



SHRINE OF REMEMBRANCE
MELBOURNE

ANNUAL REPORT 2018–19





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CHAIRMAN'S REPORT

**The Hon Robin Scott MP
Minister for Veterans
Level 5, 1 Macarthur Street
EAST MELBOURNE VIC 3000**

Dear Minister

On behalf of the Shrine of Remembrance Trustees it is my pleasure to submit the 2018–19 annual report.

During the last 12 months we have concluded the centenary of the First World War, known more generally as the Centenary of Anzac. Trustees are pleased to note that through the concerted efforts of staff and volunteers, the Shrine of Remembrance has remained the focal point of commemoration in Victoria throughout this period: from the opening of Victoria's most significant contribution, the Galleries of Remembrance, on Remembrance Day 2014, to the placement of the words of the Ode on the Shrine mound by the 5000 Poppies Project on Remembrance Day 2018. It has also been pleasing to observe that, with some minor fluctuations, such as the confluence of Anzac Day and Easter this year, general visitation, and particularly student attendance, have been sustained at record highs.

Trustees have continued to focus on governance and the demands of meeting their regulatory obligations. As a living document, the Strategic Plan 2019–2024 has been amended to incorporate a revised statement of strategic objectives and outcomes expressed in more engaging language and subsequently reflected in the Business Plan. A major review of governance and operational policies was also undertaken, which included establishing alignment with the new Asset Management Accountability Framework.

On behalf of Trustees, I wish to take this opportunity to express our appreciation for the engagement and support of the former Minister, the Hon John Eren MP, and welcome and look forward to continuing to build on this relationship with you. The Shrine has continued to benefit from the support of the Victorian Government, which this year included funding for replacement of the existing Shrine external lighting with LED components. Aside from the efficiency benefits, the new lighting allowed the Shrine to be lit in red in the week leading up to the concluding Remembrance Day of the Centenary of Anzac. We also continue to value the advice and assistance provided by the Veterans Branch of the Department of Premier and Cabinet. In addition, the Trustees welcomed the ongoing support of Victoria Police and particularly the Protective Service Unit, in providing for the security of the Shrine. Security will be further enhanced by Victorian Government support for a security review to be undertaken in the coming year.



In a similar vein, Trustees greatly appreciate the support of the City of Melbourne. This year saw negotiations to develop an agreement that recognises the impact of the significant development of the Shrine since 2003 and the associated administrative and governance overheads imposed, and to develop a better mutual understanding of the obligations set out by the *Shrine of Remembrance Act 1978*. We look forward to working closely with the City of Melbourne and the Victorian Government to resolve a funding model that continues to provide the support necessary to deliver the outcomes required of us under the Act.

The Shrine exists in a dynamic physical environment impacted by a number of development initiatives. In particular, developments impacting the Shrine Vista Controls along the St Kilda Road / Swanston Street corridor from the State Library of Victoria to St Kilda Junction are increasing in number and have required Trustees to actively intercede in specific cases to protect the Shrine.

I and my fellow Trustees are fortunate to have the support of the Chief Executive Officer, Dean Lee, the Shrine executive team and staff, Life Governors, Governors, volunteers, Young Ambassadors and our unique Shrine Guard and greatly appreciate their continuing and significant contributions. Trustees also recognise the commitment and service provided by Lieutenant Commander Chris Le Marshall as a Governor since 2008 and welcome to the role, Lieutenant Commander Janette Gallagher.

On behalf of Trustees I also take this opportunity to thank the Governor, Her Excellency the Honourable Linda Dessau AC for her continued support of the Shrine, particularly in our ceremonial interaction with school students and the general community and congratulate her on her extension in the role of Governor of Victoria.

Finally, Trustees recognise and express their appreciation for departing Trustees David Grierson (Melbourne Legacy representative 2006–2018), Dr Michael Lawriwsky (2011–2018) and Dr Helen Drennen AM (2010–2018). We also welcome as Trustees, Graeme Plumridge representing Melbourne Legacy, Sally Capp Lord Mayor of Melbourne, Roger Clifton and Nikki Deighton.

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.

THE SHRINE OF REMEMBRANCE ACT 1978

CONT'D

- (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



The financial year 2018–19 may be characterised as a year of transition. The four-year Centenary of Anzac ended on 11 November 2018 with the 100th anniversary of the signing of the Armistice. Commencement of this period coincided with the opening of the Shrine's Galleries of Remembrance in 2014. This project gave new impetus to Victoria's commitment to commemoration: allowing us to engage more than one-million people in each year of the Centenary.

We now look to leverage this success, and the Shrine's 2019–24 Strategic Plan has framed a clear direction for the post-Centenary period and, importantly, through the renewed vision, "That all Victorians remember, value and commemorate service and sacrifice," it has established a metric for measuring performance: recalibrating our focus to reflect and engage the diversity of our community and to ensure the service and sacrifice of modern era veterans is more broadly recognised and valued.

In support of this new direction, we conducted our first state-wide survey of Victorians specifically seeking to determine the current level of participation in commemoration and, critically, to identify the reasons for non-participation. The findings of this survey will inform the Shrine's program of commemorative and educational activities for the coming years.

These objectives are addressed in our new touring exhibition: *Changed forever: Legacies of conflict*. This exhibition contrasts and compares the parallel experiences of members of the Australian Defence Force engaged in conflicts in the modern era, with those of people resident in many of those countries at the same time, who were driven to find refuge in Australia and are now Victorians.

On Remembrance Day 2018, Premier Daniel Andrews announced a new initiative to be introduced at the Shrine: a weekly Last Post Service. With funding for this program confirmed in the 2019 State Budget, planning is underway with the service expected to commence in association with the 85th anniversary of the Shrine's opening on 11 November 2019.

The Shrine endures as a reminder of a foundational period in our nation's history, but it does not stand in isolation to the development of our city and state. The City of Melbourne has released its Domain Parklands Master Plan for areas neighbouring the Shrine Reserve, and the Royal Botanic Gardens is well advanced in its own master planning process. In both cases the views and interests of the Shrine have been afforded comprehensive consideration. Development of Anzac Station at the south west corner of the Shrine Reserve also proceeds with minimal disruption to our activities and respectful support shown through the suspension of works on our major ceremonial days. We wish to record our appreciation to these parties for their consideration of our views and purpose.

With the Centenary behind us, two of our directors have chosen this year as an appropriate time for them to pursue new challenges and I wish to record my thanks to Ms Leonie Pratt, Director Community Engagement, for her five years' service delivering the benefits anticipated by the Galleries of Remembrance, and Mr Daniel Mulqueen, Director Corporate Services, for his 13 years' service to the Shrine during a most demanding period of increasing governance requirements and the development and delivery of the Galleries.

In closing, I am pleased to report that the Shrine of Remembrance has met its targeted deliverables to the State in 2018–19, has maintained sound financial management throughout the year, and has achieved unqualified accounts. This would not have been possible without the considered and disciplined oversight of the Trustees; the significant support of the Victorian Government, the City of Melbourne and the Victorian Veterans Council; the work of our 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



2018–19 REVIEW OF OPERATIONS

Community Engagement

Total visitor engagement in 2018–19 exceeded 1.1 million—including more than 60,000 primary and secondary school students participating in the Shrine’s curriculum aligned education programs.

To inform our ongoing efforts to engage Victorians in commemoration, a state-wide survey was conducted in the year. Highlights from the survey was confirmation that 70 per cent of all Victorians indicated they had participated in commemoration in the past 12 months and 80 per cent of them were aware of the Shrine of Remembrance. Among those who had not visited the Shrine in the past five years, 68 per cent were aware of the Shrine and up to 150,000 of those ‘non-visitors’ could be motivated to visit. The Shrine’s 2019–24 Marketing Strategy has been developed to engage this potential market.

