625
<b>On-costs</b>		
Unconditional and expected to settle within 12 months	15,295	14,807
Unconditional and expected to settle after 12 months	14,871	11,261
<b>Total current provisions for employee benefits</b>	<b>310,298</b>	<b>266,329</b>
<b>Non-current provisions:</b>		
Long Service Leave	40,705	55,204
On-costs	4,253	5,776
<b>Total non-current provisions for employee benefits</b>	<b>44,958</b>	<b>60,980</b>
<b>Total employee related provisions</b>	<b>355,256</b>	<b>327,309</b>

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### Reconciliation of movement in on-cost provision

	2018 \$	2017 \$
<b>Annual Leave</b>		
Opening balance	123,580	144,677
Additional provisions	172,106	162,774
Amounts used	(178,580)	(183,871)
<b>Closing balance</b>	<b>117,106</b>	<b>123,580</b>
<b>Long Service Leave</b>		
Opening balance	203,729	207,278
Additional provisions	50,125	24,550
Amounts used	(15,704)	(28,099)
<b>Closing balance</b>	<b>238,150</b>	<b>203,729</b>

**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.

Employment on-costs such as workers compensation and superannuation are not employee benefits. They are disclosed as a component of the provision for employee benefits where the employment to which they relate has occurred.

**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.

### 3.1.3 Superannuation

Superannuation contributions for the reporting period are included as part of employee benefits and on-costs in the operating statement of the entity.

The name and details of the major employee superannuation funds and contributions made by the entity are as follows:

	2018 \$	2017 \$
VicSuper	70,655	71,116
Vision Super	27,445	26,063
Australian Super	32,455	36,478
Planet Luck Superannuation Fund	18,696	17,959
Other Funds	66,028	41,503
<b>Total</b>	<b>215,279</b>	<b>193,119</b>

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 3.2 Other expenses

	2018 \$	2017 \$
Education	139,923	75,493
Exhibitions	206,305	166,983
Facility costs	608,027	526,242
Fundraising	16,029	86,195
Marketing	185,541	157,995
Office expenses	30,304	32,744
Cost of sales	160,323	153,267
Other operating	102,336	128,251
Planning	18,901	64,319
Public programs	6,419	90,869
<b>Total other expenses</b>	<b>1,474,108</b>	<b>1,482,356</b>

Other operating expenses represent the day-to-day running costs incurred in delivering services of the Trustees.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 4. Key assets available to support output delivery

#### Introduction

The Trustees control property plant and equipment that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to the Trustees to be utilised for delivery of services.

#### Structure

- 4.1 Property, plant and equipment
- 4.2 Intangible assets
- 4.3 Depreciation

#### 4.1 Property, plant and equipment

	2018 \$	2017 \$
Land at fair value	155,900,000	155,900,000
<b>Net carrying amount</b>	<b>155,900,000</b>	<b>155,900,000</b>
Heritage Assets - Shrine of Remembrance	172,781,000	172,781,000
Less: accumulated depreciation	(67,420,047)	(64,484,000)
<b>Net carrying amount</b>	<b>105,360,953</b>	<b>108,297,000</b>
Heritage Assets - Other	10,437,132	10,437,132
Less: accumulated depreciation	(3,310,040)	(3,211,801)
<b>Net carrying amount</b>	<b>7,127,092</b>	<b>7,225,331</b>
Plant and equipment	5,160,056	5,146,721
Less: accumulated depreciation	(1,517,393)	(1,118,200)
<b>Net carrying amount</b>	<b>3,642,663</b>	<b>4,028,521</b>
Furniture and fittings	1,427,801	1,296,639
Less: accumulated depreciation	(404,533)	(279,082)
<b>Net carrying amount</b>	<b>1,023,268</b>	<b>1,017,557</b>
Work in Progress	16,491	-
<b>Net carrying amount</b>	<b>16,491</b>	<b>-</b>
<b>Total net carrying amount</b>	<b>273,070,467</b>	<b>276,468,409</b>

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.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

**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.

**Heritage Assets – Shrine:** The Shrine of Remembrance building is classified as a Heritage Assets. The Shrine is valued on the basis of depreciated replacement cost.

