



# ANZAC MEMORIAL

HYDE PARK SYDNEY



ANNUAL REPORT  
2016-17

The Trustees of the Anzac Memorial Building  
Anzac Memorial Annual Report 2016–2017

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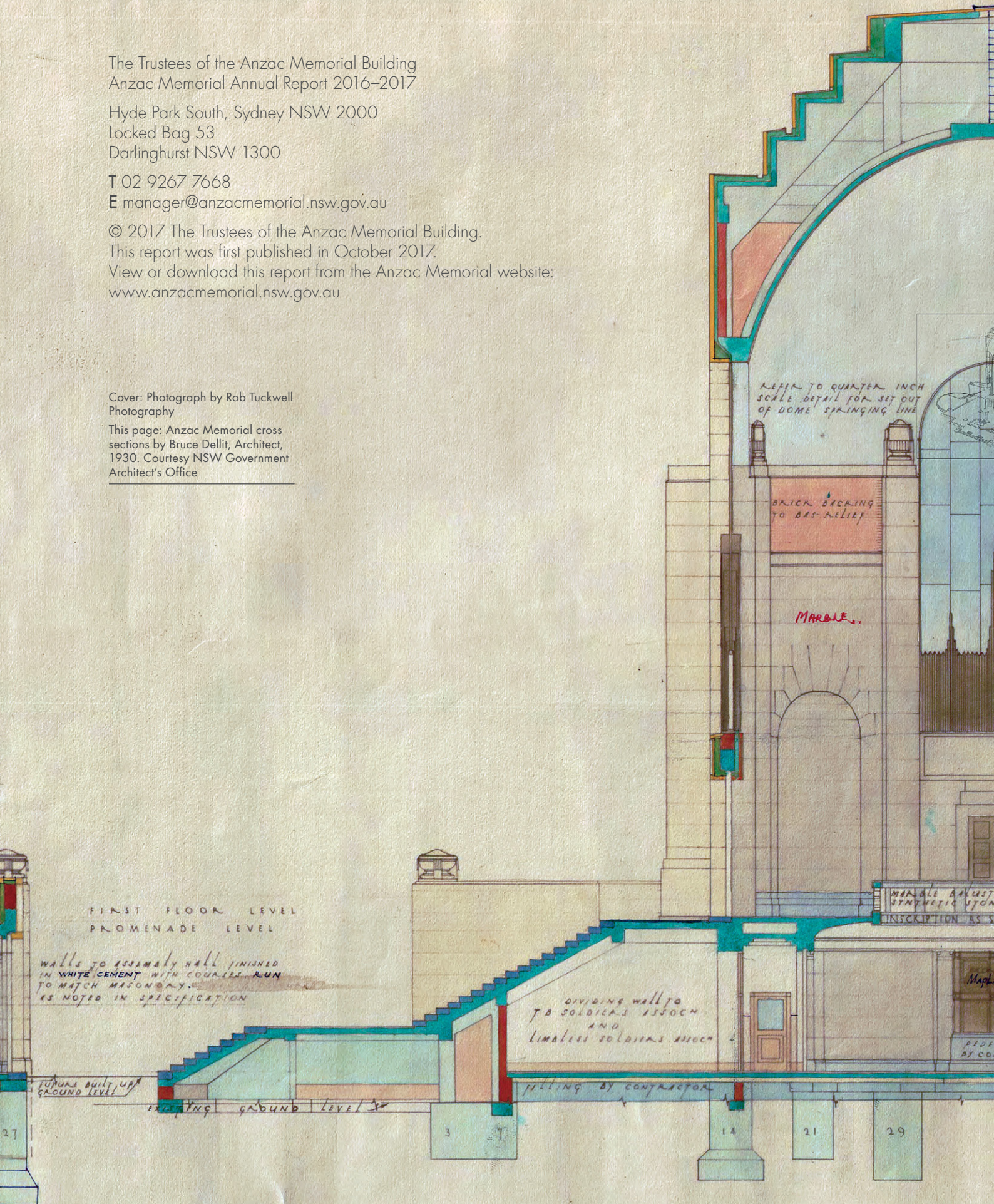
This report was first published in October 2017.

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[www.anzacmemorial.nsw.gov.au](http://www.anzacmemorial.nsw.gov.au)

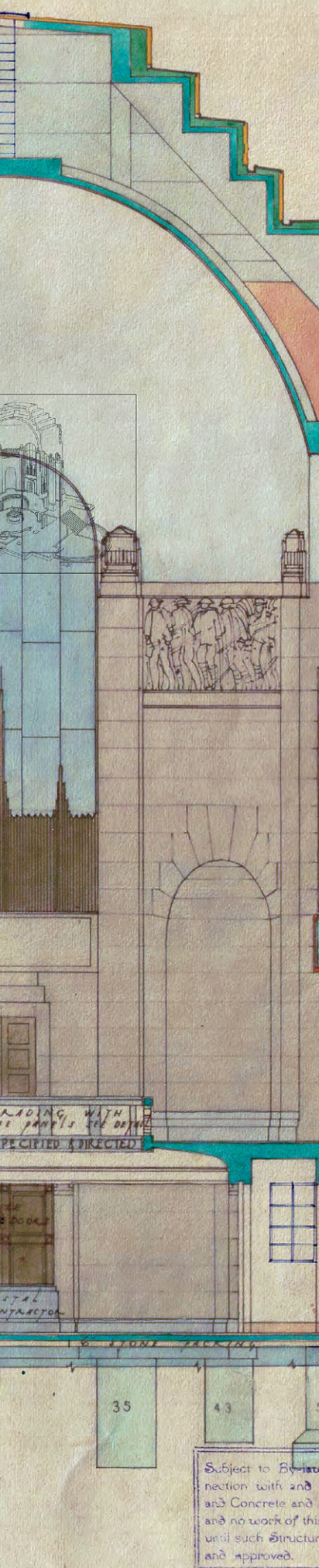
Cover: Photograph by Rob Tuckwell  
Photography

This page: Anzac Memorial cross  
sections by Bruce Dellit, Architect,  
1930. Courtesy NSW Government  
Architect's Office



# CONTENTS

<b>LETTER FROM THE TRUSTEES</b>	5
<b>CONTACT INFORMATION</b>	7
<b>HISTORICAL BACKGROUND</b>	8
The building of the Memorial	
Description of the Memorial	
Rededication of the Memorial	
<b>ORGANISATIONAL STRUCTURE AND RESPONSIBILITIES</b>	12
Organisational chart	
Governance	
Guardians of the Anzac Memorial	
Staffing	
<b>ANZAC MEMORIAL CENTENARY PROJECT</b>	18
Project and construction highlights	
The Anzac Memorial Centenary Project exhibition design	
The Anzac Memorial Centenary Project art commission	
<b>2016–17 OPERATIONS</b>	24
Visitor engagement and participation	
Exhibitions and displays	
Public programs, events and ceremonies	
Other commemorative activities	
Fundraising	
Building management and maintenance	
<b>THE COLLECTION</b>	30
Significant acquisitions	
Documentation	
Collection management	
Conservation	
Research	
Training	
Public enquiries	
Senior Historian and Curator	
<b>WEBSITE AND SOCIAL MEDIA</b>	36
<b>CONSUMER REVIEWS</b>	37
Services improved/changed in response to suggestions	
<b>GENERAL DISCLOSURES</b>	38
Overseas travel	
Publications, television appearances, presentations & lectures	
Accounts payable	
Government information (public access)	
Multicultural policies and service program	
Consultants	
Insurances	
Social justice and equity	
Work health safety	
Risk management activities	
Internal audit and risk management policy attestation	
Heritage management	
<b>APPENDICES</b>	42
Appendix 1 – Events and commemoration services	
Appendix 2 - Acquisitions July 2016 to June 2017	
Appendix 3 - Staffing	
Appendix 4 - Consumer response	
<b>AUDITOR'S REPORT AND FINANCIAL STATEMENTS</b>	49



# ANZAC MEMORIAL BUILDING ANNUAL REPORT

## Report of the Trustees of the Anzac Memorial Building for the year ended 30 June 2017

The Anzac Memorial Building in Hyde Park South is the principal NSW Memorial to all Australians who have served their country in the armed forces in wartime or on peacekeeping missions. The Memorial is administered by a board of Trustees appointed under the *Anzac Memorial (Building) Act 1923 No 27*, as amended.

This is the 33rd report of the Trustees of the Anzac Memorial Building since enactment of the *Annual Reports (Statutory Bodies) Act 1984 No 87*.

The report has been completed to address annual reporting requirements and obligations. It provides an overview of the Anzac Memorial's activities and financial position from 1 July 2016 to 30 June 2017.

## The Trustees' mission for the Memorial is:

"To **promote, maintain and enhance** the Anzac Memorial as the State's principal commemorative and interpretive monument to the service and sacrifice of Australians in armed conflicts, to maximise its potential to inform all visitors and to educate future generations."

# LETTER FROM THE TRUSTEES



ANZAC MEMORIAL  
HYDE PARK SYDNEY

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The Hon. David Elliott MP  
Minister for Counter Terrorism  
Minister for Corrections  
Minister for Veterans Affairs  
52 Martin Place  
SYDNEY NSW 2000

Dear Minister

Please find enclosed the 2016/17 Annual Report for the Trustees of the Anzac Memorial Building for presentation to Parliament.

The report has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*.

This report includes financial statements for the reporting period. These statements were prepared by the NSW Office of Sport, the Trustees' financial services provider in 2016/17.

Yours sincerely

A handwritten signature in black ink that reads "Caroline Mackaness".

Caroline Mackaness  
Honorary Secretary  
Trustees of the Anzac Memorial Building



# CONTACT INFORMATION

The Anzac Memorial is open to the public from 9am to 5pm, seven days per week except on Christmas Day and Good Friday.

Equitable access is by the ground level western centre door and an elevator to the Hall of Memory. This equitable access has been maintained during the Centenary Project construction works.

The Memorial has focussed on developing strategies to provide greater access to the collection and programs in readiness for an expanded facility when the Anzac Memorial Centenary Project is completed in 2018.

The launch of an official Facebook page and Instagram account has provided a platform to continue engaging with the public during construction works and the closure of the ground floor exhibition space. Images and information have been placed on hoardings around the site for the duration of the construction period and Memorial staff continue to ensure all visitors feel welcome and experience something special each time they visit.

Memorial staff may be contacted:

**Anzac Memorial, Hyde Park Sydney**

**Telephone** 02 9267 7668

**Email** [manager@anzacmemorial.nsw.gov.au](mailto:manager@anzacmemorial.nsw.gov.au)

**Webpage** [anzacmemorial.nsw.gov.au](http://anzacmemorial.nsw.gov.au)

**Facebook** [facebook.com/AnzacMemorial](https://facebook.com/AnzacMemorial)

**Instagram** [instagram.com/anzac\\_memorial/](https://instagram.com/anzac_memorial/)

# HISTORICAL BACKGROUND

## THE BUILDING OF THE MEMORIAL

On 25 April 1916, the first anniversary of the landing of the Australian Imperial Force (AIF) at Anzac Cove, a fund was opened to raise money to build a permanent memorial in Sydney. By the end of the war, the fund had reached £60,000. There was, however, disagreement about the form and the location of the proposed memorial.