Ceremonial Program

Providing for the commemorative needs of veterans and the community is one of the Shrine’s primary functions. More than 84,000 people—including veterans, students and members of the public from Victoria, elsewhere in Australia and overseas attended more than 150 commemorative services conducted at the Shrine throughout the year.

This was the final year of the Centenary of Anzac culminating in the Remembrance Day service marking the one-hundredth anniversary of the signing of the Armistice on 11 November 1918. A traditional service drew more than 10,000 people and was supported by an extended ceremonial program across the day featuring massed pipers at dawn, and at the end of day flag lowering ceremony.

Remembrance Day Activities

The Victorian State Remembrance Day Ceremony coincided with the announcement of the recipient of the 2018 Shrine of Remembrance Medal, Mr Graham Christie. Mr Christie was nominated by Mr Simon Ramsay MP, Member for Western Victoria Region, for being the driving force behind many initiatives that had elevated the honouring of service men and women from the Western Victorian region.

The Hon Daniel Andrews MP, Premier of Victoria, assisted by Shrine Chairman Chris Spence, announced the highly commended and winning entry in the Shrine of Remembrance Annual Remembrance Day Poster Competition for Victorian primary schools. The 2018 winning artist was Piper Kelly with her artwork entitled: *Helping Healing*.

Legacy’s 88th Annual ANZAC Commemoration Ceremony for Students

A major feature in the Shrine’s ceremonial calendar, this solemn day of reflection engaged more than 3,500 Victorian students in commemoration. Following the service, students were escorted by Shrine staff and volunteers through the Galleries of Remembrance.

Anzac Day 2019

While each of the 150 annual services conducted at the Shrine is equal in significance, they vary greatly in scale. Anzac Day is our community’s most revered day of commemoration and the highpoint in the annual ceremonial program. This year, more than 25,000 pilgrims gathered in reverent silence around the Shrine to remember. The keynote address was provided by the Hon Daniel Andrews MP, Premier of Victoria, who brought a community focus to the importance of recognising service and sacrifice and the enduring role this serves in guiding and protecting our civic values.

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

The Dawn Service was live streamed on Facebook and YouTube 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 the Australian Defence Force. The Victorian Aboriginal Remembrance Service 2019 was held inside the Shrine on 31 May. More than 450 people filled the Shrine’s Visitor Centre to remember. Guest speaker Private Kirra Grimes was joined by the Yeng Gali Mullum Choir and the Dhungala Children’s Choir.

Student Education at the Shrine

The Shrine’s student education programs are aligned with the national curriculum and engage students in learning about commemoration, wartime history, and the shaping of the Australian nation. Student engagement with the Shrine in 2018–19 exceeded 60,000.

Student visitors to the Shrine mirror the cultural and linguistic diversity of the Victorian community. Education programming in 2018–19 built an emphasis on diversity into all the experiences offered to students, both in the stories explored, and in the ways students can connect with them.

A new flagship primary program called *Keepsakes from the First World War* commenced, inviting students to empathise with men, women and families of different backgrounds through handling keepsakes and learning personal stories. All education programs incorporated the experiences of Victorian Aboriginal service; senior secondary students studying the Vietnam War were guided through the Shrine by a veteran of that conflict.

Thanks to the generosity of the Portland House Foundation the Shrine funded excursions to the Shrine for 2,976 students from disadvantaged sectors of our community.

Public Learning Program

The Shrine continued its commitment to providing community education to the highest standard. Public presentations and special events engaged members of the community in Melbourne and in regional Victoria through talks, lectures, film screenings, musical performances and special events.

In 2018–19, the Shrine embarked on an oral history program with veterans of recent conflicts and peacekeeping and refugees who have resettled in Australia as a result of conflict in their country of origin. The program examines the impacts of global and civil war in changing lives and shaping the Victorian community. This program will form the basis of a new touring exhibition to be launched in September 2019 thanks to the generous support of Portland House Foundation, and the Victorian Government.

The Shrine launched its presence globally on Google Cultural Institutions, providing rich pictorial overviews of the Shrine and Reserve, Collection, Everyman exhibition developed for the Shrine by Craig Barrett and the Galleries.

The Shrine Young Ambassadors

The Shrine Young Ambassador program provided an opportunity for 10 students 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 to learn about commemoration, leadership and wartime history. In addition, the Young Ambassadors visited the Australian War Memorial in Canberra. We acknowledge the contributions of: Kaitlyn Bird, Rhiana Gibson, Mansimer Gujral, Sophie Martin, Annie Pham Ho, Miles Ploenges, Jackson Scaife, Emily Shalless, Macklin Spicer and Nandira Xavier for their participation in 2019.

Fundraising

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

For the second consecutive year, our Friends of the Shrine membership program achieved record highs with 197 new and renewal memberships processed and 317 current Friends, representing growth of 12 per cent in 2018–19. The program is fully self-funded and contributes positively to other Shrine programs.

The Friends program directly engages members through the twice-yearly Friends Luncheon, public learning programs, Special Exhibition launches and priority seating at major ceremonies. Our Friends also receive complimentary editions of the Shrine magazine *Remembrance*. This year's success is the result of new initiatives to improve growth and retention. We look forward to engaging and growing our Friends community in the coming year.

Family Programs

The Shrine Kid's Explorer Program provided children a participative means of engaging with the meaning and symbolism of the Shrine. Our school holiday programs attracted families with young children from all walks of life, exploring themes such as the variety of jobs undertaken by members of the Australian Defence Force, global peace movements, and the many nationalities of people caught up in the First World War.

Shrine Collection

The Shrine collects selectively for display. We continue to receive strong public interest in donating items of personal memorabilia. Acquisition highlights include:

- A portrait bust of General Sir Harry Chauvel, donated by his descendants permitting the Shrine to acknowledge Chauvel's contribution to military leadership in war and peace time, in the Galleries.
- Warrant Officer Leslie Moore, Company Sergeant Major of C Company, 2RAR, commanded a section during the final action of the Korean War—The Battle of the Hook (24–26 July 1953): a key factor in the United Nations Command's victory. The Armistice was signed the following day. Moore's collection comprises uniforms, photographs, Korean and Japanese phrasebooks, and Chinese propaganda leaflets.
- Contemporary Australian artist Dean Bowen donated charcoal drawings and lithographs on the themes of hospital ships and the Gulf War, 1991. The donation includes the oil painting *The return of the Gascon* (2014), charcoal drawings *Gallipoli Veteran* (2013), *The sinking of Centaur* (2013), and *Centaur Nurse* (2013); lithograph *The Ghost Squadron* (1990); and etchings *Bound for Bagdad* (1991) and *Night battle* (1991).

2018–19 REVIEW OF OPERATIONS CONT'D

Shrine Exhibitions

The following exhibitions were launched in dedicated special exhibition spaces providing in depth exploration and alternative perspectives in support of the Shrine's broader programing.

- *Flowers of war*—A large commemorative wreath created by artists Kirsten Haydon (New Zealand), Neal Haslem (Australian) and Elisabeth Turrell (British). The enameled steel floral emblems were inspired by flowers found on the battlefields and at home, reference personal stories, considering the many ways in which we remember.
- *Resistance: Australians in the European Underground 1939–45*—Many Australian service men and women gave aid to the resistance, other Australians owed their freedom and their lives to it. The exhibition uncovers stories of those, who, through accident or design, joined forces to battle the enemy.
- *The Korean War 1950–53*—The conflict between North and South Korea claimed three-million lives, including 339 Australians. This exhibition explained the origins of the war, Australia's involvement, why neither side could win and why this conflict remains unresolved to this day.