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

**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.



## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 4.1.1 Reconciliation of movements in carrying amount of property, plant and equipment

	Land		Heritage assets- Shrine of Remembrance		Heritage assets- Other		Plant & Equipment		Furniture & Fittings		Work in Progress		Total	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Carrying amount at start of year	155,900,000	86,368,800	108,297,000	92,914,587	7,225,330	7,036,723	4,028,521	4,330,050	1,017,558	1,061,304	-	-	276,468,409	191,711,464
Additions	-	-	-	-	-	24,608	13,335	12,321	131,162	19,494	16,491	-	160,988	56,423
Disposals	-	-	-	-	-	(3,829)	-	(16,350)	-	(17,844)	-	-	-	(38,023)
Revaluations	-	69,531,200	-	16,451,748	-	232,112	-	(5,258)	-	32,937	-	-	-	86,242,739
Transfers between classes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	(2,936,047)	(1,069,335)	(98,238)	(64,284)	(399,193)	(292,242)	(125,452)	(78,333)	-	-	(3,558,930)	(1,504,194)
<b>Net carrying amount at end of the year</b>	<b>155,900,000</b>	<b>155,900,000</b>	<b>105,360,953</b>	<b>108,297,000</b>	<b>7,127,092</b>	<b>7,225,330</b>	<b>3,642,663</b>	<b>4,028,521</b>	<b>1,023,268</b>	<b>1,017,558</b>	<b>16,491</b>	<b>-</b>	<b>273,070,467</b>	<b>276,468,409</b>

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 4.2. Intangible assets

	2018 \$	2017 \$
Capitalised software	152,119	143,458
Less: accumulated amortisation	(90,498)	(68,793)
<b>Carrying amount at end of the year</b>	<b>61,621</b>	<b>74,665</b>
<b>Reconciliation of carrying amounts</b>		
Carrying amount at start of year	74,665	95,466
Additions	8,662	-
Amortisation	(21,706)	(20,801)
<b>Carrying amount at end of the year</b>	<b>61,621</b>	<b>74,665</b>

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

### 4.3 Depreciation and amortisation

#### Charge for the period

	2018 \$	2017 \$
Heritage assets	3,034,285	1,133,619
Plant and equipment	399,193	292,242
Furniture and fittings	125,452	78,334
Intangible assets	21,706	20,801
<b>Total depreciation and amortisation</b>	<b>3,580,637</b>	<b>1,524,996</b>

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:

#### Useful life of assets

	Useful life (years)
Shrine	95 - 180
Other heritage assets	50 - 150
Plant & equipment	5 - 30
Furniture & fittings	5 - 30
Intangibles	5 - 10

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 5. Other assets and liabilities

#### Introduction

This section sets out those assets and liabilities that arise from the Trustees operations.

#### Structure

- 5.1 Receivables
- 5.2 Payables
- 5.3 Inventories

#### 5.1 Receivables

	2018 \$	2017 \$
<b>Contractual</b>		
Interest on investment	689	-
Other receivables	9,620	16,555
<b>Statutory</b>		
GST receivable	41,736	39,942
<b>Total receivables</b>	<b>52,045</b>	<b>56,497</b>

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.

#### 5.2 Payables

	2018 \$	2017 \$
Creditors & accruals	290,113	248,827
<b>Total payables</b>	<b>290,113</b>	<b>248,827</b>

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.

#### 5.3 Inventories

	2018 \$	2017 \$
Inventories held for sale	115,806	99,324
<b>Total inventories</b>	<b>115,806</b>	<b>99,324</b>

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

# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

## 6. Financing our operations

### Introduction

This section provides information on the sources of finance utilised by the Trustees during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of the Trustees.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 7.1 provides additional specific financial instrument disclosures.

### Structure

- 6.1 Cash flow information and balances
- 6.2 Commitments for expenditure

### 6.1 Cash flow information and balances

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, as indicated in the reconciliation below.