During 1923, the *Anzac Memorial (Building) Act* was passed and the decision was made to build the Memorial in Hyde Park. However, there was no further action until after the Cenotaph had been completed in Martin Place in 1927.

A design competition was opened in July 1929. One hundred and seventeen entries were received. First prize was awarded to Sydney architect Bruce Dellit. The task of building the Anzac Memorial was awarded to contractors Kell and Rigby Pty Ltd.

The foundation stones were laid on 19 July 1932 and the building was completed in 1934. The economic impact of the Great Depression meant

some elements of the original design, including a cascading water feature to the south, had to be deleted because of the cost. Unemployment relief funds released to the City of Sydney allowed the Pool of Reflection to be built by the northern forecourt.

The Memorial was officially opened by Prince Henry, Duke of Gloucester, on 24 November 1934.

## DESCRIPTION OF THE MEMORIAL

The Memorial is located on the central north-south axis of Hyde Park South. It currently has two levels. The entrance to the ground level is from the west. The ground floor originally housed offices for returned service organisations. The main circular domed hall is on the first floor. This level can be accessed via wide ceremonial stairs on the north and south.

The building's stepped geometric form is typical of the Art Deco style. The concrete structure is clad in pink granite from the Bathurst region. The stone









cladding is unadorned. Rayner Hoff sculptures provide decorative and symbolic elements on all four facades of the exterior. On each face of the Hall of Memory is a large cathedral window with a semicircular head glazed in etched amber glass.

Sixteen monumental Anzacs in modern military dress sit atop the Memorial's buttresses as if resting after their labours and sadly contemplating the havoc of the war years. A figure stands on each corner representing the Army, Navy, Air Force and the Army Nursing Service. Bas-relief panels on the eastern side illustrate the Eastern Campaigns and on the west, the activities of the AIF on the Western Front.

The main interior space is the circular Hall of Memory, entered from the north and south approaches. Within it, the Well of Contemplation allows visitors to look down into the Hall of Silence. The sculpture *Sacrifice* is the central motif of the Memorial's design. Symbolising the spirit of courage, endurance and sacrifice, it depicts a body of a young warrior lying over a shield and sword. He is supported by three female figures and an infant, representing "his best beloved" – mother, sister, wife and child. The infant also represents future generations. The *Sacrifice* group is in a bronze ring, signalling the flames of destruction. The design of the space causes visitors in the Hall of Memory to automatically bow their heads to view the *Sacrifice* monument.

The walls of the Hall of Silence are clad in white marble inscribed with the names of the areas where the AIF served. A wreath-like carved marble balustrade surrounds the Well of Contemplation. The walls of the Hall of Memory are also clad in white marble and lit by the amber glass of the main windows. These windows are etched with the AIF's

rising sun insignia and the winged torch of liberty. The dome over the Hall is decorated with 120,000 stars representing the men and women from New South Wales who served overseas in the 1914–1918 War.

The Hall of Memory features four niches, each representing a major theatre of war. Principal battle areas are inscribed on the walls of each niche. Stones from Flanders, Gallipoli, Palestine and New Guinea are set in the rising sun motif on the relevant niche floors.

Higher on the walls of the Hall of Memory are plaster frieze panels depicting the four branches of Australian Service. A former archives room, which now displays the Flame of Remembrance, is on the eastern side of the space. A carved feature symbolising the flaming sword of sacrifice and the rising sun borne on the wings of time sits above the doorway leading to this chamber. On the western side marble stairs lead down to the Vestibule.

An important component of the original design was office space for returned service associations. Originally, these offices were occupied by the Returned Soldiers and Sailors Imperial League (later the Returned and Services League), the T.B. Sailors, Soldiers and Airmen's Association (TBSSAA) and the Limbless Soldiers' Association. The RSL and the TBSSAA continued to use these spaces until June 2014.

The former RSL offices on the southern side of the Memorial's ground floor were turned into an exhibition area in 1984. The restored Assembly Hall was used for lectures and special events until both this space and the exhibition space were closed for the Anzac Memorial Centenary Project in August 2016.



## REDEDICATION OF THE MEMORIAL IN 1984

During the Memorial's fiftieth anniversary year, the Trustees successfully proposed an amendment to the *Anzac Memorial (Building) Act* to rededicate the Memorial to all Australians who served their country. The rededication was marked on 30 November 1984, when the Governor of New South Wales, His Excellency Sir James Anthony Rowland, AC, KBE, DFC, AFC, unveiled a commemorative plaque.

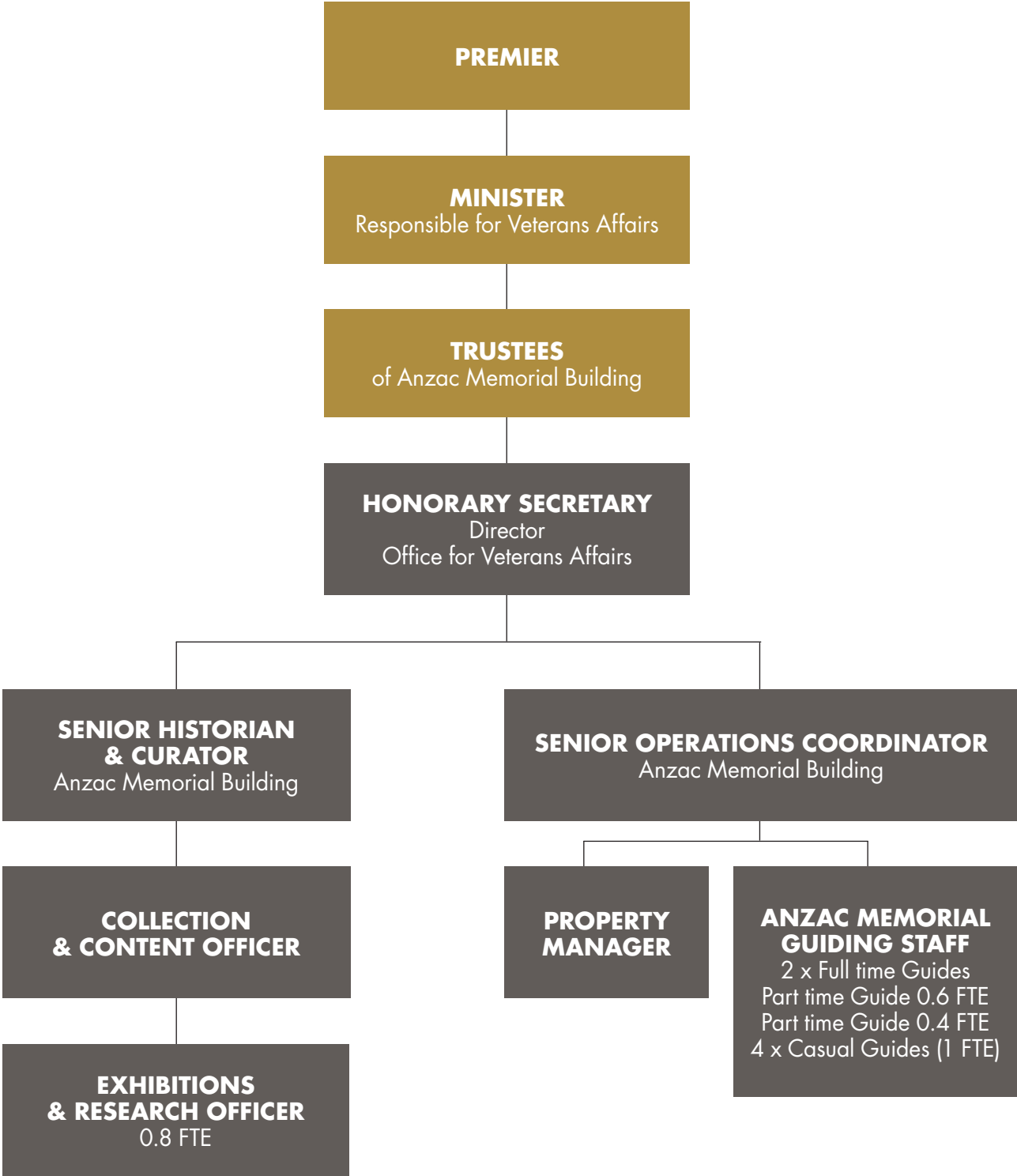
Above: The Eastern Bas Relief  
Below: Buttress sculptures – North  
western corner  
Photographs by Rob Tuckwell  
Photography

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# ORGANISATIONAL STRUCTURE AND RESPONSIBILITIES

## ORGANISATION CHART



The Anzac Memorial (Building) Act 1923 is allocated to the Minister for Veterans Affairs. Administration is provided by the Office for Veterans Affairs.

## GOVERNANCE

### The Trustees' Legislative Charter

The Anzac Memorial is controlled and managed by a Board of Trustees chaired by the Minister for Veterans Affairs as Proxy for the Premier of NSW. The Trustees are responsible for the management, maintenance and preservation of the Anzac Memorial as New South Wales' principal war memorial. The Trustees' governing legislation is the *Anzac Memorial (Building) Act 1923*. The Act is allocated to the Minister for Veterans Affairs and falls administratively with the NSW Office for Veterans Affairs (OVA). The Director, OVA is appointed Honorary Secretary to the Trust.

### The Trustees' powers

Under section 5 of the *Anzac Memorial (Building) Act*, the Trustees are required to control and manage all property vested in them and, under section 7 of that Act, to hold and apply such property in or towards the equipment, upkeep, maintenance and management of the memorial building.

Under section 8A(1) of the Act, the Trustees:

*(a) shall be responsible for the completion, care, management, maintenance and preservation of the Memorial building, and for the care, management, maintenance and improvement of the land dedicated as a site for such building,*

*(b) may to the exclusion of all other persons:*

*(i) provide and sell,*

*(ii) authorise the manufacture, printing, publishing, and sale of, replicas, photographs, booklets, pamphlets and other like matter relating to the Memorial building,*

*(c) may receive monies by way of:*

*(i) collections or donations for the completion of the Memorial building and for the care, management, maintenance, preservation or improvement of the Memorial building or of the site thereof,*

*(ii) proceeds of sales by the Trustees of replicas, photographs, booklets, pamphlets and other like matter relating to the Memorial building; and*

*(iii) fees for authorities granted by the Trustees for the manufacture, printing, publishing and sale of such replicas, photographs, booklets, pamphlets, and other like matter, for the funds of the Trustees,*

*(d) may establish and maintain a war museum as part of the Memorial building,*

*(e) may promote the understanding of, and conduct community education about, Australia's military history and heritage, and*

*(f) have functions conferred on them by the Returned and Services League of Australia (New South Wales Branch) Incorporation Act 1935 and any other Act.*

### Who are the Trustees?

The *Anzac Memorial (Building) Act No. 27, 1923*, appoints the holders of the following offices as Trustees of the Anzac Memorial Building:

1. Premier of New South Wales (Chair)
2. President of the NSW Branch of the Returned and Services League of Australia (Deputy Chair)
3. Leader of the Opposition
4. Lord Mayor of Sydney
5. Secretary of the Department of Education
6. NSW Government Architect
7. NSW State Librarian
8. Veterans' representative
9. Community representative.