OUTLOOK FOR 2019–20

In 2019–20, the Shrine will continue to act in the fulfilment of its enduring purpose: to honour the service and sacrifice of Victorians and Australians in war and peacekeeping.

Our proposition is that service and sacrifice are fundamental and relevant in creating, maintaining and protecting our national values and way of life.

Directed by our new strategic plan and informed by recent on-site and general market surveys, we know that 83 per cent of Victorians are aware of the Shrine: 2.74 million Victorian adults have visited in the past five-years and 1.5 million have not visited in the past five-years. This supports the view that suitably tailored programming and promotion hold potential to re-engage a significant number of Victorians in commemoration.

Our efforts to this end in 2019–20 will be directed to:

- increase the relevance of commemoration to all Victorians;
- influence the potential 1.5 million Victorian 'non-visitor' market to value and participate in commemoration;
- deliver a commemoratively linked but distinct (from the Galleries) annual program of generalist themed exhibitions and digital programs that engage new audiences;
- leverage programming through targeted marketing to attract families and select psycho-graphic influencers through traditional and social media channels;
- extend our reach throughout regional Victoria by delivering and touring the *Changed forever: Legacies of conflict* exhibition (supported by increased education outreach); and
- continue to meet the expectations of established supporters through ceremonial programming linked to anniversaries and promotion of related collection and gallery content.

Our success will be measured by total engagement remaining above 750,000 per annum, and by an increase in positive attitudes and participation in commemoration throughout Victoria.

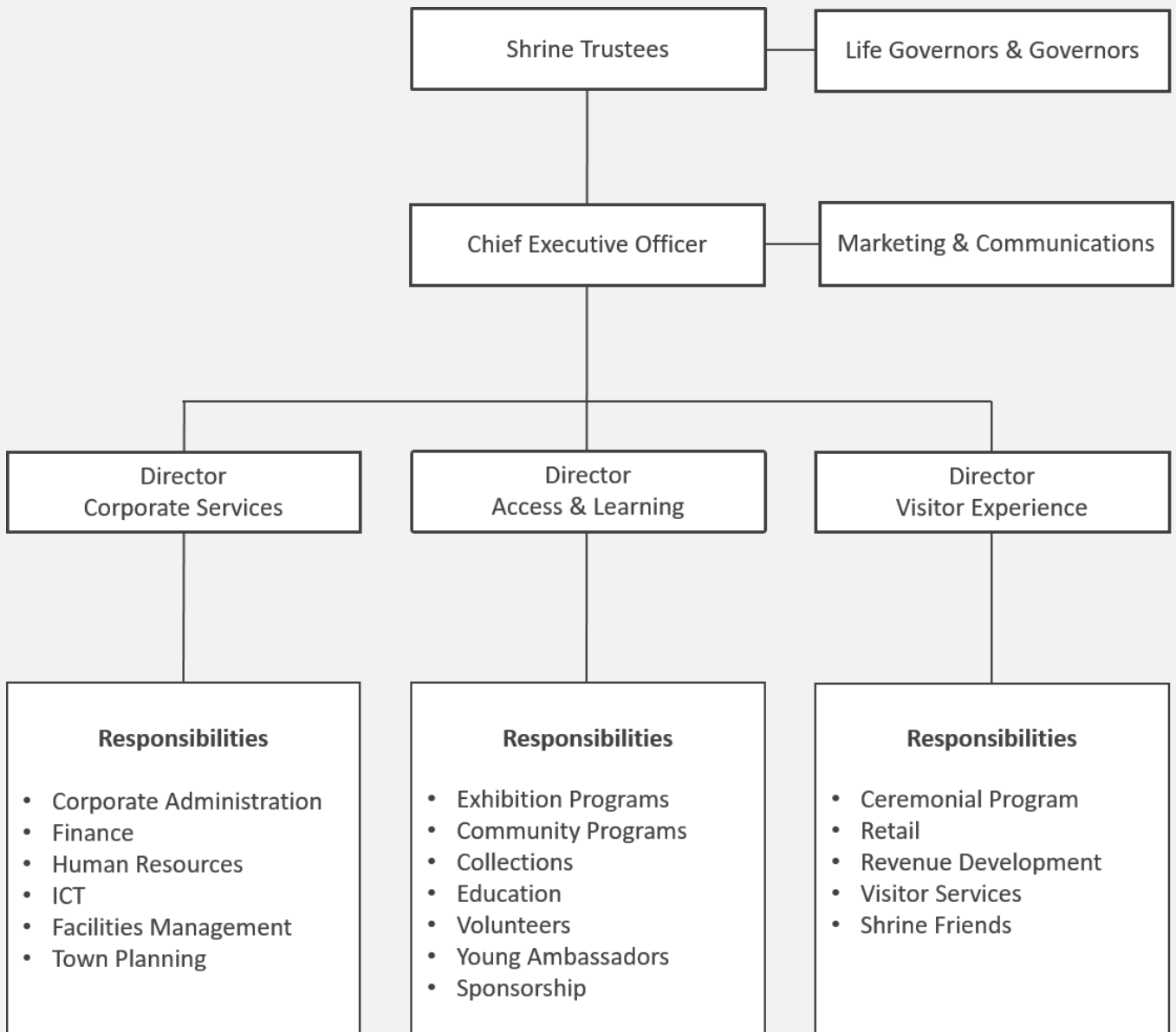
With new directors joining the organisation and to better align effort with our new focus, we have revised our corporate structure to create three distinct but supporting directorates: Corporate Services, to protect our place and discharge our financial, governance, compliance and risk obligations; Public Programs, to create and produce our product and content; and Visitor Experience to positively engage and serve the needs of visitors. Given our heightened emphasis on market engagement, marketing is now incorporated into the office of the CEO.

A number of new projects are also planned in the year including a full site security review, enabled by Victorian Government funding; redevelopment of the Shrine website; and introduction of a new, weekly Last Post Service to further engage visitors and the community in commemoration.

Major commemorative events scheduled in 2019–20 include:

- Vietnam Veterans' Day—18 August 2019
- Battle for Australia Day—5 September 2019
- Remembrance Day: one-hundredth anniversary of the first Remembrance Day—11 November 2019
- Ex-Prisoners of War & Relatives Association—15 February 2020
- Melbourne Legacy's 89th Annual ANZAC Commemoration Ceremony for Students—17 April 2020
- Anzac Day—25 April 2020
- Annual Victorian Aboriginal Remembrance Service—31 May 2020

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.

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. David retired as a Trustee in March 2019.

Graeme Plumridge

Graeme became the Legacy representative in March 2019 for a period of four years.

The Right Honourable the Lord Mayor Sally Capp

Sally became a Trustee in September 2018, coinciding with her election as Lord Mayor of the City of Melbourne.

Dr Helen Drennen AM

Helen was appointed a Trustee in June 2010 and was reappointed in 2012. In August 2016 she was reappointed for a further four year period. Helen retired as a Trustee in December 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.

Roger C F Clifton JP

Roger was appointed Trustee in September 2018 for a period of four years.

Nikki Deighton

Nikki was appointed in April 2019 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 requested 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
- Squadron Leader Steve Campbell-Wright
- Lieutenant Commander Janette Gallagher
- Lieutenant Commander Chris Le Marshall (retired February 2019)

THE SHRINE COMMUNITY

CHIEF EXECUTIVE OFFICER & EXECUTIVE TEAM

The role of the Chief Executive Officer and executive team is to implement strategy and direct, and hold responsibility, for the day to day activities of the Shrine.

Chief Executive Officer

Dean Lee 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.