	2018 \$	2017 \$
Cash on hand	11,428	11,637
Cash at bank	655,883	3,516,682
Short term bank deposits	-	-
<b>Balance as per cash flow statement</b>	<b>667,311</b>	<b>3,528,319</b>

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

#### 6.1.1 Reconciliation of net result for the period to cash flow from operating activities

	2018 \$	2017 \$
<b>Net result for the period</b>	<b>(3,482,196)</b>	<b>(1,637,867)</b>
<b>Non-cash movements</b>		
Depreciation & amortisation	3,580,637	1,524,996
Loss on disposal of assets		38,023
<b>Movements in assets and liabilities</b>		
(Increase)/decrease in receivables	4,451	(17,564)
Increase/(decrease) in payables	41,286	27,771
Increase/(decrease) in employee benefits	27,947	(24,646)
(Increase)/decrease in other inventories	(16,483)	10,620
<b>Net cash flows from/(used in) operating activities</b>	<b>155,642</b>	<b>(78,667)</b>

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 6.2 Commitments for expenditure

Commitments for future expenditure include operating & capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST Payable.

	2018	2017
	\$	\$
<b>Operating lease commitments</b>		
Non-cancellable operating leases contracted for but not capitalised in the financial statements:		
Not later than one year	-	10,296
Later than one year and not later than five years	-	-
<b>Total commitments (inclusive of GST)</b>	<b>-</b>	<b>10,296</b>

Operating leases includes lease of office equipment.

# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

## 7. Risks, contingencies and valuation judgements

### Introduction

The Shrine of Remembrance Trustees is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements.

This section sets out financial instrument specific information (including exposures to financial risks) as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the Shrine relates mainly to fair value determination.

### Structure

- 7.1 Financial instruments specific disclosures
- 7.2 Contingent assets and contingent liabilities

### 7.1 Financial instruments specific disclosures

#### Introduction

Financial instruments arise out of contractual agreements between entities that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Shrine's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*. For example, statutory receivables do not meet the definition of financial instruments as they do not arise under contract.

#### Categories of financial instruments

##### *Receivables and cash*

Receivables and cash are financial instrument assets with fixed and determinable payments that are not quoted on an active market. These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, receivables and cash are measured at amortised cost using the effective interest method, less any impairment.

Receivables and cash includes trade receivables, but not statutory receivables.

##### *Financial liabilities at amortised cost*

Financial instrument liabilities are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs.

Financial instrument liabilities measured at amortised cost include all of the Shrine's contractual payables.

##### *Derecognition of financial assets*

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the rights to receive cash flows from the asset have expired.

##### *Derecognition of financial liabilities*

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

##### *Offsetting financial instruments*

Financial instrument assets and liabilities are offset and the net amount presented in the balance sheet when, and only when, the Shrine concerned has a legal right to offset the amounts and intend either to settle on a net basis or to realise the asset and settle the liability simultaneously.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 7.1.1 Categorisation of financial instruments

		Carrying amount	
		2018	2017
		\$	\$
<b>Financial assets</b>			
Cash and cash equivalents	Cash	667,311	3,528,319
Other Financial Assets	Investments	2,876,622	-
Receivables <sup>(a)</sup>	Loans and receivables	10,309	16,555
<b>Total financial assets</b>		<b>3,554,242</b>	<b>3,544,874</b>
<b>Financial liabilities</b>			
Payables <sup>(a)</sup>	Financial liabilities at amortised cost	246,949	210,258
<b>Total financial liabilities</b>		<b>246,949</b>	<b>210,258</b>

Note: a) The total amounts disclosed here excludes statutory amounts (e.g. taxes payable)

### 7.1.2 Financial risk management objectives and policies

#### Financial instruments: 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.

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

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

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

Ageing analysis of contractual financial assets:

	Carrying amount	Nominal amount	Less than 1 month	Maturity		
				1-3 months	3 months - 1 year	1-5 years
	\$	\$	\$	\$	\$	\$
<b>2018</b>						
Receivables	10,309	10,309	689	9,620	-	-
	<b>10,309</b>	<b>10,309</b>	<b>689</b>	<b>9,620</b>	<b>-</b>	<b>-</b>
<b>2017</b>						
Receivables	16,555	16,555	1,100	10,450	5,005	-
	<b>16,555</b>	<b>16,555</b>	<b>1,100</b>	<b>10,450</b>	<b>5,005</b>	<b>-</b>

#### Financial instruments: 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.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

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.