Section 3 of the Act provides for Trustees to appoint proxies to attend and vote at meetings of the Trustees. The Premier's proxy can also function as Chair.

In 2016–17 the Trustees and their proxies were:

- Chair, Premier, The Honourable (Mike) Michael Bruce Baird, MP (until 19 January 2017, and The Honourable Gladys Berejiklian MP (from 23 January 2017)  
Proxy: The Honourable David Elliott MP, Minister for Veterans Affairs
- Deputy Chair, State President, RSL (NSW Branch), Mr John Haines AM, (until 1 March 2017) and Mr James Brown (from 14 June 2017)
- Leader of the Opposition, The Honourable Luke Foley MP  
Proxy: The Honourable Lynda Voltz MLC
- Lord Mayor, Clover Moore  
Proxy: Councillor John Mant AM (until 5 September 2016) and Cr Phillip Thalys (from 29 November 2016)
- Secretary, Department of Education, Mr Mark Scott AO  
Proxy: Mr Greg Prior (until 29 November 2016) and Ms Louise Ferguson (from 28 February 2017)
- NSW Government Architect, Mr Peter Poulet  
Proxy: Ms Olivia Hyde
- NSW State Librarian, Dr Alex Byrne (until 5 September 2016)  
Proxy: Mr Richard Neville, Mitchell Librarian
- Veterans' Representative, Brigadier Paul O'Sullivan AM MBE (Ret'd)
- Community Representative and Honorary Treasurer, Mr Doug Dean AM

The Trustees are supported by an Honorary Secretary, Director, Office for Veterans Affairs, Ms Caroline Mackaness.

## Trustee meeting attendance

Meetings	5/9/16	29/11/16	1/3/17	14/6/17
The Hon David Elliott MP (Chair)	✓	✓	✓	✓
Mr John Haines AM (until 1/3/2017)	✓	✓		
Mr James Brown (from 14/6/2017)				x
The Hon Lynda Voltz MLC	x	✓	✓	x
Cr John Mant AM (until 5/9/2016)	✓			
Cr Phillip Thalys (from 29/11/2016)		✓	✓	✓
Mr Greg Prior (until 29/11/2016)	✓	✓		
Ms Louise Ferguson (from 28/2/2017)			✓	✓
Mr Peter Poulet or his proxy	✓	✓	✓	✓
Dr Alex Byrne or his proxy	✓	✓	✓	✓
Brig Paul O'Sullivan AM MBE (Ret'd)	✓	✓	✓	✓
Mr Doug Dean AM	✓	x	x	✓
Ms Caroline Mackaness (Hon Sec)	✓	✓	✓	✓
<b>Total attending</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

## GUARDIANS OF THE ANZAC MEMORIAL

The Returned and Services League of Australia (New South Wales Branch) (RSL NSW) pursuant to section 5 (1) of the *Returned and Services League of Australia (New South Wales) Incorporation Act 1935* was appointed as the Guardian of the Memorial, working to ensure that future generations continue to remember the military sacrifices of Australia's past. RSL NSW State Council agreed the League's State Secretary be appointed Anzac Memorial Custodian to administer and support ceremonial services held at the Memorial.

### The RSL Corps of Guards

The RSL State Council formed a Corps of Guards from RSL members. The Guards are responsible for assisting with the preservation and presentation of the history and traditions of the Anzac Memorial. Their work is instrumental in the ceremonial life of the Anzac Memorial. They undertake marshalling duties and welcome VIPs, parade at commemorative services and manage the wreath laying. The Corps of Guards are volunteer interpreters and guides at the Anzac Memorial on weekends.

The Corps of Guards attended a number of key events and services in 2016/17 including:

- Reserve Forces Day Parade, 3 July 2016
- Premier's Anzac Memorial Scholars Western Front Service, 13 July 2016
- Legacy Youth Western Front Tour Commemoration, 16 July 2016
- Fromelles Centenary Commemoration Ceremony, 19 July 2016
- Korea War Veterans Association, Commemoration Service for the Battle of Samichon River – The Hook, 22 July 2016
- Premier's Launch of the Anzac Memorial Centenary Project, 20 August 2016
- War Widows Guild and Partners of Veterans Association, Commemoration to mark the Vietnam War, 29 September 2016
- DVA Vietnam War wreath-laying service, 20 October 2016
- Oxi Day (marking the Greek Prime Minister's refusal to surrender to Hitler's Axis forces), 26 October 2016
- Mayor of Arras, France, wreath-laying service, 5 December 2016
- Minister Didier Reynders, Belgian Deputy Prime Minister and Minister of Foreign Affairs, wreath-laying service, 30 December 2016
- Soil Collection for Flanders Field Memorial Garden, AWM, 23 January 2017
- Australia Day, 26 January 2017
- Commanding Officer of ITS Carabinieri, Italian Navy, wreath-laying service, 18 February 2017
- Senator Roberta Pinotti, Italian Minister of Defence, wreath-laying service, 22 February 2017
- RSL and Schools Remember Anzac, 5 April 2017
- Tumut High School Anzac Scholars, 8 April 2017
- Anzac Day Commemoration Service, 25 April 2017
- Aboriginal and Torres Strait Islander Veterans' Service, 26 May 2017
- Boer War Commemoration Service, 28 May 2017
- Cumberland RSL Sub-branch, Commemoration of the War in Afghanistan, 11 June 2017
- l'Association nationale des membres de l'Ordre national du Mérite, (France) wreath laying service, 18 June 2017

## STAFFING

### Anzac memorial staff

The staff of the Memorial are employed under the *Government Sector Employment Act 2013* (NSW). Human resource requirements were administered through the Department of Premier and Cabinet for the reporting period. Full staffing details are provided at Appendix 3. All relevant staff have applied for a Working With Children Check. Anzac Memorial staff are required to comply with the NSW government sector employees Code of Ethics and Conduct and adhere to the Memorial's Code of Conduct.

Strategic workforce planning continued throughout the year to ensure the Memorial will meet business objectives when operations expand following the completion of the Anzac Memorial Centenary Project. A temporary Exhibitions Research Officer position was recruited to assist with research, documentation and interpretation of the Centenary Project exhibitions and content and to help ensure optimal internal and external access to the Memorial's Collection.



### Staff development

Priority is placed on providing in-house training and external learning opportunities to the guiding staff and the RSL NSW Corps of Guards so that visitors have a memorable and engaging experience.

In 2016–17 staff participated in first aid and emergency evacuation training and also attended several development days focused on operations, including crisis management and disability awareness training. Other training sessions have focused on historical content and guiding skills and included visits to cultural institutions such as the Sydney Jewish Museum, Government House and the Australian Museum. Collections staff attended a number of external preservation seminars focused on the care and management of photographs, preventative conservation of collections and paper conservation.

### Equal employment opportunity requirements exemption

The Trustees are exempt from mandatory disclosure of equal employment opportunity information as Memorial staffing levels fall well below the minimum requirements. The Memorial has a team of 13 staff: five females and eight males (Appendix 3). Four women serve in the volunteer RSL Corps of Guards.

The Memorial also works in consultation with the Aboriginal and Torres Strait Islander community to ensure the annual Aboriginal and Torres Strait Islander Veterans' Commemorative Service, held during Reconciliation Week, appropriately acknowledges and honours the service of our indigenous defence personnel.

Left: Remember 1918 – postcard from Private Charles William Smith to his son Bob

Right: RSL Corps of Guards. Photograph by Rob Tuckwell Photography





# ANZAC MEMORIAL CENTENARY PROJECT

The Centenary Project, commemorating the 100th anniversary of the First World War, is a joint project of the NSW Government and the Trustees of the Anzac Memorial Building and is supported with Commonwealth funding.

The Project has been designed by distinguished architecture practice Johnson Pilton Walker, in collaboration with the NSW Government Architect's Office.

The former Premier, The Honourable Mike Baird, The Honourable David Elliott, Minister for Veterans Affairs, Senator the Honourable Arthur Sinodinos AO, Centenary of Anzac Ambassadors and the Anzac Memorial Trustees gathered with Centenary Project contributors and members of the defence and veteran communities on 20 August 2016 to ceremoniously turn the first sod to mark the commencement of the Anzac Memorial Centenary Project. Project progress during the reporting period remains on track for completion when the Centenary draws to a close in 2018.

## PROJECT AND CONSTRUCTION HIGHLIGHTS

NSW Public Works managed the procurement process on behalf of Infrastructure NSW and the Trustees from a selected panel of pre-qualified contractors. Built Pty Ltd was identified as the preferred tenderer and a construction contract was entered into by Infrastructure NSW (as the Principal) on 5 July 2016.

The construction site was isolated with a temporary hoarding structure, dressed with over 60 information boards about the history and purpose of the Memorial and the Centenary Project so that the Anzac story can continue to be shared with the community during the program of building works and closure of the exhibition space. The Memorial remains open to visitors from the northern steps.

Structural supports were installed on the western and eastern sides of the Memorial to support the existing building in December 2016. Excavations



and dismantling of the southern stairs also began in December to allow for the construction of the new water cascade, the underground Hall of Service (named in acknowledgement of more than a century of military service) and the new education and interpretation facilities.

A large Hill's Weeping Fig Tree was successfully preserved and moved 15 metres south west, away from the Memorial to remove risk of damage to the tree during construction and to maintain the integrity of the original 1930s design of the Memorial and its surrounds and to reduce potential for maintenance and structural issues in the future. Work to prepare the tree's root plate for relocation was completed in October 2016. The tree's health was monitored on a regular basis by an appointed arborist. Steel beams and hydraulic bladders were installed under the tree's root ball and it was moved in February 2017.