Director Access & Learning

Jean McAuslan 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.

Director Corporate Services

The Director Corporate Services holds responsibility for administration, finance, operations, and facilities functions. Daniel Mulqueen was appointed to this role in 2006 and resigned in April 2019.

Director Community Engagement/Visitor Experience

Leonie Pratt was appointed to the role of Director Community Engagement in 2013 and resigned in March 2019. Naias Mingo is the Director of Visitor Experience and holds responsibility for the Shrine's visitor services, ceremonial functions and the Shrine's self-funding activities. Naias was appointed in June 2019.

VOLUNTEERS

The Shrine of Remembrance has 100 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 2018–19 volunteers provided more than 12,000 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 2019)

Carolyn Archibald, Marketing Officer
Carolyn Argent, Education Officer
Joanne Brodie, Marketing Manager
Margaret Brown, Tour Guide
Louise Bulmer, Visitor Services 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
Mike Gordon, Business Support Officer
Peter Harris, Facilities Manager
Dominic Healy, Tour Guide
Sian Heron, Visitor Services Officer
Rebecca Holborn, Education Officer
Spencer Hurley, Visitor Services Officer
Anthony Langley, Human Resources Adviser
Soo Mei Leong, Finance Officer
Voula Marinis, Executive Assistant
Toby Miller, Exhibition Research Officer
Katrina Nicolson, Exhibition Research Officer
Tessa Occhino, Exhibition Research Officer
Janelle Oudshoorn, Visitor Services Manager
Linda Peacock, Collections Manager
Glen Putland, Visitor Services Officer
Louise Riley, Education & Training Officer
Chelsea Rowlings, Retail Officer
Karl Sarsfield, Tour Guide
Neil Sharkey, Curator
Kate Spinks, Assistant Curator
Adrian Threlfall, Education Officer
Lara Tumak, Tour Guide
Sue Wicks, Visitor Services Officer

THE SHRINE COMMUNITY

SHRINE VOLUNTEERS (AT 30 JUNE 2019)

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

James Affleck	Geraldine Hare	Alan Stebbing
Glenn Agnew	Christine Hill	Stephen Stockdale
Darcie Apostolou	John Hills	Kristina Tantau
Betty Appleton	David Holloway	Peter Taylor
Barry Aumann	Robert Hoskin	Kevan Thomas
Ann Baker	Alec Huze	Caroline Torode
Rodney Bayley	Ian Jones	Kerrie Walker
Donald Bergman	Anne Josefsberg	Mary Ward
Fred Boland	Steve Kyritisis	Barry Watson
Daryl Bolton	Liam Lander	Philip Whitehouse
Ralph Boyne	Kerry Larkan	Malcolm Wiltshire
Paul Brennan	Rayden Lee	Brian Worcester
Bruce Brown	Fred Lehmann	
Catherine Brown	Sue Liddell	
Maureen Bugden	Judy Llewellyn	
John Cahir	Gloria Low	
Barbara Carpenter	Alasdair Macdonald	
Bill Cherry	Marita Madden	
Caroline Clark	Dianne Manning	
Lorraine Connell	Paul Maple	
Bill Cornford	Ros Martin	
Eleni Courvisanos	Anne Mathers	
Cate Cox	Mark Mayne	
Ken Crook	Tess McWade	
Pauline D'Astoli	Andrew Meldrum	
Jacqui Dekker	Graeme Miller	
Shirley Devery	Robyn Miller	
Anna Dockendorff	David Mitchell	
Ian Douglas	Peter Morris	
Noel Dovey	Rhys Morton-Gwynne	
Noel Ellis	John Moxey	
Garry Fabian	Sue Mullett	
Wendy Farthing	Jennifer O'Leary	
Mac Ford	Jon Peart	
Keith Frampton	Victor Pilch	
George Galanopolous	Daryl Pinner	
Clive Gartner	Janelle Raines	
Peter Geddes	Anne Ramsay	
Bill Gilpin	Helen Robinson	
Andrew Gordon	Gary Serpell	
Angus Graham	Ian Simpkin	
Neil Graham	Graeme Sloman	
Allan Grant	Brian Smith	
Josephine Green	Karen Smith	

VALE

It was with much sadness that we marked the passing of volunteer Doug Campbell.



GOVERNANCE

Trustee Meetings

During 2018–19, 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 2018–19.

Committee Members throughout the period included:

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

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 2018–19.

Committee Members throughout the period included:

- Graeme Plumridge (Committee Chairperson) (Trustee)
- David Ford (Life Governor)
- Maggie More (Governor)
- Terry Makings (Governor)
- David Grierson (former Trustee and Committee Chairperson)

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 one occasion during 2018–19.

Committee Members throughout the period included:

- Chris Spence (Chairman of Trustees)
- Robert Webster (Trustee)
- Sue Blake (Trustee)

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 2018–19 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: completing manual handling assessments and training for Visitor Services Officers, drafting a Working Alone Policy and Procedures for staff working alone and/or out of hours, sourcing training for senior staff on Managing Mental Health in the Workplace, rolling out Bullying Prevention refresher training to all staff and conducting regular safety audits to identify and address risks.

No days were lost through workplace accidents during the reporting period.

FINANCIAL REPORT 2018–19

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 2019 and the financial position of the Shrine of Remembrance Trustees at 30 June 2019.

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 14 August 2019.

Air Vice-Marshal Chris Spence AO (Retd)
Chairman

Dean M Lee
Chief Executive Officer

Peter Dimitroulis (CPA)
Chief Finance and Accounting Officer

Independent Auditor's Report

To the Trustees of the Shrine of Remembrance Trustees

Opinion	<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"> • balance sheet as at 30 June 2019 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • Trustees, Accountable Officer's and Chief Finance and Accounting Officer's declaration. <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of the Shrine as at 30 June 2019 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>
Basis for opinion	<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 Auditor's Responsibilities for the Audit of the Financial Report 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 APES 110 Code of Ethics for Professional Accountants (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>
Trustees' responsibilities for the financial report	<p>The Trustees of the Shrine are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Trustees determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Trustees are responsible for assessing the Shrine's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this 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
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Shrine and consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of the Shrine. I remain solely responsible for my audit opinion.

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.



NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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COMPREHENSIVE OPERATING STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

	Notes	2019 \$	2018 \$
Continuing operations			
Income from transactions			
Grants	2.1.1	3,739,007	3,714,930
Donations and sponsorships	2.1.2	299,300	393,174
Sales of merchandise	2.1.3	325,057	345,943
Interest	2.1.4	229,192	68,806
Other Income	2.1.5	105,482	114,384
Total income from transactions		4,698,038	4,637,237
Expenses from transactions			
Employee benefits	3.1.1	2,653,652	2,635,416
Depreciation and amortisation	4.3	3,620,543	3,580,637
Repairs and maintenance		411,045	429,272
Other expenses	3.2	1,357,852	1,474,108
Total expenses from transactions		8,043,092	8,119,433
Net result from transactions (net operating balance)		(3,345,054)	(3,482,196)
Net result		(3,345,054)	(3,482,196)
Comprehensive result		(3,345,054)	(3,482,196)

Notes:

The accompanying notes form part of these financial statements.