The contractual maturity analysis of the Shrine's financial liabilities is as follows:

	Carrying amount \$	Nominal amount \$	Less than 1 month \$	Maturity		
				1-3 months \$	3 months - 1 year \$	1-5 years \$
<b>2018</b>						
Payables	246,949	246,949	246,949			
	<b>246,949</b>	<b>246,949</b>	<b>246,949</b>			
<b>2017</b>						
Payables	210,258	210,258	210,258	-	-	-
	<b>210,258</b>	<b>210,258</b>	<b>210,258</b>	-	-	-

### Financial instruments: Market risk

The entity's exposure to market risk is primarily through interest rate risk. Objectives, policies and processes used to manage this risk are disclosed in the paragraph below.

#### Interest rate risk

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.

	Weighted average effective interest rate %	Carrying amount	Interest Rate Exposure		
			Fixed interest rate	Variable interest rate	Non-interest bearing
<b>2018</b>					
Cash & cash equivalents	1.63%	667,311		667,311	
Other financial assets		2,876,622		2,876,622	
Receivables		52,045			52,045
<b>Total financial assets</b>		<b>3,595,978</b>		<b>3,543,933</b>	<b>52,045</b>
<b>2017</b>					
Cash & cash equivalents	1.20%	3,528,319		3,516,682	11,637
Other financial assets					
Receivables		16,555			16,555
<b>Total financial assets</b>		<b>3,544,874</b>		<b>3,516,682</b>	<b>28,192</b>

#### Sensitivity disclosure analysis

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.



## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

	Carrying amount	Profit	-100 basis points/-1% Equity	Profit	+50 basis points/+0.5% Equity
<b>2018</b>					
Cash assets	667,311	(6,673)	(6,673)	3,337	3,337
<b>Total impact</b>	<b>667,311</b>	<b>(6,673)</b>	<b>(6,673)</b>	<b>3,337</b>	<b>3,337</b>
<b>2017</b>					
Cash assets	3,528,319	(35,283)	35,283	17,642	17,642
<b>Total impact</b>	<b>3,528,319</b>	<b>(35,283)</b>	<b>35,283</b>	<b>17,642</b>	<b>17,642</b>

### 7.2. Contingent liabilities and contingent assets

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

#### Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

There were \$0 contingent assets based on the above definitions relating to the Trustees at 30 June 2018 (30 June 2017: Nil).

#### Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- present obligations that arise from past events but are not recognised because:
  - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
  - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable

There were \$0 contingent liabilities based on the above definitions relating to the Trustees at 30 June 2018 (30 June 2017: Nil).

# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

## 7.3 Fair Value determination

This section sets out information on how the Trustees determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- Financial assets and liabilities at fair value through operating result;
- Land, buildings, infrastructure, plant and equipment;

In addition, the fair values of other assets and liabilities that are carried at amortised cost, also need to be determined for disclosure purposes.

The Trustees determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

### Fair value hierarchy

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.

### Fair value determination of financial assets and liabilities

The fair values and net fair values of financial assets and financial liabilities are determined as follows:

Level 1 - 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

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 - 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.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

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

	Valuation technique	Significant Unobservable Inputs	Range	Sensitivity of fair value measurement to changes in significant unobservable inputs
Land	Market approach	Community Service Obligation (CSO) adjustment	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	Depreciated replacement cost	Direct cost per square metre	\$27,291	A significant increase or decrease in direct cost per square metre would result in a significantly higher or lower valuation.
		Useful life	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.
Heritage Assets - Other	Market based direct & Depreciated replacement cost	Cost per unit	\$447,600	A significant increase or decrease in direct cost per square metre would result in a significantly higher or lower valuation.
		Useful life	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.
Plant & Equipment	Depreciated replacement cost	Cost per unit	\$62,008	A significant increase or decrease in cost per unit would result in a significantly higher or lower valuation.
		Useful life	5-30 years	A significant increase or decrease in the useful life of the asset would result in a significantly higher or lower valuation.
Furniture & Fittings	Depreciated replacement cost	Cost per unit	\$18,791	A significant increase or decrease in cost per unit would result in a significantly higher or lower valuation.
		Useful life	5-20 years	A significant increase or decrease in the useful life of the asset would result in a significantly higher or lower valuation.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