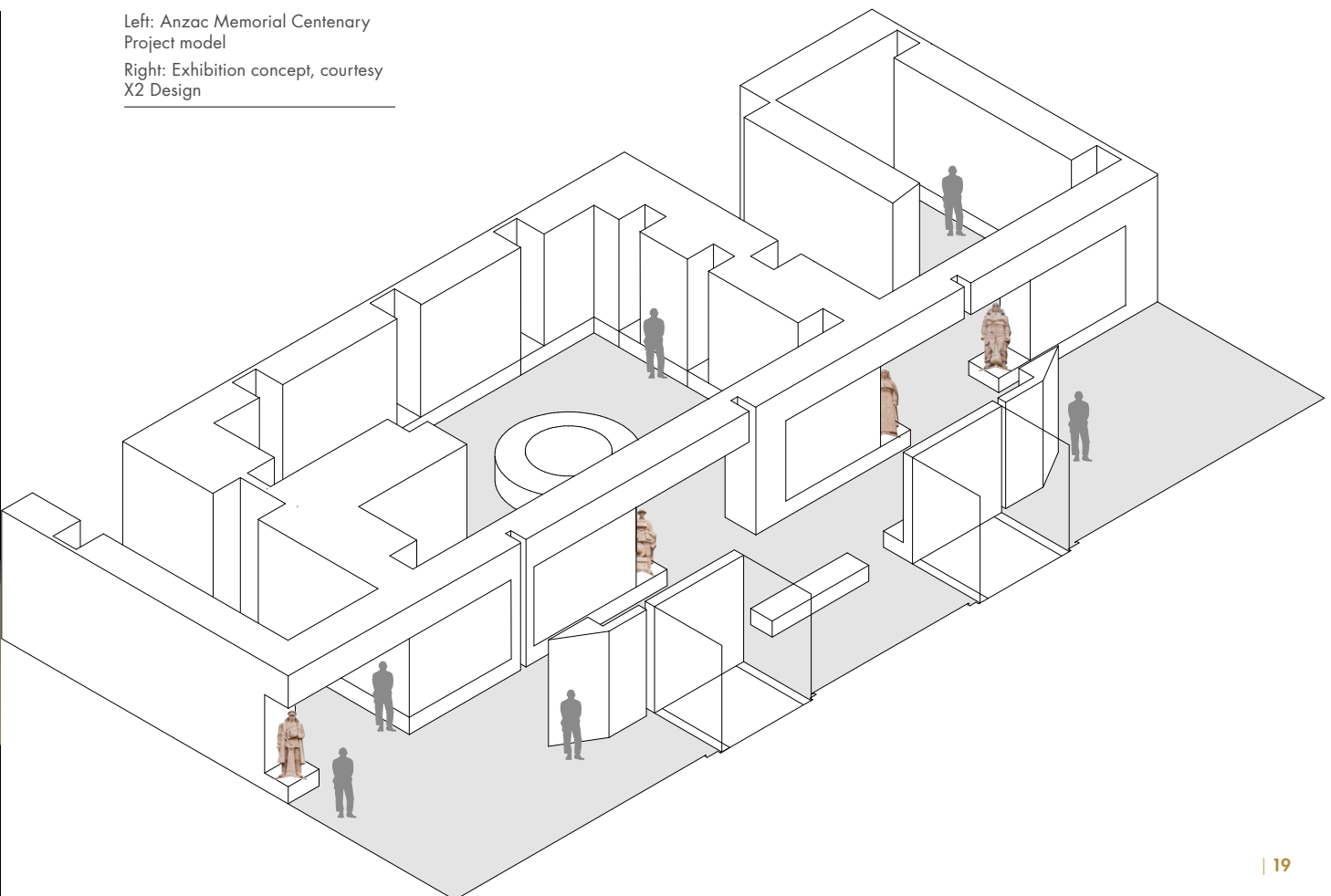
In January 2017 piling works to the new building's (underground) perimeter commenced. The bulk of excavation works were completed in May 2017 amidst substantial delays from inclement weather. The installation of ground strip footings, in-ground services and drainage works followed ready for the pouring of the basement concrete slab, as scheduled (recovering time lost from the weather delays).

The next phase of works is the precast wall and ceiling installation as well as the simultaneous completion of the new stairs to connect the underground spaces with the existing Memorial. Construction remains on target to be completed before the end of the Centenary of Anzac commemorations.

The Construction delivery team is working closely with the content development team to ensure a seamless transition from the delivery phase into the content and exhibition fit-out phase in 2017–18.

Left: Anzac Memorial Centenary  
Project model

Right: Exhibition concept, courtesy  
X2 Design



## THE ANZAC MEMORIAL CENTENARY PROJECT EXHIBITION DESIGN

Following an extensive tender and evaluation process the company X2 Design was contracted to undertake the 3D and graphic design of the new exhibitions and displays in December 2016. X2 Design has extensive museum exhibition design experience and is known for its sensitive response to content.

X2 Design's submission took the Anzac Memorial's buttress figures as an organising structure for the design and content. Life-sized reproductions of the buttress figures will introduce each of the different exhibition sections. The four standing buttress figures will be presented across an introductory exhibition wall, each figure indicating the entrance to the section that they represent: Navy, Army, Medical and Air Force. The content within these sections will then be broken down into small sub-groups, each relating to one of the seated buttress figures. The exhibition content generally will describe the First World War role performed by the respective buttress figures and then explain how those roles have evolved up to the present day.

The exhibition team has continued to assess the Anzac Memorial's own collection and other sources for exhibition content. Most of the content can be sourced from within the Memorial's own collection but some targeted content will need to be found externally. The team is also in discussion with the Australian Defence Force to obtain examples of contemporary military equipment that can be used to describe modern military service.

Other aspects of the exhibition in development are the fabrication of the 3D reproductions of the buttress figures; concepts for a diorama that will describe a First World War Western Front attack on a German block-house and a suite of multimedia components.

## THE ANZAC MEMORIAL CENTENARY PROJECT ART COMMISSION

While construction of the Anzac Memorial Centenary Project building continued on site, preparations began on the civic artwork that will create a focal point in the new Hall of Service. The new Hall will be the contemporary version of the Hall of Silence in the original Anzac Memorial which features the acclaimed Rayner Hoff sculpture *Sacrifice*.

Replicating the Memorial's seamless collaboration of artist Hoff and architect Dellit, renowned Australian artist Fiona Hall is working with award winning Centenary Project architect Richard Johnson to create a unique new artwork. The artist and architect, working closely with the Anzac Memorial staff and a team of consultants recruited specifically for the project, have developed Fiona Hall's original conceptual ideas into three distinct artwork elements that are closely integrated into the fabric of the Hall of Service

The first component, eight hand-blown glass urns, each illustrated by Fiona Hall with an image of a different plant species associated with Australia's First World service will be displayed in showcases set into the entrances to the Hall of Service.

Fiona Hall completed the hand-etched botanical illustrations in March.

Left: Surveyor-General Narelle Underwood collecting soil in Orange

Right: Render of showcase for Fiona Hall vases. Courtesy JPW

Following pages: Fiona Hall artwork in the Hall of Service. Courtesy JPW



The walls of the Hall of Service will feature the second component of the artwork. The walls will be lined with close to 1,700 plaques that will display all the NSW towns, suburbs and settlements that First World War enlistees gave as their home address. A sample of local soil will sit alongside each place name.

The list of NSW place names for the artwork was extracted from the Australian Defence Force Academy's AIF Project database of First World War enlistees and initially reviewed by Dr Orlovich, a 50 year member of the Geographical Names Board (GNB) and then reviewed and checked by other GNB staff and representatives of the veterans community and the NSW Office for Veterans Affairs (OVA).

OVA, GNB and Spatial Services surveyors then mapped the locations of the 1,700 places before the Soil Collection Program was launched by the Minister for Veterans Affairs in Bathurst in March 2017. The ongoing collection of the soil samples is now being managed by dedicated staff within Spatial Services and OVA. This involves significant coordination of community groups, RSL sub-branches, parliamentarians, surveyors and members of the public who have

volunteered to be involved in the soil collection. The project has had a remarkable community and regional response. A live map that allows visitors to view the list of locations and track the Collection Program's progress is available on the Memorial's website: [anzacmemorial.nsw.gov.au/anzac-memorial-centenary-project/soil-collection-program](http://anzacmemorial.nsw.gov.au/anzac-memorial-centenary-project/soil-collection-program)

The third element of the artwork will be embedded in the floor of the Hall of Service. It will feature a ring of samples of earth collected from 100 sites of significance to NSW's military service. The 100 sites cross the world and extend from 19th century battles through to recent Australian peacekeeping missions and honours more than a century of service. Selection of the sites was initially done by Brad Manera, the Anzac Memorial's Senior Historian and Curator with input from other military history specialists, Trustees, Centenary of Anzac Ambassadors and representatives of the Defence Forces. With the list of sites resolved the complicated process has begun to work out how these soil samples might be collected and the necessary consultation and approval process required for each country represented.







# 2016–17 OPERATIONS

Centenary Project building works necessitated the relocation of operations staff and the Memorial's Collection to temporary offsite premises and the closure of the exhibition space and Assembly Hall. Access to the Hall of Memory has been maintained for the majority of the reporting period. However it was agreed to close the Memorial in the interest of visitor safety and comfort on Friday 17 and Saturday 18 February and from Monday 20 February until Friday 3 March during demolition works.

Although access to the Memorial has been reduced visitors, students and members of the community continued to be engaged through tours, programs and ceremonies. The addition of a number of new services to the Memorial's commemoration calendar ensured significant anniversaries were marked with the community.

A key focus for Collections staff has been exhibition content development in readiness for the opening of the new exhibition spaces in 2018 while managing an increase in public enquires.

The provision of visitor services has at its heart a strong emphasis on providing an engaging experience and delivering a high standard of customer service. The aim is to ensure that Memorial services meet or exceed visitors' expectations.

The Anzac Memorial has earned the Trip Advisor Certificate of Excellence for receiving positive reviews on the traveller's site. Additional forms of positive feedback are received via email, telephone and letters of appreciation.

Above right: Korean War Veterans Association Commemoration of the Battle of Samichon River 22 July 2016. Anzac Memorial photograph  
Right: Watch presented to Clarence 'Doug' Blackadder by W Delany & Co on his enlistment to the A.I.F in 1916. Serving in France with 33 Battalion, Doug was later awarded the Military Medal for outstanding bravery. Photograph by Rob Tuckwell Photography

## VISITOR ENGAGEMENT AND PARTICIPATION

- Approximately 186,258 people visited the Anzac Memorial during 2016–17
- More than 4,358 students visited the Anzac Memorial
- The guides showed 109 school, community education and university groups through the site
- The Memorial also had more than 120 tour groups engage with staff
- More than 9,000 people attended and participated in a commemorative service
- Over 1,200 wreaths were laid in remembrance.

*"I just wish to thank you and the Memorial Staff for having the Garigal Cub Scouts at the Memorial on 6/11/16. The Star Ceremony was a great way of making them reflect on the sacrifice of the service men and women from NSW and the tours were perfect to give the Cubs an understanding of why the Memorial is there, what the different parts symbolise and what the vision is for the future of the Memorial. It was also interesting having the Cubs meet and talk to a person who has actually served recently in active duty protecting Australia."*

## EXHIBITIONS AND DISPLAYS

The Memorial Collections staff supported the Commonwealth's Anzac Centenary flagship project The Spirit of Anzac Experience (SACE) during its Sydney leg of the travelling exhibition at the International Convention Centre, Darling Harbour, 14 April – 27 April 2017. The Memorial team chose objects relating to the Blackadder Brothers and Bernard Rhode to display in the SACE Community Zone. Staff also developed an educational public program and produced postcards to promote the Memorial and its Collection.





## PUBLIC PROGRAMS, EVENTS AND CEREMONIES

The Anzac Memorial supports an active commemoration program working with the community, the RSL and other veteran organisations. The focus is on supporting these organisations to deliver appropriate and dignified acts of remembrance and involve the community. The attendance and participation in the Memorial's commemoration program has remained constant during the construction works.

Memorial visitors have an opportunity to reflect and honour those who serve or have served through:

### A daily act of remembrance

At 11am each day, the Memorial pauses for a Service of Remembrance. Visitors are invited to participate in this moving service with the recitation of the Ode and the sounding of the Last Post and Rouse following one minute of silent contemplation.

### A personal tribute

The canopy of golden stars on the Memorial's dome represents the men and women of NSW who served with the AIF in the First World War.