BALANCE SHEET AS AT 30 JUNE 2019

	Notes	2019 \$	2018 \$
Assets			
Financial assets			
Cash and cash equivalents	6.1	992,946	667,311
Other financial assets		2,169,007	2,876,622
Receivables	5.1	54,572	52,045
Total financial assets		3,216,525	3,595,978
Non-financial assets			
Inventories	5.3	101,931	115,806
Property, plant and equipment	4.1	270,035,233	273,070,467
Intangible assets	4.2	39,743	61,621
Total non-financial assets		270,176,907	273,247,894
Total assets		273,393,432	276,843,872
Liabilities			
Payables	5.2	230,559	290,113
Employee related provisions	3.1.2	309,424	355,256
Total liabilities		539,983	645,369
Net Assets		272,853,449	276,198,503
Equity			
Accumulated surplus/(deficit)		(9,939,698)	(6,624,266)
Physical asset revaluation surplus	8.2	183,353,389	183,353,389
Investment Reserve		-	29,622
Contributed capital		99,439,758	99,439,758
Net worth		272,853,449	276,198,503

Notes:

The accompanying notes form part of these financial statements.

CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

	Notes	2019 \$	2018 \$
Cash flows from operating activities			
Receipts			
Grants received (inclusive of GST)		4,013,108	3,745,851
Donations received		138,030	154,017
Interest received		229,192	68,806
Other (including sales) (inclusive of GST)		656,013	749,449
Total receipts		5,036,343	4,718,123
Payments			
Payments to suppliers (inclusive of GST)		(2,203,354)	(2,064,803)
Payments to employees		(2,590,922)	(2,497,678)
Total payments		(4,794,276)	(4,562,481)
Net cash flows from/(used in) operating activities	6.1.1	242,067	155,642
Cash flows from investing activities			
(Purchase)/Sale of Investments		647,000	(2,847,000)
Payments for property, plant and equipment		(563,432)	(169,650)
Net cash flows used in investing activities		83,568	(3,016,650)
Net increase/(decrease) in cash and cash equivalents		325,635	(2,861,008)
Cash and cash equivalents at the beginning of the financial year		667,311	3,528,319
Cash and cash equivalents at the end of the financial year	6.1	992,946	667,311

Notes:

Notes:

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

	Total Equity		Accumulated Surplus		Investment Reserve		Physical Asset Revaluation Surplus		Contributed capital	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
	\$	\$	\$	\$			\$	\$	\$	\$
Balance at beginning of the financial year	276,198,503	279,651,077	(6,624,266)	(3,142,070)	29,622	-	183,353,389	183,353,389	99,439,758	99,439,758
Net result from operations	(3,345,054)	(3,482,196)	(3,345,054)	(3,482,196)	-	-	-	-	-	-
Other comprehensive income					-	-	-	-	-	-
Transfer to Accumulated Surplus *		29,622	29,622		(29,622)	29,622				
Contributed capital					-	-				
Balance at end of the financial year	272,853,449	276,198,503	(9,939,698)	(6,624,266)	-	29,622	183,353,389	183,353,389	99,439,758	99,439,758

Notes:

* Please see note 7.1 for further details.

The accompanying notes form part of these financial statements.

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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 2019, 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 2019

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 Victorian 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	2019 \$	2018 \$
Grants	2.1.1	3,739,007	3,714,930
Donations and sponsorships	2.1.2	299,300	393,174
Sales of merchandise	2.1.3	325,057	345,943
Interest	2.1.4	229,192	68,806
Other income	2.1.5	105,482	114,384
Total income from transactions		4,698,038	4,637,237

2.1.1 Grants

	2019 \$	2018 \$
City of Melbourne	317,007	309,207
Department of Environment, Land, Water & Planning	998,000	981,723
Department of Premier & Cabinet	2,424,000	2,424,000
Total income from grants	3,739,007	3,714,930

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

2.1.2 Donations and sponsorships

	2019 \$	2018 \$
Collection Box — Cash management	80,279	91,113
Sponsorships	161,271	103,926
Shrine of Remembrance Foundation	-	135,231
Other donations	57,750	62,904
Total income from donations and sponsorships	299,300	393,174

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

	2019 \$	2018 \$
Merchandise sales	325,057	345,943
Total income from sale of goods and services	325,057	345,943

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

2.1.4 Interest

	2019 \$	2018 \$
Interest on bank deposits	229,192	68,806
Total income from interest	229,192	68,806

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

2.1.5 Other Income

	2019 \$	2018 \$
Friends of the Shrine	25,018	26,579
Reimbursements	10,465	14,140
Other	69,999	73,665
Total other income	105,482	114,384

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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	2019 \$	2018 \$
Employee benefits	3.1.1	2,653,652	2,635,416
Depreciation & amortisation	4.3	3,620,543	3,580,637
Repairs and maintenance		411,045	429,272
Other expenses	3.2	1,357,852	1,474,108
Total expenses incurred in delivery of services		8,043,092	8,119,433

3.1.1 Employee benefit expenses in the comprehensive operating statement

	2019 \$	2018 \$
Wages	2,198,762	2,177,852
Superannuation	221,145	215,279
Workcover	21,890	20,054
Annual leave expense	181,132	172,106
Long service leave expense	30,723	50,125
Total employee expenses	2,653,652	2,635,416

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.

	2019 \$	2018 \$
Current provisions:		
Annual Leave		
Unconditional and expected to settle within 12 months	97,357	105,216
Unconditional and expected to settle after 12 months	-	-
Long Service Leave		
Unconditional and expected to settle within 12 months	20,689	32,594
Unconditional and expected to settle after 12 months	108,470	142,322
On-costs		
Unconditional and expected to settle within 12 months	13,151	15,295
Unconditional and expected to settle after 12 months	11,273	14,871
Total current provisions for employee benefits	250,940	310,298
Non-current provisions:		
Long Service Leave	52,978	40,705
On-costs	5,506	4,253
Total non-current provisions for employee benefits	58,484	44,958
Total employee related provisions	309,424	355,256

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

Reconciliation of movement in on-cost provision

	2019 \$	2018 \$
Annual Leave		
Opening balance	117,106	123,580
Additional provisions	181,132	172,106
Amounts used	(189,880)	(178,580)
Closing balance	108,358	117,106
Long Service Leave		
Opening balance	238,150	203,729
Additional provisions	30,723	50,125
Amounts used	(67,807)	(15,704)
Closing balance	201,066	238,150

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:

	2019 \$	2018 \$
VicSuper	68,820	70,655
Vision Super	28,121	27,445
Australian Super	34,761	32,455
Planet Luck Superannuation Fund	18,714	18,696
Other Funds	70,729	66,028
Total	221,145	215,279

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

3.2 Other expenses

	2019 \$	2018 \$
Education	46,977	139,923
Exhibitions	141,966	206,305
Facility costs	623,438	608,027
Fundraising	37,998	16,029
Marketing	144,008	185,551
Office expenses	27,228	30,304
Cost of sales	145,322	160,323
Other operating	99,494	102,336
Fair Value of other financial assets	60,614	-
Planning	17,431	18,901
Public programs	13,376	6,419
Total other expenses	1,357,852	1,474,108

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 2019

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

	2019 \$	2018 \$
Land at fair value	155,900,000	155,900,000
Net carrying amount	155,900,000	155,900,000
Heritage Assets — Shrine of Remembrance	172,783,294	172,781,000
Less: accumulated depreciation	(70,356,249)	(67,420,047)
Net carrying amount	102,427,045	105,360,953
Heritage Assets — Other	10,437,132	10,437,132
Less: accumulated depreciation	(3,408,280)	(3,310,040)
Net carrying amount	7,028,852	7,127,092
Plant and equipment	5,417,439	5,160,056
Less: accumulated depreciation	(1,918,765)	(1,517,393)
Net carrying amount	3,498,674	3,642,663
Furniture and fittings	1,682,665	1,427,801
Less: accumulated depreciation	(567,385)	(404,533)
Net carrying amount	1,115,280	1,023,268
Work in Progress	65,382	16,491
Net carrying amount	65,382	16,491
Total net carrying amount	270,035,233	273,070,467