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

### Fair value measurement hierarchy

	Carrying amount	Level 1 \$	Level 2 \$	Level 3 \$
<b>2018</b>				
Land	155,900,000			155,900,000
Heritage assets - Shrine	105,360,953			105,360,953
Heritage assets - Other	7,127,092		4,602,946	2,524,146
Plant and equipment	3,642,663			3,642,663
Furniture & fittings	1,023,268			1,023,268
<b>Total</b>	<b>273,053,976</b>		<b>4,602,946</b>	<b>268,451,030</b>
	Carrying amount	Level 1 \$	Level 2 \$	Level 3 \$
<b>2017</b>				
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
Plant and equipment	4,028,521			4,028,521
Furniture & fittings	1,017,557			1,017,557
<b>Total</b>	<b>276,468,409</b>		<b>4,662,132</b>	<b>271,806,277</b>

The valuations have been conducted as below:

- (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.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

### 8. Other disclosures

#### Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

#### Structure

- 8.1 Subsequent events
- 8.2 Reserves
- 8.3 Responsible persons
- 8.4 Related parties
- 8.5 Remuneration of auditors
- 8.6 Contributed capital
- 8.7 Economic dependency
- 8.8 Resources provided free of charge
- 8.9 Australian Accounting Standards issued that are not yet effective

#### 8.1 Subsequent events

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

#### 8.2 Reserves

	2018 \$	2017 \$
<b>Physical Asset Revaluation Surplus</b>		
Land	134,700,000	134,700,000
Buildings	43,682,577	43,682,577
Other Heritage Assets	4,943,133	4,943,133
Plant & Equipment & Furniture & Fittings	27,679	27,679
<b>Total Physical Asset Revaluation Surplus</b>	<b>183,353,389</b>	<b>183,353,389</b>
<b>Movement in Physical Asset Revaluation Surplus</b>		
Balance at the beginning of the financial year	183,353,389	97,110,650
Land - Revaluation increments/(decrements)	-	69,531,200
Shrine of Remembrance - Revaluation increments/(decrements)	-	16,451,748
Other Heritage Assets - Revaluation increments/(decrements)	-	232,112
Plant & Equipment & Furniture & Fittings - Revaluation increments/(decrements)	-	27,679
<b>Balance at the end of the financial year</b>	<b>183,353,389</b>	<b>183,353,389</b>

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.

# NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

## 8.3 Responsible persons

The persons who held the positions of Minister and Accountable Officer in the Shrine of Remembrance from 1 July 2017 to 30 June 2018 were:

Responsible Minister	The Hon John Eren, MP, Minister for Veterans
Accountable Officer	Dean M Lee, Chief Executive Officer

## Remuneration

Remuneration received or receivable by the Accountable Officer, in connection with the management of the Trustees during the reporting period, was in the range: \$210,000 - \$219,999, (\$200,000 – \$209,999 in 2016-17).

Amounts relating to Ministers are reported in the financial statements of the Department of Parliamentary Services.

## 8.4 Related parties

The Shrine of Remembrance is a State Government Entity. Related parties of the Shrine include:

- all key management personnel and their close family members;
- all cabinet Ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of State consolidated financial statements.

## Significant transactions with government-related entities

The Trustees received grant funding from the Department of Premier and Cabinet of \$2,424,000, (2017: \$1,727,775) and Department of Environment, Land, Water and Planning of \$981,724, (2017: \$962,474).

Key Management Personnel (KMP) includes the Portfolio Minister being The Hon John Eren, MP, Minister for Veterans, the Trustees and the Chief Executive Officer.