All visitors to the Memorial are welcome to take a commemorative star bearing the name of an Australian serviceman or woman killed while serving their country, or a veteran who has died since their service. After a moment of reflection the stars are cast into the Well of Contemplation. The RSL Corp of Guards designed this act of personal tribute to reflect the original intention of the stars lining the Memorial's dome.



Stars released into the Well are collected each week and kept onsite until they are cremated. The ashes are carried on annual pilgrimages by the Premier's Anzac Memorial Scholars to key battlefield sites at Gallipoli, on the Western Front, in the Middle East and Asia.

### This year

- More than 9,000 people participated in commemorative events this year
- There were 23 events held at the Memorial, the majority of which consisted of commemorative services or ceremonies but also included the Premier's Anzac Memorial Centenary Project Launch
- More than 3,000 people attended the daily Service of Remembrance
- Over 5,000 gold stars were cast into the Well of Contemplation as a personal tribute
- There were 7 VIP visits which included a tour or the laying of a wreath.

A list of all events and ceremonies held between 1 July 2016 and 30 June 2017 is provided at Appendix 1.

### Other commemorative activities

The Anzac Memorial was honoured to host the 2016 Reserve Forces Day Council Parade. The annual parade recognises the contribution of the 1.25 million Australians who have served in Australia's Reserve Forces. His Excellency General, the Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales was in attendance.

Another notable event during the reporting period was a moving service by the War Widows' Guild and the Partners of Veterans Association of Australia to mark the Vietnam War and acknowledge the sacrifices made by the families of service men and women.

The Governor-General, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd), patron to the War Widows' Guild of Australia and Her Excellency Lady Cosgrove, patron to The Partners of Veterans Association of Australia laid a wreath on behalf of the people of Australia.

Memorial staff also delivered a number of special request services including family services, ceremonies for visiting consular staff and international government representatives to mark foreign National Days of military significance.

Below: War Widows Guild and the Partners of Veterans Association mark the Vietnam War, 29 September 2016. Photograph by Anneke Jasinski



## FUNDRAISING

The Trustees of the Anzac Memorial are a deductible gift recipient under Subdivision 30-BA of the *Income Tax Assessment Act 1997*. Gifts of \$2 and above to the Anzac Memorial Building are tax deductible. Donations are helping to fund:

- innovative education opportunities through curriculum connections, accessible objects and diverse and engaging content
- the Memorial's role in protecting, caring for and displaying the Memorial's Collection
- links to the community through volunteer programs, internships, education and outreach programs.

The Trustees of the Anzac Memorial express their thanks to Veolia, ClubsNSW and Alexander Weilsmann for their financial support during the 2016–17 financial year. The Trustees would also like to thank the NSW Centenary of Anzac (CoA) Advisory Council History Committee for committing the proceeds of sales of the CoA commemorative publication, *NSW and the Great War* to the Memorial. Over \$8,000 has been raised through the sale of books this financial year.

### The online constellation of honour and memory

In 1934, the RSL launched a fundraising campaign selling stars in the Memorial's dome to raise money to finish building the Memorial. The people of NSW raised £11,868.

As we mark the 100th anniversary of the First World War, the public has been given another opportunity to support NSW's principal memorial and honour the Anzac Legacy. Stars in a 360° photograph of the dome are being sold for \$100. Purchasers are able to tag their star and leave a message in memory of a veteran. You can read these moving tributes at <http://www.anzacmemorial.nsw.gov.au/online-constellation-stars/>.

Funds raised through the star campaign go towards new interpretive and education programs, heritage conservation and exhibition content so the Memorial is able to continue to play its vital role in telling the stories and sharing the history of NSW's involvement in military operations.

The Trustees sincerely thank the following for supporting the star campaign in 2016–17:

- Anna Patthana
- Antony J Bowman
- The Bellia Family
- Bruce Voltz
- The Buttsworth Family
- Caroline Mackaness
- City of Penrith RSL Sub-branch
- Clare McGregor nee Laker
- The Cumberland RSL Sub-branch
- David Barker
- David Elliott MP, Minister for Veterans Affairs
- David Mehan MP
- David Taylor and Family
- Doug Dean
- Elizabeth Burge
- The Fairley Family
- The Frear Family
- The Gardiner Family
- Garry and Lesley Ayres and Family
- Geoffrey Askew and Alisa Goodyear
- Graham Johnson
- Greg Noonan
- The Hogan Family
- Janet Morice and Family
- Jim Rogers and Family
- Julia Finn MP
- Julie Hare for the Coleman Family
- The Lamwarren Family
- Leeta Rutherford
- Leila and David Ball
- Lisa Adkins
- Louise Marcroft
- The Lovelock Family
- Maree S Allen
- Margaret Bennett
- Margie Flint
- Maryanne Dever
- Maureen Walsh
- Michael Bowman
- Neil and Jo Bradshaw

Star campaign supporters continued:

- Nicolas Aussel
- Niyomporn Jaengjanan
- Oda Mumford
- Olwyn Green
- Patricia Colleen Connolly
- Raymond Beddie
- Rosemary Streeter
- Rosie Patrielli
- Ruth Louise Green
- Samuel Joseph Dodd
- Shane and Matthew Sullivan
- The Skowronski Family
- Thanyaporn Vichakchon
- Tony Grierson
- Ukrainian Women’s Assoc Lidcombe Branch
- Valarie McDonald
- Vera Bourke
- Wayne Evans
- Wellington RSL Sub-Branch
- The White Family
- William Edmondston
- Yuwei DU

## BUILDING MANAGEMENT AND MAINTENANCE

All building works at the Memorial are carried out in accordance with relevant standards, codes and regulations. Architectural advice was provided by the Government Architect’s Office. The Public Works Advisory provided heritage expertise and advice on necessary works in and around the Memorial and helped develop a scope of works for sensitive areas of the building.

Tasks are scheduled to have minimum impact on visitors and to avoid any significant public events.

Maintenance and capital works carried out during 2016–17 within the recurrent budget included the following:

- Preparations and packing of office, the Collection and materials for relocation to temporary offices due to commencement of the Anzac Memorial Centenary Project
- Regular servicing of the air-conditioning system, lift and automatic doors. Due to construction activity associated with the Centenary Project and the closure of the Assembly Hall and exhibition area, air conditioning systems and automatic glass doors located in the southern areas of the building have been shutdown to save power and to limit the intake of construction dust. Public access to the lift has been maintained.
- Review of operational requirements regarding Centenary Project hoarding design, staff access, staff amenities, heritage considerations and event specific requirements (electricity supply, vehicle parking etc.)
- Resetting of flagpole on northern forecourt
- Minor repairs to the Great Doors
- Regular servicing of electrical and plumbing infrastructure
- Replacement of flags on northern forecourt poles (AUS, NZ & NSW)
- Resetting of handrails to northern and southern steps
- Recertification of installed height safety system and personal fall equipment
- Recycling of all cardboard/paper waste from Memorial via dedicated recycling pickup service
- Repairs to the external roof lighting
- Finalisation of procurement process for Whole of Government Security Services Contract
- Review of existing contractual arrangements for all suppliers and contractors.

Right: Belgian Deputy Prime Minister – Minister of Foreign Affairs visit, 30 December 2016. Photograph by Anneke Jasinski



# THE COLLECTION

The Anzac Memorial holds a significant historical collection of approximately 6,000 objects which includes the heritage building and its sculptures as well as objects, photographs, props, replicas, books, manuscripts and exhibition materials.

## SIGNIFICANT ACQUISITIONS

**Surgical instruments in case, JH Montague, London, England, 1917 (2016.11)**

This case of surgical instruments is a particularly fine example of the type used by British and Commonwealth Army Medical Corps surgeons during the Great War (1914–18). Its rarity is enhanced by its completeness. All three trays, with a full complement of surgical instruments and a list of contents displayed on the inside of the lid, are all intact. The set is ideal for interpreting the battlefield surgeon that is represented by one of the buttress figures on the western wall of the Anzac Memorial.

Gift of Dr Robert Ward Smith OAM, 2016



**Matron Alice Cashin's Medals & Badges (2016.12)**

Matron Alice Cashin completed her initial nurses training at St Vincent's Hospital, Sydney. While working in London she joined the British Red Cross as a nurse at the outbreak of the First World War and served in France and Belgium. She then joined Queen Alexandra's Imperial Military Nursing Service Reserve in which she was awarded the Royal Red Cross First Class, the highest award given to nurses during the war. In March 1917 she oversaw the evacuation of all patients after the hospital ship she was aboard was torpedoed by a German U-Boat. For this action she received a First Class Bar to her Royal Red Cross, becoming



one of the few Australian nurses to be awarded this decoration twice. Cashin was also twice mentioned in dispatches. This important collection consists of Matron Cashin's Royal Red Cross First Class and bar, First World War campaign medals including her 1914 Star rarely awarded to Australians and her Queen Alexandra's nursing medal and badges.

Gift of Jennifer Furness & Lyndell Ford, 2016



NSW Military Forces Foreign Service helmet, C Anderson, Sydney, Australia, c.1885. (2016.14)

This helmet is a particularly fine example of the iconic symbol of the Military Forces in colonial NSW and completes a historic timeline of military headdress from the colonial period to the kevlar helmets being worn by ADF personnel today. This helmet is an Other Rank's pattern worn by the men of the NSW Military Forces from around 1880 to the first decade of the 20th century and unusually was made in Oxford Street, Sydney. Foreign Service helmets such as this were worn by the men of the NSW Soudan Contingent when they deployed to the Egyptian Campaign in 1885.

Purchased, 2016, with financial support from Veolia

Officer's crossbelt pouch & buckle, NSW Artillery, metal & leather, maker unknown, [England], c.1860. (2016.15)

NSW Artillery has the longest heritage of any unit in the Australian Defence Force. Colonially trained artillerymen had been used in the defence of the colony from the time of the Crimean War (1854–56) and this rare and significant officer's crossbelt pouch dates to the earliest period of volunteer artillerymen in the colony. Richly decorated it was a ceremonial symbol of rank rather than having the practical application of holding cartridges for an officer's pistol. Pouches like this would have been worn by officers inspecting or commanding the guns in the colony of New South Wales at battery locations like Fort Denison and Dawes Point or on parades of mobile guns in the Domain or Hyde Park.

Purchased, 2016, with financial support from Veolia



All photographs by Rob Tuckwell  
Photography



**Flying coat, helmet & goggles, relating to A/166 Cpl Arthur Burkitt Payne, No.1 Squadron, Australian Flying Corps, [Australia], 1916–1919. (2016.17)**

This fleece lined leather flying helmet, aviator's goggles and calf length leather jacket were worn by A/166 Cpl Arthur Burkitt Payne, a mechanical fitter from Sydney who served with No. 1 Squadron AFC in the Middle East from 1916 to 1919. Corporal Payne was mentioned in Sir Edmund Allenby's Dispatches "for distinguished service in connection with mil. [sic 'military'] operations" in January 1918. Although Payne was not commissioned or trained as a pilot, and is listed as a member of the squadron's ground crew, it was not unusual that aircraft fitters flew frequently, both to check their work in aircraft maintenance and repair as well as stand-in air gunners, observers or bombardiers.