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 2019

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 2019

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	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Carrying amount at start of year	155,900,000	155,900,000	105,360,953	108,297,000	7,127,092	7,225,330	3,642,663	4,028,521	1,023,268	1,017,558	16,491	-	273,070,467	276,468,409
Additions	-	-	2,294	-	-	-	80,325	13,335	251,621	131,162	229,192	16,491	563,432	160,988
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers between classes	-	-	-	-	-	-	177,058	-	3,243	-	(180,301)	-	-	-
Depreciation expense	-	-	(2,936,203)	(2,936,047)	(98,239)	(98,238)	(401,372)	(399,193)	(162,852)	(125,452)	-	-	(3,598,666)	(3,558,930)
Net carrying amount at end of the year	155,900,000	155,900,000	102,427,044	105,360,953	7,028,853	7,127,092	3,498,674	3,642,663	1,115,280	1,023,268	65,382	16,491	270,035,233	273,070,467

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

4.2. Intangible assets

	2019 \$	2018 \$
Capitalised software	152,119	152,119
Less: accumulated amortisation	(112,376)	(90,498)
Carrying amount at end of the year	39,743	61,621
Reconciliation of carrying amounts		
Carrying amount at start of year	61,261	74,665
Additions	-	8,662
Amortisation	(21,877)	(21,706)
Carrying amount at end of the year	39,743	61,621

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

	2019 \$	2018 \$
Heritage assets	3,034,443	3,034,285
Plant and equipment	401,372	399,193
Furniture and fittings	162,852	125,452
Intangible assets	21,877	21,706
Total depreciation and amortisation	3,620,544	3,580,636

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 2019

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

	2019 \$	2018 \$
Contractual		
Interest on investment	-	689
Other receivables	5,289	9,620
Statutory		
GST receivable	49,283	41,736
Total receivables	54,572	52,045

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

	2019 \$	2018 \$
Creditors & accruals	230,599	290,113
Total payables	230,599	290,113

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

	2019 \$	2018 \$
Inventories held for sale	101,931	115,806
Total inventories	101,931	115,806

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 2019

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 three 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.

	2019 \$	2018 \$
Cash on hand	9,789	11,428
Cash at bank	983,157	655,883
Balance as per cash flow statement	992,946	667,311

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

	2019 \$	2018 \$
Net result for the period	(3,345,054)	(3,482,196)
Non-cash movements		
Depreciation & amortisation	3,620,543	3,580,637
Fair value movement of other financial assets	60,615	
Movements in assets and liabilities		
(Increase)/decrease in receivables	(2,526)	4,451
Increase/(decrease) in payables	(59,554)	41,286
Increase/(decrease) in employee benefits	(45,832)	27,947
(Increase)/decrease in other inventories	13,875	(16,483)
Net cash flows from/(used in) operating activities	242,067	155,642

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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.

	2019 \$	2018 \$
Operating lease commitments		
Non-cancellable operating leases contracted for but not capitalised in the financial statements:		
Not later than one year	8,428	-
Later than one year and not later than five years	33,710	-
Total commitments (inclusive of GST)	42,138	-

Operating leases includes lease of office equipment.

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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.

From July 2018, the Trustees applied AASB 9 Financial Instruments and classified all of its financial assets based on the business model for managing the assets and the asset's contractual terms.

Categories of financial assets under AASB 9

Financial Assets at amortised cost

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through net result.

- The assets are held by the Trustees to collect the contractual cash flows, and
- The assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The Trustees recognise the following assets in this category:

- Cash and deposits
- Trade receivables and loans (excluding statutory receivables)

Financial Assets at fair value through net result

Equity instruments that are held for trading as well as derivative instruments are classified as fair value through net result. Other financial assets are required to be measured at fair value through net result unless they are measured at amortised cost or fair value through other comprehensive income as explained above.

The Trustees recognise the following assets in this category:

- Other Financial Assets

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

Prior to 1 July 2018, the Trustees accounted for fair value movements through other comprehensive income and subsequently through the investment reserve. The balance of which has been transferred to accumulated surplus given the financial asset will be accounted for under AASB 9.

Categories of financial assets previously under AASB 139

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 include trade receivables, but not statutory receivables.

Categories of Financial Liabilities under AASB 9 and previously under AASB 139

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.

7.1.1 Categorisation of financial instruments

		Carrying amount	
		2019	2018
		\$	€
Financial assets			
Cash and cash equivalents	Financial assets at amortised cost	992,946	667,311
Other Financial Assets	Financial assets at amortised cost	2,169,007	2,876,622
Receivables ^(a)	Financial assets at amortised cost	5,289	10,309
Total financial assets		3,167,242	3,554,242
Financial liabilities			
Payables ^(a)	Financial liabilities at amortised cost	189,651	246,949
Total financial liabilities		189,651	246,949

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

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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			Expected Credit loss rate %
				1-3 months \$	3 months - 1 year \$	1-5 years \$	
2019							
Receivables	5,289	5,289	214	5,075	-	-	0%
	5,289	5,289	214	5,075	-	-	
2018							
Receivables	10,309	10,309	689	9,620	-	-	0%
	10,309	10,309	689	9,620	-	-	

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.

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 \$
2019						
Payables	189,651	189,651	189,651			
	189,651	189,651	189,651			
2018						
Payables	246,949	246,949	246,949	-	-	-
	246,949	246,949	246,949	-	-	-

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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
2019					
Cash & cash equivalents	0.95%	992,946		992,946	
Other financial assets		2,169,007		2,169,007	
Receivables		5,289			5,289
Total financial assets		3,167,242		3,161,953	5,289
2018					
Cash & cash equivalents	1.63%	667,311		667,311	
Other financial assets		2,876,622		2,876,622	
Receivables		52,045			52,045
Total financial assets		3,595,978		3,543,933	52,045

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.

	Carrying amount	-100 basis points/-1%		+50 basis points/+0.5%	
		Profit	Equity	Profit	Equity
2019					
Cash assets	992,946	(9,929)	(9,929)	4,965	4,965
Total impact	992,946	(9,929)	(9,929)	4,965	4,965
2018					
Cash assets	667,311	(6,673)	(6,673)	3,337	3,337
Total impact	667,311	(6,673)	(6,673)	3,337	3,337

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.

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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 2019 (30 June 2018: 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 2019 (30 June 2018: Nil).

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.

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

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 2019

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	\$54,721	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	\$17,347	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.

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

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

Fair value measurement hierarchy

	Carrying amount	Level 1 \$	Level 2 \$	Level 3 \$
2019				
Land	155,900,000			155,900,000
Heritage assets — Shrine	102,427,045			102,427,045
Heritage assets — Other	7,028,852		4,543,760	2,485,146
Plant and equipment	3,498,674			3,498,674
Furniture & fittings	1,115,280			1,115,280
Total	269,969,851		4,543,760	265,426,145
	Carrying amount	Level 1 \$	Level 2 \$	Level 3 \$
2018				
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
Total	273,053,976		4,602,946	268,451,030

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 2019

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 Changes in accounting policies
- 8.10 Changes to classification and measurement
- 8.11 Changes to the impairment of financial assets
- 8.12 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

	2019 \$	2018 \$
Physical Asset Revaluation Surplus		
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
Total Physical Asset Revaluation Surplus	183,353,389	183,353,389
Movement in Physical Asset Revaluation Surplus		
Balance at the beginning of the financial year	183,353,389	183,353,389
Land — Revaluation increments/(decrements)	-	-
Shrine of Remembrance — Revaluation increments/(decrements)	-	-
Other Heritage Assets — Revaluation increments/(decrements)	-	-
Plant & Equipment & Furniture & Fittings — Revaluation increments/(decrements)	-	-
Balance at the end of the financial year	183,353,389	183,353,389

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 2019

8.3 Responsible persons

The persons who held the positions of Minister and Accountable Officer in the Shrine of Remembrance from 1 July 2018 to 30 June 2019 were:

Responsible Minister	The Hon John Eren, MP, Minister for Veterans (1 July 2018 to 29 November 2018) The Hon Robin Scott, MP, Minister for Veterans (29 November 2018 to 30 June 2019)
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, (\$210,000 – \$219,999 in 2017–18).