The names of the Trustees who held office during the financial year are:

Air Vice-Marshal Chris Spence AO (Retd) (Chairman)  
Colonel John Wertheimer AM RFD  
Major General David McLachlan AO (Retd) (1 July 2017 to 7 November 2017)  
Dr Robert Webster OAM (8 November 2017 onwards)  
Wing Commander David Grierson OAM (Retd)  
The Right Hon the Lord Mayor Robert Doyle AC (1 July 2017 to 5 Feb 2018)  
Dr Helen Drennen AM  
Dr Michael Lawriwsky (1 July 2017 to 31 May 2018)  
Ms Susan Blake GAICD  
Colonel Michelle Campbell  
Ms Tracey Curro

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported in the financial report of Department of Parliamentary Services.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

	2018 \$	2017 \$
<b>Compensation of KMPs</b>		
Short-term employee benefits	217,365	209,976
Post-employment benefits		
Other long-term benefits		
Termination benefits		
<b>Total <sup>(i)</sup></b>	<b>217,365</b>	<b>209,976</b>

### Transactions with KMPs and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the Shrine, there were no related party transactions that involved KMPs and their close family members. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

### 8.5 Remuneration of auditors

	2018 \$	2017 \$
<b>Audit fees paid or payable to the Victorian Auditor-General's Office</b>		
Audit of the annual financial statements	20,500	20,000
<b>Total remuneration of auditors</b>	<b>20,500</b>	<b>20,000</b>

No other services were provided by the Victorian Auditor-General's Office.

### 8.6 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.

### 8.7 Economic dependency

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

### 8.8 Resources provided free of charge

The City of Melbourne provides maintenance of the Shrine Reserve and secretariat and administrative support to the Trustees free of charge. The amount of free resources cannot be monetarily materialised due to the nature of the activity not having a specific price associated.

### 8.9 Australian Accounting Standards issued that are not yet effective

As at 30 June 2018, the following standards and interpretations (applicable to the Trustees) had been issued but were not mandatory for the 30 June 2018 reporting period. The Department of Treasury and Finance assesses the impact of these new standards and advises the Office of their applicability and early adoption where applicable.

## NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018

Standard/Interpretation	Summary	Applicable for annual reporting periods beginning on	Impact on Shrine of Remembrance financial statements
AASB 9 <i>Financial Instruments</i>	The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedge accounting model and a revised impairment loss model to recognise expected impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.	1 Jan 2018	<p>The assessment has identified that the amendments are likely to result in earlier recognition of impairment losses and at more regular intervals.</p> <p>The initial application of AASB 9 is not expected to significantly impact the financial position however there will be a change to the way financial instruments are classified and new disclosure requirements.</p>
AASB 16 <i>Leases</i>	The key changes introduced by AASB 16 include the recognition of operating leases (which are currently not recognised) on balance sheet.	1 Jan 2019	<p>The assessment has indicated that most operating leases, with the exception of short term and low value leases will come on to the balance sheet and will be recognised as right of use assets with a corresponding lease liability. In the operating statement, the operating lease expense will be replaced by depreciation expense of the asset and an interest charge.</p> <p>There will be no change for lessors as the classification of operating and finance leases remains unchanged.</p>



# 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	3–4, 44
FRD 22H	Purpose, functions, powers and duties	3–4
FRD 8D	Department objective, indicators and outputs	NA
FRD 22H	Key Initiatives and Projects	5–8
FRD 22H	Nature and range of services provided	3–4
<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	47–48
FRD 12B	Disclosure of major contracts	49
FRD 15E	Executive officer disclosures	44
FRD 22H	Employment and conduct principles	49
FRD 22H	Occupational health and safety policy	14
FRD 22H	Summary of the financial results for the year	20
FRD 22H	Significant changes in financial position during the year	20
FRD 22H	Major changes or factors affecting performance	5–8
FRD 22H	Subsequent events	43
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	49
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	49
FRD 22H	Statement on Competitive Neutrality Policy	49
FRD 22H	Application and operation of the <i>Protected Disclosures Act 2012</i>	49
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	49
FRD 22H	Details of consultancies both under and over \$10,000	50
FRD 22H	Disclosure of government advertising expenditure	50
FRD 22H	Disclosure of ICT expenditure	50
FRD 22H	Statement of availability of other information	50
FRD 24D	Reporting of office-based environmental impacts	50
FRD 25C	Victorian Industry Participation Policy disclosures	50
FRD 29B	Workforce Data disclosures	50
SD 5.2	Specific requirements under Standing Direction 5.2	16–47
FRD 30D	Standard requirements for the publication of annual reports	51