Purchased, 2016

**The Lt General Sir Maurice Charles O'Connell Collection (2017.5)**

There are few objects surviving from the earliest decades of European settlement in Australia and each of them must be considered a national treasure. This title sits comfortably as a definition for this collection of material relating to Sir Maurice Charles O'Connell.

The collection, comprising a Lloyd's of London Presentation Sword and certificate, a General Officer's sword and epaulettes, Knighthood awards and pistol set, document over three decades of O'Connell's career. O'Connell landed with Macquarie in 1810 and led the 73rd Regiment tasked with supporting the new governor and putting an end to the Rum Rebellion. Of particular note is the presentation sword awarded by the great international maritime insurer Lloyd's of London to O'Connell as well as his general's sword and knighthood he wore as the first commander of Australia's military forces in the 1830s and up to his death in 1848.

Purchased 2017, with financial support from the NSW Government

**Memorial plaque, diary, notebook and postcards relating to 1693A Cpl James Henry Bartlett, 10th Australian Field Artillery Brigade, 1915–1922. (2016.13)**

Cpl James Henry Bartlett, 10th Australian Field Artillery Brigade, was from the NSW town of Ganmain in the Riverina. Serving on the Western Front he died of gunshot wounds in the closing weeks of the war. This collection includes his diary and training notes as well as silk postcards he sent home.

Gift of John Bartlett, 2016

All photographs by Rob Tuckwell Photography



Hat & collar badges, Imperial Camel Corps (Australia), maker unknown, [Egypt], c.1916. (2016.16)

The Australian battalions of the Imperial Camel Corps (ICC) played a vital role in the defence of the Suez Canal in the face of Ottoman offensives across Sinai in 1916. The badges were unofficial as the soldiers should have been wearing their national general service 'Rising Sun' badge. The Australians within the ICC saw themselves as elite and so commissioned unofficial badges. In reality many of the Australians in the ICC were posted to the corps from parent units as they were soldiers that their officers considered difficult to control and wanted to get rid of. Despite its mixed reputation the ICC distinguished itself in the battles of Romani and Magdhaba in 1916 and the attacks on Gaza in 1917.

Purchased, 2016 with financial support from Veolia



Proto Breathing Mine Rescue Apparatus, Siebe Gorman & Co Ltd, London, England c.1926. (2017.2)

Proto Breathing Apparatus was used in mine rescue in NSW and is similar to that used by the AIF during the First World War for gas rescue and tunnelling rescue missions on the Western Front. It was manufactured by one of the leading companies of breathing apparatus in the world, Siebe Gorman of London who's Proto apparatus was used by both the British and Australian armies.

Gift of The City of Greater Lithgow Mining Museum Inc, 2017

Books (3), *NSW Department of Education Record of Service in Two World Wars, Volumes 1 to 3*, compiled by Thomas Alexander White ex 13 Bn AIF, 1951–1958. (2017.3)

The three volumes of biographical information recording the war service of NSW teachers and Department of Education staff were compiled by retired teacher, principal and Inspector of Schools, Thomas Alexander White, between 1951 and 1958, with research assistance from Arthur Cousins. White was a NSW teacher prior to enlisting during the First World War and became a bombing instructor serving with the 13th Battalion AIF in England and France, eventually being promoted to Captain.

Gift of the NSW Department of Education, 2017

A list of all 2016–17 acquisitions is provided at Appendix 2.



## DOCUMENTATION

The Trustees approved the implementation of a suite of Anzac Memorial Collection management policies on 29 June 2016. Now there are clear procedures to follow to document, catalogue and add new acquisitions to the Memorial's Vernon CMS database before storing.

Over the reporting period 81 objects were acquired from 13 different sources. Fifty-nine of these objects were gifted to the Memorial. The Trustees would like to take this opportunity to thank these supporters for preserving the memory of those who have served in war through remembrance and interpretation. The majority of these acquisitions will go on public display in the new exhibition spaces once the Centenary Project is complete.

Documentation of the existing collection also continued with the priority on objects selected for exhibition in the Anzac Memorial extension.

## COLLECTION MANAGEMENT

The Anzac Memorial's Collection was packed and moved off site prior to the commencement of the Anzac Memorial Centenary Project construction work. A full inventory was made of the Collection prior to leaving the Memorial Building and another was done on arrival at the temporary location. The Collection is now fully housed in conservation approved boxes and envelopes and meets museum best practice standards. This was achieved with the assistance of a museum collection consultant and a Museum Studies university intern.

Cataloguing the artefacts continued with particular focus on new acquisitions, many of which will be displayed in the new exhibition due to open late 2018. A number of potential inward loans for display in the Centenary Project exhibition were sourced, inspected and negotiated. We express our thanks to organisations and institutions including Sydney Living Museums, the Museum of Applied Arts & Sciences, Sydney Hospital Museum, the Royal Australian College of Surgeons Museum, the Army History Unit and the Naval Heritage Unit.

## CONSERVATION

Conservation is an ongoing activity to ensure the Collection is maintained for future generations. The care, management, examination, documentation and storage of the Memorial's objects support the Memorial's conservation program. Conservation consultant Tegan Anthes worked with Memorial staff to develop the Memorial Collection Disaster Management Plan.

During the reporting period basic conservation assessments were completed for incoming objects.

## RESEARCH

The major focus for 2016–17 was the development of the Centenary Project exhibition. An Exhibition Research Officer position was created to assist with the development of the content. As a result work was carried out developing research strategies and gathering information relating to topics and personalities to be featured in the new exhibition space. Extensive research for collection and loan was also completed. Continued monitoring, maintenance and updating of the exhibition matrix has been an important and essential task in the development phase of the Memorial's new exhibition.

The Curatorial and Collections staff continue researching the history of newly acquired objects as part of the acquisitions process.

## TRAINING

Teaching is an important part of the Memorial's commitment to the development of the profession. The Collections staff host a number of volunteers, trainees, and interns each year. The Collections and Content Officer coordinated the internship of a University of Sydney Museum Studies student. The internship lasted 20 days and taught valuable skills relating to collection management, cataloguing, object handling and exhibition research. The student was also able to participate in the stocktake, packing, removal and relocation of the Collection during the temporary move to the Pitt Street offices.

The Collections and Content Officer attended a one-day Museum Pests Workshop run by pest control company, Modified Atmospheres. The workshop focused on the common kinds of pests that can harm museum collections, how to identify signs of a particular pest and what methods should be used to prevent and/or eradicate them from the collection.

The Collections staff also attended workshops run by professional conservation firm, Preservation Australia, that focused on learning practical skills related to the identification, correct handling and preservation techniques of early photographs, basic conservation of paper materials and collection management.

## PUBLIC ENQUIRIES

During the reporting period between 300 and 400 public enquiries were responded to. The types of enquiries included offers of donations, requests for historical information, family history queries and enquiries from the media.

## SENIOR HISTORIAN AND CURATOR

The Memorial's Senior Historian and Curator, Brad Manera, has been active in building the Collection and researching stories to be showcased in the new Centenary Project exhibition spaces.

Mr Manera continues to represent the Anzac Memorial in the printed, electronic and online media and is establishing the Anzac Memorial as a centre for expertise in the military history of this State.



Photographic postcard of a young girl in novelty nurse's costume, 1917. Photograph by Rob Tuckwell Photography

# WEBSITE AND SOCIAL MEDIA COMMUNICATIONS

## WEBSITE

The contemporary, vibrant and informative website is the primary tool to communicate the important stories and messages of the Memorial.

During the reporting period the Memorial's website recorded:

- 24,390 sessions – the average session lasted 2 minutes and 36 seconds
- 17,937 new visitors to the website
- 6,453 website visitors returned
- 74,239 page views
- The page on the site explaining the Centenary Project had 6,020 views.

## SOCIAL MEDIA

Social media offers great opportunities to promote and grow the Memorial's profile and visitor experience. The Office for Veterans Affairs and Memorial staff are hoping to enable more public engagement with the Memorial and the artefacts within its collection.

Social Media is key to increasing community engagement, particularly with the younger demographic, and promoting progress of the Anzac Memorial Centenary Project, Memorial events, programs, artefacts and other Trustee initiatives.

## FACEBOOK [facebook.com/AnzacMemorial](https://www.facebook.com/AnzacMemorial)

The Anzac Memorial Facebook page went live on the evening of Sunday 12 March 2017. The initial 12 March post announcing the launch of the page had a reach of 18.6K: an organic reach of 8,328; 10,332 paid for via a \$50 "boost". 1,684 Facebook users engaged with the post.

By 9 June 2017 the page had 676 "likes" and 692 followers. Six events were published on the page including: RSL & schools remember Anzac; The Anzac Day Commemoration Service; The Aboriginal and Torres Strait Islander Veterans Commemoration Service ; Boer War Commemoration Service; Reserve Forces Day Parade, and the Ceremony to commemorate the Battle of Fromelles.

With support from the NSW Justice Department segments of the Aboriginal and Torres Strait Islander service were live streamed. Albums of photographs, taken at the commemorations, were posted after the events.

## INSTAGRAM [instagram.com/anzac\\_memorial](https://www.instagram.com/anzac_memorial)

In June 2017, the Anzac Memorial's social media presence extended to Instagram to garner public interest in the Anzac Memorial Centenary Project and the Memorial's Collection.

Collection-centric content was posted on Instagram fortnightly and shared on the Anzac Memorial Facebook page. With just five posts uploaded during the reporting period, the Anzac Memorial Instagram profile has secured a following of 42 Instagram users, and has established brand links with the Royal Australian Navy, Australian Army and Royal Australian Air Force, NSW Department of Justice and NSW Service, among others.

Approximately 25% of the Memorial's Instagram followers reacted to posts via likes or comments. The same percentage is again elicited from the Memorial's Facebook followers by virtue of post sharing. The Anzac Memorial Instagram page also facilitates geo- and photo-tagging capabilities, and is frequently tagged in posts by local, national and international visitors.

# CONSUMER REVIEWS

As a service-based organisation, customer feedback is of prime importance to the Anzac Memorial. All feedback received is closely and regularly monitored. With this in mind, the Memorial maintains a feedback register specifically to record complaints. A general file is also maintained to log verbal compliments as well as complaints. Major complaints are dealt with in writing by the Honorary Secretary on behalf of the Trustees. Any complaints requiring escalation are reported directly to the Trustees.

In this reporting period, two minor complaints were received in relation to the Anzac Memorial. (Appendix 4).

The Memorial received 11 written compliments via email and mail for the outstanding delivery of education tours, service to community groups and organisations, as well assisting individuals to conduct a personal commemoration.

*"Thank you so very much for all that you have done. You have truly gone that extra mile. I very much appreciate the pictures, which will be treasured. Please also convey my sincere thanks to Mr Evans for his participation. It is good to see that Australia and especially New South Wales truly appreciates the sacrifices by its servicemen & servicewomen."*

The Anzac Memorial is also receiving feedback through social media. International visitors regularly rate the Anzac Memorial on Trip Advisor. This year, the Memorial retained its Certificate of Excellence for consistently earning great reviews from travellers. The Anzac Memorial stands at position 40 out of 485 things to do in Sydney. During this financial year, 165 visitors commented on the Memorial. One hundred and forty (54%) rated it as excellent and 59 (35% per cent) considered it very good.