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 Victorian 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, (2018: \$2,424,000) and Department of Environment, Land, Water and Planning of \$998,000 (2018: \$981,724).

Key Management Personnel (KMP) includes the Portfolio Ministers being the Hon John Eren, MP, and the Hon Robin Scott MP, 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
Dr Robert Webster OAM
Wing Commander David Grierson OAM (Retd) (Resigned 26 March 2018)
The Right Hon the Lord Mayor Sally Capp (Appointed 18 September 2018)
Dr Helen Drennan (Resigned 3 December 2018)
Ms Susan Blake
Colonel Michelle Campbell
Ms Tracey Curro
Mr Roger Clifton (Appointed 18 September 2018)
Mr Graeme Plumridge (Appointed 26 March 2019)
Ms Nikki Deighton (Appointed 9 April 2019)

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 2019

	2019	2018
	\$	\$
Compensation of KMPs		
Short-term employee benefits	215,700	217,365
Post-employment benefits		
Other long-term benefits		
Termination benefits		
Total ⁽ⁱ⁾	215,700	217,365

Transactions with KMPs and other related parties

Given the breadth and depth of Victorian 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

	2019	2018
	\$	\$
Audit fees paid or payable to the Victorian Auditor-General's Office		
Audit of the annual financial statements	21,000	20,500
Total remuneration of auditors	21,000	20,500

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.

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

8.9 Changes in accounting policies

The Trustees have elected to apply the limited exemption in AASB 9 paragraph 7.2.15 relating to transition for classification and measurement and impairment, and accordingly have not restated comparative periods in the year of initial application. As a result:

- any adjustments to carrying amounts of financial assets or liabilities are recognised at the beginning of the current period with any difference recognised in opening retained earnings, and
- financial assets and provision for impairment have not been reclassified and/or restated in the comparative period.

8.10 Changes to classification and measurement

On initial application of AASB 9 on 1 July 2018, the Trustees management has assessed all financial assets based on the Trustees business model for managing the assets. The following is the change in classification of the Trustees financial assets

- Contractual receivables previously classified as other loans and receivables under AASB 139 are now reclassified as financial assets at amortised cost under AASB 9. There was no difference between the previous carrying amount and the revised carrying amount at 1 July 2018 to be recognised in opening retained earnings.
- The accounting for financial liabilities remains largely the same as it was under AASB 139.

8.11 Changes to the impairment of financial assets

Under AASB 9, all loans and receivables as well as other debt instruments not carried at fair value through net result are subject to AASB 9's new expected credit loss (ECL) impairment model, which replaces AASB 139's incurred loss approach.

For other loans and receivables, the Trustees consider them to be low risk and therefore determine the loss allowance based on ECLs associated with the probability of default in the next 12 months. Applying the ECL model does not result in recognition of additional loss allowance.

8.12 Australian Accounting Standards issued that are not yet effective

The following AASs become effective for reporting periods commencing after 1 July 2019:

- AASB 16 *Leases*
- AASB 15 *Revenue from Contract with Customers*; and
- AASB 1058 *Income of Not-for-Profit Entities*

Leases

AASB 16 *Leases* replaces AASB 117 *Leases*, AASB Interpretation 4 *Determining whether an Arrangement contains a Lease*, AASB Interpretation 115 *Operating Leases-Incentives* and AASB Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

AASB 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to account for all leases on the balance sheet by recording a Right-Of-Use (RoU) asset and a lease liability except for leases that are shorter than 12 months and leases where the underlying asset is of low value (deemed to be below \$10,000).

AASB 16 also requires the lessees to separately recognise the interest expense on the lease liability and the depreciation expense on the right-of-use asset, and remeasure the lease liability upon the occurrence of certain events (e.g. a change in the lease term, a change in future lease payments resulting from a change in an index or rate used to determine those payments). The amount of the remeasurement of the lease liability will generally be recognised as an adjustment to the RoU asset.

Lessor accounting under AASB 16 is substantially unchanged from AASB 117. Lessors will continue to classify all leases using the same classification principle as in AASB 117 and distinguish between two types of leases: operating and finance leases.

The effective date is for annual reporting periods beginning on or after 1 January 2019. The Trustees intends to adopt AASB 16 in 2019-20 financial year when it becomes effective.

NOTES TO FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

The Trustees will apply the standard using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information.

Various practical expedients are available on adoption to account for leases previously classified by a lessee as operating leases under AASB 117. The Trustees will elect to use the exemptions for all short-term leases (lease term less than 12 months) and low value leases (deemed to be below \$10,000).

In addition, AASB 2018-8 – Amendments to Australian Accounting Standards – Right-of-Use Assets (RoU) of Not-for-Profit Entities allows a temporary option for not-for-profit entities to not measure RoU assets at initial recognition at fair value in respect of leases that have significantly below-market terms, since further guidance is expected to be developed to assist not-for-profit entities in measuring RoU assets at fair value. The Standard requires an entity that elects to apply the option (i.e., measures a class or classes of such RoU assets at cost rather than fair value) to include additional disclosures. The Trustees intends to choose the temporary relief to value the RoU asset at the present value of the payments required (at cost).

The Trustees have concluded that there is no impact in the initial year of application.

Revenue and Income

AASB 15 supersedes AASB 118 *Revenue*, AASB 111 *Construction Contracts* and related Interpretations and it applies, with limited exceptions, to all revenue arising from contracts with its customers.

AASB 15 establishes a five-step model to account for revenue arising from an enforceable contract that imposes a sufficiently specific performance obligation on an entity to transfer goods or services. AASB 15 requires entities to only recognise revenue upon the fulfilment of the performance obligation. Therefore, entities need to allocate the transaction price to each performance obligation in a contract and recognise the revenue only when the related obligation is satisfied.

To address specific concerns from the 'not-for-profit' sector in Australia, the AASB also released the following standards and guidance:

- AASB 2016–8 *Amendments to Australian Accounting Standards — Australian implementation guidance for NFP entities* (AASB 2016-8), to provide guidance on application of revenue recognition principles under AASB 15 in the not-for-profit sector.
- AASB 2018–4 *Amendments to Australian Accounting Standards — Australian Implementation Guidance for Not-for-Profit Public-Sector Licensors* (2018-4), to provide guidance on how to distinguish payments receive in connection with the access to an asset (or other resource) or to enable other parties to perform activities as tax and non-IP licence. It also provides guidance on timing of revenue recognition for non-IP licence payments.
- AASB 1058 *Income of Not-for-Profit Entities*, to supplement AASB 15 and provide criteria to be applied by not-for-profit entities in establishing the timing of recognising income for government grants and other types of contributions previously contained within AASB 1004 Contributions.

AASB 15, AASB 1058 and the related guidance will come into effect for not-for-profit entities for annual reporting periods beginning on or after 1 January 2019. The Trustees intends to adopt these standards in 2019-20 financial year when it becomes effective.

The Trustees will apply the standard using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information.

The Trustees has performed a detailed impact assessment of AASB 15 and AASB 1058 and there is no impact for each major class of revenue and income in the initial year of application.