# DISCLOSURE INDEX CONT'D

Legislation	Requirement	Page Number
<b>Compliance attestation and declaration</b>		
SD 5.1.4	Attestation for compliance with Ministerial Standing Direction	51
SD 5.2.3	Declaration in report of operations	15
<b>Financial statements</b>		
<b>Declarations</b>		
SD 5.2.2	Declaration in financial statements	15
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	45–46
SD 5.2.1(a)	Compliance with Ministerial Directions	51
SD 5.2.1(b)	Compliance with Model Financial Report	51
	Compliance with DataVic Access Policy	51
<b>Other disclosures as required by FRDs in notes to the financial statements</b>		
FRD 9B	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 FRD15E	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	44
FRD 103G	Non-Financial Physical Assets	30
FRD 110A	Cash Flow Statements	34
FRD 112D	Defined Benefit Superannuation Obligations	NIL
<b>LEGISLATION</b>		
	<i>Freedom of Information Act 1982</i>	49
	<i>Building Act 1993</i>	49
	<i>Protected Disclosures Act 2012</i>	49
	<i>Carers Recognition Act 2012</i>	49
	<i>Victorian Industry Participation Policy Act 2003</i>	50
	<i>Financial Management Act 1994</i>	51

# APPENDIX

## Disclosure of Major Contracts

The Shrine of Remembrance Trustees have no contracts at or above the prescribed level of \$10 million within the 2017–18 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 to seek 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 2017–18 reporting period.

The number of FOI Requests made to the Shrine of Remembrance	2015–16	2016–17	2017–18
Assessable FOI Requests	1	0	0

## Building Act 1993

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

## National Competition Policy and Competitive Neutrality

Shrine Trustees adhere to the principles of the National Competition Policy and Competitive Neutrality Policy (Vic) to ensure where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if not in the public interest.

## The Protected Disclosures Act 2012

The *Protected Disclosures 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 personnel, 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	2015–16	2016–17	2017–18
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 *Carers Recognition Act 2012*. 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

## Compliance with the Disability Act 2006

The *Disability Act 2006* reaffirms and strengthens the rights of people with a disability and recognises that this requires support across the government sector and within the community.

The Shrine of Remembrance Trustees adhere to the requirements of the Act and continue to develop and update their Disability Action Plan as and when required.

## Consultancies

The Trustees undertook 12 consultancies across 12 projects at a total cost of \$65,542 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 22H	Under \$10,000	Over \$10,000
	11	1

## 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 \$87,376 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 2017–18:

- 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	2016–17	2017–18
Chief Executive Officer	1	1
Shrine Employees (Total)	38	40
Effective Full-time equivalent	28.95	31.29

The salary of one executive employee is reported within note 8.3 of the financial accounts.

The Shrine is also supported by more than 100 volunteers.

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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**

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 Instructions and identified non-material compliance deficiencies that 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 continued to foster public interest in the Shrine. ABC (TV, News and Online) provided comprehensive and coordinated support for our major ceremonial services as well as editorial coverage of exhibitions. Exhibition sponsor ABC Radio has also provided invaluable assistance promoting the Centenary of Anzac touring exhibition *Australia Will Be There: Victorians in the First World War (1914–19)* as it wrapped up its final showings in regional Victoria.

## 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 & 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
- Frederick Ian McLeod-Dryden
- Noel Ellis
- Loyal Orange Institution of Victoria

## Key supporters in 2017–18 include:

- Adams Print
- Australian War Memorial
- Channel 7
- City of Melbourne
- Colonial Foundation
- Department of Veterans' Affairs
- iSentia
- Linfox
- Mal Padgett
- Melbourne Football Club
- Monash University
- Qantas
- RACV
- State Government of Victoria
- Taltarni Vineyards
- The Copland Foundation

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