**"Peaceful, contemplative and very beautiful.**

It avoids the sensationalism of some and the triumphalism of others. Its restrained elegance, and the silent, sad beauty of the central bronze figure, stretched across his shield in death, never fails to move me."

Reviewed September 2016

**"Australian icon.** A must visit institution for all Australians. The staff here work so hard to keep the Memorial relevant and relay stories of our heritage to every generation."

Reviewed 7 November 2016

**"Iconic monument!!** The monument stands in the middle of Hyde Park, simple in size, but has many meaningful symbols inside and out, and would definitely benefit from the tour guide given by one of the knowledgeable veterans that are happy to help."

Review 18 March 2017

**"Remember the fallen.** Most big cities around the world have their memorials to those who laid down their lives for the generations that followed. Sydney is no different in that the war memorial in Hyde Park is a place of silent contemplation about all those who died protecting and defending this wonderful country which is Australia. Currently being renovated it is and will always be a sanctuary right in the centre of Sydney. Well worth a visit."

Reviewed 14 March 2017

## Services improved/changed in response to suggestions

To improve customer service as a result of feedback, the development and delivery of operational guidelines and a routine review of staff and security has been instigated to ensure a consistent approach to service delivery.

# GENERAL DISCLOSURES

## Overseas travel

In July 2016 Senior Historian Brad Manera, served as the historian/guide for the Premier's Anzac Memorial Scholarship tour of the 1916 battlefields and the commemoration services to mark the centenary of the battles of Fromelles and Pozieres.

## Publications

Manera, B. and Parry, N. *NSW and the Great War* published by Longueville Media, Sydney. 2016. ISBN 100994386370

## Television appearances

The Memorial's Senior Historian Brad Manera served as the episode's historical consultant and presenter for *Who Do You Think You Are?* Season 8, episode 1 – Julia Morris, SBS, September 2016. The series was nominated for a TV Week Logie Best Factual Program Award.

*Artists' Anzac tribute to digger who fought at the Battle of Bullecourt*, *Landline* segment, ABC, by Sean Murphy screened on 23 April 2017. The Senior Historian provided historical research and on-screen commentary

*The Waler: Australia's Great War Horse*, Mago Films 2014, screened on ABC TV, 25 April 2017. The Senior Historian served as historical consultant and presenter.

*Anzac Day Dawn Service and March broadcast*, ABC News 24, 25 April 2017. The Senior Historian served as historical presenter.

Mr Manera also made a number of television and radio appearances to provide historical context for current news events.

## Library occasional lectures

*Sydney Attacked! Japanese Submarines in the Harbour* – a presentation to commemorate the 75th anniversary of the attack on Sydney Harbour by Japanese midget submarines presented by the Senior Historian at the Sutherland Shire Libraries, 1 June 2017.

## Accounts payable

No interest was paid to creditors during this period.

## Government Information (Public Access) Act 2009

No applications for Government Information relating to the Memorial or the Trustees were received in the reporting period.

## Consultants

The Trustees engaged a consultant for a total cost of \$6,300 during the reporting period to provide support for the relocation of the Memorial Collection. No consultancies in excess of \$100,000 were entered into during the reporting period.

## Insurances

Since 1 July 1993, the Treasury Managed Fund has provided unlimited insurance cover for the Memorial and its Trustees in the fields of property, public liability, and other miscellaneous insurance. There were no property claims or public liability or miscellaneous claims made during the reporting period.

## Social justice and equity

The Anzac Memorial strives to provide best practice universal design access for staff, the veteran community and members of the public. Staff are committed to creating an environment that ensures accessibility; and inclusion is factored into planning and delivery of services including physical access and access to information. A disability inclusion action plan has been produced in line with the requirements outlined in the NSW Disability Inclusion Plan 2015 and the *Disability Inclusion Act*.

The Trustees are aware of the principles of cultural diversity and apply them when appropriate. Ethnic communities may apply to the Trustees for approval to use the Memorial for purposes consistent with the provisions of the *Anzac Memorial (Building) Act*.

In 2016–17, the Memorial supported French, Korean, Italian and Greek commemorative services. The Memorial also supported the 10th Anniversary of the Aboriginal and Torres Strait Islander Veterans' Commemorative Service, conducted annually during Reconciliation Week, to ensure Aboriginal and Torres Strait Islander service men and women are appropriately acknowledged and honoured.

Members of the volunteer Corps of Guards are fluent in Indonesian, German, Malay, Dutch, Spanish, and Greek languages.

### **Work health and safety**

The Anzac Memorial is committed to protecting the health, safety and wellbeing of all who visit or work at the site by maintaining a safe environment. We integrate best practice in work, health and safety into all Memorial operations. To ensure continual improvement and with the aim of eliminating work related illness and injury, the Memorial monitors and reviews its health and safety objectives and targets annually.

A review of Work Health and Safety systems was conducted with a consultant from Public Works Advisory to ensure the Memorial's procedures and plans align to those provided by the construction company for the Centenary Project. The aim is to ensure employees, volunteers, contractors and members of the public are not exposed to risk of injury during this phase of construction works.

The Trustees of the Anzac Memorial do not accept bullying behaviour in any form from any of its staff. The Trustees acknowledge and take seriously their obligations under work, health and safety laws, and all other relevant laws and regulations, and their obligation to provide good stewardship of public resources through the maintenance of constructive workplaces. A bullying free workplace policy and supporting procedures were developed in the reporting period.

During 2016–17 one first aid request and two security incidents were reported. Management and staff undertook annual first aid training (including operation of the on-site defibrillator).

### **Risk management activities**

The Memorial conducted its annual review of the Risk Management Plan, Emergency Management Action Plan and Business Continuity Plan. Continued refinement of the risk management framework included the development of an event emergency procedure manual in consultation with Riskworks to guide staff in the event of an emergency situation or critical incident during the Anzac Day Commemorations.

Two quarterly building workplace inspections were held during the reporting period. Fire, evacuation and situational awareness training were completed by staff. Service providers and contractors were required to have valid risk assessments/ documentation prior to working on-site.

### **Internal audit and risk management policy attestation**

As a small agency, the Trustees have been provided with an exemption from Treasury to comply with the Internal Audit and Risk Management policy for the NSW Public Sector (TPP15-03).

### **Heritage management**

The Anzac Memorial was included on the State Heritage Register (SHR) on 23 April 2010 (listing # 01822) in recognition of its heritage significance to NSW. Inclusion on the SHR is an indication that the Memorial is of particular importance to the people of NSW, enriches our understanding of our history and identity, is legally protected as a heritage item under the *NSW Heritage Act* and requires approval from the Heritage Council of NSW for major changes. Further information on the SHR is available at: [http://www.heritage.nsw.gov.au/07\\_subnav\\_04b.htm](http://www.heritage.nsw.gov.au/07_subnav_04b.htm).

The Memorial is also identified as a heritage items in the *Sydney Local Environmental Plan 2005* (No 185 CSHI No 8024, Schedule 8 Central Sydney heritage items, part 1).

The statement of significance included in the SHR listing provides a summary of the identified heritage significance of the Memorial as follows:

*The Anzac Memorial is of historical significance to the State for its embodiment of the collective grief of the people of NSW at the loss of Australian servicemen and women since World War I. It is associated with the landing of Australian troops at Gallipoli on 25 April 1915, since fundraising for the Memorial was established on the first anniversary of the landing. It is also associated with returned servicemen and their organisations including the RSL, which lobbied for the erection of the monument and occupied offices within it. The Anzac Memorial is of State aesthetic significance as a great work of public art which is arguably the finest expression of Art Deco monumentality in Australia. The result of an outstanding creative collaboration between architect Bruce Dellit and sculptor Rayner Hoff, it contains complex symbolic embellishments that reinforce and enhance the commemorative meanings of the building. Its landscape context in Hyde Park was purposefully designed for it by Dellit, including the large Pool of Reflection [originally] lined by poplars. Its positioning on a major axis linked to the Archibald Fountain contributes significantly to the physical character of Hyde Park and the city of Sydney. The Anzac Memorial is of State significance as the largest and most ambitious of the numerous war memorials constructed throughout NSW after the Great War. The Memorial is also representative as NSW's contribution to the group of 'national war memorials', whereby each state capital city developed its own major war memorial in the inter-war period. In this group, the Anzac Memorial is outstanding in its size, integrity, and aesthetic appeal.*

The Government Architect's Office completed a detailed review of the *Anzac Memorial Conservation Management Plan* in 2015 in association with the Centenary Project Development Application. It is proposed this document be further revised after the completion of the Centenary Project.

Photograph by Rob Tuckwell  
Photography

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LEST WE FORGET

# APPENDIX 1

## EVENTS AND COMMEMORATION SERVICES

2016	Events and commemorative services
3 July	Reserve Forces Day Parade
13 July	Premier's Anzac Memorial Scholars Western Front Service
16 July	Legacy Youth Western Front Tour Commemoration
19 July	100th Anniversary Commemoration Ceremony of the Battle of Fromelles
22 July	Korean War Veterans Association Commemoration of the Battle of Samichon River
20 August	Premier's Launch of the Anzac Memorial Centenary Project
29 September	War Widows' Guild and Partners of Veterans Association Commemoration to mark the Vietnam War
20 October	Commonwealth Department of Veterans Affairs Vietnam War Wreath-Laying Service
28 October	Greek Consulate Service for Oxi Day
11 November	Remembrance Day Service
19 November	Legion of Honour, France, Presentation
5 December	Mayor of Arras, France, Wreath-Laying Service
30 December	Minister Didier Reynders, Belgian Deputy Prime Minister and Minister of Foreign Affairs, Wreath-Laying Service
2017	
26 January	RSL Australia Day
18 February	Commanding Officer of ITS Carabinieri, Italian Navy Wreath-Laying Service
22 February	Senator Roberta Pinotti, Italian Minister of Defence Wreath-Laying Service
5 April	RSL NSW Schools Remember Anzac Service
8 April	Tumut High School Anzac Scholars
9 April	450 Squadron RAAF 76th Anniversary of Departure Commemoration
25 April	Anzac Day Service
26 May	Aboriginal and Torres Strait Islander Veterans' Service
29 April	Timor-Leste Veterans' Service
28 May	Boer War Day Commemoration Service
11 June	Cumberland RSL Sub-Branch, Commemoration of the War in Afghanistan
18 June	l'Association nationale des membres de l'Ordre national du Mérite (France) Wreath-Laying Service