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
Charter and purpose		
FRD 22H	Manner of establishment and the relevant Ministers	3–4, 45
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
Management and structure		
FRD 22H	Organisational structure	10
Financial and other information		
FRD8D	Performance against output performance measures	NA
FRD8D	Budget portfolio outcomes	NA
FRD 10A	Disclosure index	50–51
FRD 12B	Disclosure of major contracts	52
FRD 15E	Executive officer disclosures	45
FRD 22H	Employment and conduct principles	52
FRD 22H	Occupational health and safety policy	14
FRD 22H	Summary of the financial results for the year	19
FRD 22H	Significant changes in financial position during the year	20
FRD 22H	Major changes or factors affecting performance	5–8
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FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	52
FRD 22H	Statement on Competitive Neutrality Policy	52
FRD 22H	Application and operation of the <i>Protected Disclosures Act 2012</i>	52
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	52
FRD 22H	Details of consultancies both under and over \$10,000	53
FRD 22H	Disclosure of government advertising expenditure	53
FRD 22H	Disclosure of ICT expenditure	53
FRD 22H	Statement of availability of other information	53
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FRD 29B	Workforce Data disclosures	53
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DISCLOSURE INDEX CONT'D

Legislation	Requirement	Page Number
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SD 5.1.4	Attestation for compliance with Ministerial Standing Direction	54
SD 5.2.3	Declaration in report of operations	5
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Declarations		
SD 5.2.2	Declaration in financial statements	15
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	23
SD 5.2.1(a)	Compliance with Standing Directions	54
SD 5.2.1(b)	Compliance with Model Financial Report	54
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Other disclosures as required by FRDs in notes to the financial statements		
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	45
FRD 103H	Non-Financial Physical Assets	29
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FRD 112D	Defined Benefit Superannuation Obligations	NIL
LEGISLATION		
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	<i>Building Act 1993</i>	52
	<i>Protected Disclosures Act 2012</i>	52
	<i>Carers Recognition Act 2012</i>	52
	<i>Victorian Industry Participation Policy Act 2003</i>	53
	<i>Financial Management Act 1994</i>	54

APPENDIX



Disclosure of Major Contracts

The Shrine of Remembrance Trustees have no contracts at or above the prescribed level of \$10 million within the 2018–19 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 2018–19 reporting period.

The number of FOI Requests made to the Shrine of Remembrance	2016–17	2017–18	2018–19
Assessable FOI Requests	0	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 Disclosure Act 2012* encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection to

people who make disclosures in accordance with the Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

The Shrine of Remembrance does not tolerate improper conduct by 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.

The number of disclosures made by an individual to the Shrine of Remembrance and notified to the Independent Broad-based Anti-corruption Commission	2016–17	2017–18	2018–19
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 eight consultancies across eight projects at a total cost of \$35,827.70 during the reporting period. There were no single consultancies in excess of \$10,000 entered into during the reporting period.

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 \$56,655 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 2018–19:

- 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 minimize 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.

Local Jobs First

The Shrine of Remembrance adheres to the *Local Jobs Act 2003* introduced in August 2018 which brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately.

Workforce data

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

Staff Numbers	2017–18	2018–19
Chief Executive Officer	1	1
Shrine Employees (Total)	40	39
Effective Full-time equivalent	31.29	31.03

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.

APPENDIX CONT'D

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: 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

Media Partnerships

Our media partnerships 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.

Foundation Benefactors

- 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
- The Chauvel Family

Key supporters in 2018–19 include:

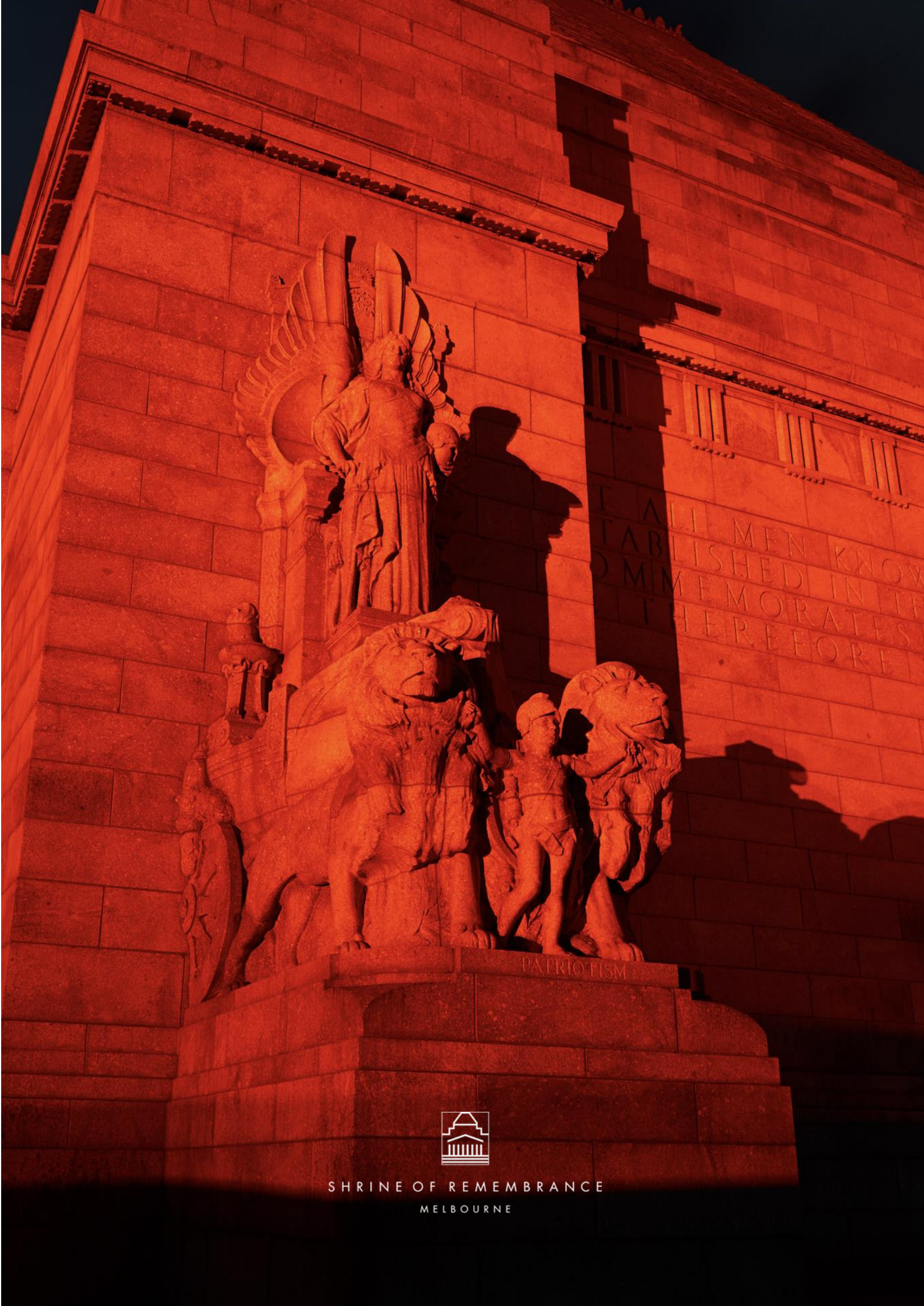
- Adams Print
- Australian War Memorial
- City of Melbourne
- Department of Veterans' Affairs
- iSentia
- Mal Padgett
- RACV
- Government of Victoria
- GWA Bathrooms & Kitchens
- Worboys Plumbing
- The General Sir Harry Chauvel Memorial Foundation
- Dulux Protective Coatings
- Programmed
- The Chauvel 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