# APPENDIX 2

## ACQUISITIONS JULY 2016 to JUNE 2017

July – Dec 2016 Acquisitions	
2016.10	Charm bracelet, relating to Nonie Thompson (nee Sparling) and NX126042 Lindsay Cuddington 2/17 Battalion, Sydney and New Guinea, various makers, 1939–1945. Gift of Coralie Eirth, 2016
2016.11	Surgical instruments in case, JH Montague, London, England, 1917. Gift of Dr Robert Ward Smith OAM, 2016
	Matron Alice Cashin's Medals and Badges comprising:
	2016.12.1 Medal, Royal Red Cross and Bar, Awarded to Matron Alice Cashin, Garrard & Co. Ltd, London, England, 1914–1918. In original case.
	2016.12.2 Medal Group (3), 1914 Star, British War Medal 1914-1920, Victory Medal with 2 Mentioned in Dispatches oak leaves, awarded to Matron Alice Cashin, Australia/ England 1914–1918. Clasps for Mention in Dispatches.
	2016.12.3 Miniature Medal Group (3), 1914 Star and Bar, British War Medal 1914–1920, Victory Medal with Mentioned in Dispatches oak leaves, awarded to Matron Alice Cashin, Australia/ England 1914–1918.
	2016.12.4 Miniature Medal, 1914–1915 Star without ribbon, Matron Alice Cashin, maker unknown, Australia/ England 1914–1920.
2016.12	2016.12.5 Medal and Ribbon, Queen Alexandra's Imperial Military Nursing Service Reserve, awarded to Matron Alice Cashin, Carrington & Co. London, England, 1914–1918.
	2016.12.6 Badge, Queen Alexandra's Imperial Military Nursing Service Reserve, awarded to Matron Alice Cashin, Carrington & Co. London, England, 1914–1918.
	2016.12.7 Collar Badges (2), Queen Alexandra's Imperial Military Nursing Service Reserve, awarded to Matron Alice Cashin, [J.R. Gavin], London, England, 1914–1918.
	2016.12.8 Badge, Rising Sun, metal alloy, Matron Alice Cashin, maker unknown, [Egypt,] 1914–1918. Unofficial manufacturer.
	2016.12.9 Badge, Australasian Trained Nurses Association, awarded to Matron Alice Cashin, A.W. Hare, Australia, 1901.
	2016.12.10 Badge, Australian Army Nursing Service 1916, Matron Alice Cashin, P.J. King, Australia, 1916. Gift of Jennifer Furness & Lyndell Ford, 2016.
	James Henry Bartlett collection comprising:
	2016.13.1 Memorial plaque. Bronze. James Henry Bartlett maker unknown, United Kingdom, c.1922.
	2016.13.2 Diary, James Henry Bartlett, paper, maker unknown, [Australia], 1915–1918.
	2016.13.3 Notebook, James Henry Bartlett, paper and cardboard, maker unknown, [England], 1918.
	2016.13.4 Postcard photograph, James Henry Bartlett, cardboard, maker unknown, France, 1918.
	2016.13.5 Postcard, 'To my dear Wife', Edward Richard Rennie, cardboard and silk, maker unknown, France, 1917.
	2016.13.6 Postcard, 'To My Dear Mother, Father & Will', James Henry Bartlett, cardboard, maker unknown, France, 1916.
	2016.13.7 Christmas Card, 'Christmas Greetings', James Henry Bartlett, paper, cardboard and silk, maker unknown, France, 1916.
	2016.13.8 Christmas Card, 'Christmas Greetings', James Henry Bartlett, paper, cardboard and silk, maker unknown, France, 1916.
2016.13	2016.13.9 Postcard, 'Happy New Year', James Henry Bartlett, cardboard and silk, maker unknown, France, 1916.
	2016.13.10 Postcard, 'Happy New Year', James Henry Bartlett, cardboard and silk, maker unknown, France, 1916.
	2016.13.11 Postcard, 'A Happy Christmas From Your Loving Son', James Henry Bartlett cardboard and silk, maker unknown, France, 1917.
	2016.13.12 Postcard, 'To My Dear Wife', Edward Richard Rennie, cardboard and silk, [Vise], France, 1918.
	2016.13.13 Postcard, 'God Be With You Till We Meet Again', Edward Richard Rennie, cardboard and silk, maker unknown, France, 1918.
	2016.13.14 Postcard, 'To my Dear Wife', Edward Richard Rennie, cardboard and silk, maker unknown, France, 1918.
	2016.13.15 Postcard, 'Dinna Forget the Lass ye Loe', Edward Richard Rennie, cardboard and silk, maker unknown, France, 1918.
	2016.13.16 Postcard, 'To My Dear Wife', Edward Richard Rennie, cardboard and silk, maker unknown, Paris, France, [1917–1919]. Gift of John Bartlett, 2016

continued

July – Dec 2016 Aquisitions	
2016.14	Helmet, NSW Military Forces Foreign Service, cork, cotton, metal & leather, C Anderson, Sydney, Australia, c1885. Purchased with financial support from Veolia, 2016
2016.15	New South Wales Artillery Pouch: 2016.15.1 Officer's Crossbelt Pouch, NSW Artillery, metal & leather, maker unknown, [England], c1860. 2016.15.2 Buckle for cross strap, metal, maker unknown, [England], c1860. Purchased with financial support from Veolia, 2016.
2016.16	Imperial Camel Corps Badges: 2016.16.1 Hat badge, Imperial Camel Corps – Australia, brass, maker unknown, [Egypt], c1916. 2016.16.2 Collar badge, Imperial Camel Corps – Australia, brass, maker unknown, [Egypt], c1916. Purchased with financial support from Veolia, 2016.
2016.17	Australian Flying Corps Flying Suit comprising: 2016.17.1 Flying Coat, Cpl Arthur Burkitt Payne, No.1 Squadron, Australian Flying Corps, leather, maker unknown, [Australia], 1916–1919. 2016.17.2 Flying Helmet, Cpl Arthur Burkitt Payne, No.1 Squadron, Australian Flying Corps, leather, maker unknown, [Australia], 1916–1919. 2016.17.3 Flying Goggles, Cpl Arthur Burkitt Payne, No.1 Squadron, Australian Flying Corps, glass, maker unknown, [Australia], 1916–1919. Purchased, 2016.
2016.18	Medical Books: 2016.18.1 Booklet, Australian War Pharmacopoeia 1942, The Medical Equipment Control Committee, HE Daw Government Printer, Melbourne, 1942. 2016.18.2 Book, Royal Prince Alfred Hospital Pharmacopoeia 1944, Simmons Ltd, Glebe, Sydney, 1944. Gift of Dr James H Robertson, 2016.
Jan – Jun 2017 Aquisitions	
2017.1	Photograph Collection of Anzac Day, London, 1919 comprising: 2017.1.1 Photograph, black and white, AIF brass band marching in London, Anzac Day 1919, paper, The Central News Ltd, London, England, 1919. 2017.1.2 Photograph, black and white, AIF mounted troops riding in London, Anzac Day 1919, paper, The Central News Ltd, London, England, 1919. 2017.1.3 Photograph, black and white, AIF troops marching in London past Prince of Wales, WM Hughes & Sir Douglas Haig, Anzac Day 1919, paper, The Central News Ltd, London, England, 1919. 2017.1.4 Photograph, black and white, AIF troops marching past the Prince of Wales and WM Hughes, Anzac Day 1919, paper, The Central News Ltd, London, England, 1919. 2017.1.5 Photograph, black and white, AIF troops marching past Australia House, London and the Prince of Wales, WM Hughes, Sir Douglas Haig and Prince Albert, Anzac Day 1919, paper, The Central News Ltd, London, England, 1919. 2017.1.6 Photograph, black and white, AIF brass band marching past Australia House, London, paper, The Central News Ltd, London, England, 1919. 2017.1.7 Photograph, black and white, AIF troops marching past Australia House, London, Anzac Day 1919, paper, The Central News Ltd, London, England, 1919. 2017.1.8 Photograph, black and white, AIF troops marching along Fleet Street, London, Anzac Day 1919, paper, The Central News Ltd, London, England, 1919. 2017.1.9 Photograph, black and white, mounted AIF troops riding along Fleet Street, London, Anzac Day 1919, paper, L.N.A. London, England, 1919. 2017.1.10 Photograph, black and white, AIF troops standing on and around the Gladstone Memorial, The Strand, London, Anzac Day 1919, paper, L.N.A. Photo, London, England, 1919. 2017.1.11 Postcard photograph, black and white portrait of AIF Light Horse soldier possibly E.E. Swan, paper, maker and origin unknown, 1914–1918. 2017.1.12 Postcard photograph, black and white portrait of three 1st Division AIF artillery soldiers, Keith Forsyth, Percy and [EH], paper, maker unknown, Salisbury, England, 1917. 2017.1.13 Postcard photograph, black and white portrait of man in civilian dress, paper, The Swiss Studios, Sydney, Australia, [1910–1920]. 2017.1.14 Photograph, black and white, four soldiers with monkeys and kangaroo, paper, maker unknown, [Egypt], 1914–1918. 2017.1.15 Photograph, black and white, group of soldiers, paper, maker unknown, [France], 1914–1918. 2017.1.16 Booklet. <i>At The Front</i> , leather & paper, Frederick Warne & Co, London, 1916. Gift of Pam Churchman, 2017.

continued

Jan – Jun 2017	Aquisitions
2017.2	Proto Breathing Mine Rescue Apparatus, Siebe Gorman & Co Ltd, London, England c1926. Gift of The City of Greater Lithgow Mining Museum Inc, 2017.
2017.3	NSW Department of Education Books: 2017.3.1 Book, <i>New South Wales Department of Education Record of Service in Two World Wars</i> , Volume 1 of 3, the First World War, compiled by Thomas Alexander White ex 13 Bn AIF, 1951–1958. 2017.3.2 Book, <i>New South Wales Department of Education Record of Service in Two World Wars</i> , Volume 2 of 3, the Second World War, compiled by Thomas Alexander White ex 13 Bn AIF, 1951–1958. 2017.3.3 Book, <i>New South Wales Department of Education Record of Service in Two World Wars</i> , Volume 3 of 3, compiled by Thomas Alexander White ex 13 Bn AIF, 1951–1958. Gift of the NSW Department of Education, 2017.
2017.4	Convalescent Ties and Books: 2017.4.1 Tie, convalescent's hospital issue, red, Department of Defence stamp, [England], 1916. 2017.4.2 Tie, convalescent's hospital issue, red, Department of Defence stamp, [England], 1918. 2017.4.3 Booklet, <i>Australians In Action: The Story of Gallipoli</i> , Department of Public Instruction, NSW, Australia, 1915. 2017.4.4 Book, <i>Memorial To The Late Lt. Col. GF Braund VD MLA and Sergt. ER Larkin, MLA</i> , WA Gullick (Govt Printer), NSW, Australia, 1916. Gift of Paul Mitrovitch, 2017.
2017.5	Lieutenant General Sir Maurice Charles O'Connell Collection comprising: 2017.5.1 Sword in scabbard, Lloyd's Patriotic Fund, R Teed, London, 1805. Presented to Captain Maurice Charles O'Connell, 1st West India Regiment, worn as Lt Governor of NSW 1810–1814. 2017.5.2 Certificate, Lloyd's Patriotic Fund, E Scriven (engraver), London, 1805. Presented to Captain Maurice Charles O'Connell, 1st West India Regiment. In envelope. 2017.5.3 Sword in scabbard, Mameluke, William IV period General Officer's, Pattern 1831, England, c.1831. Worn by Lieutenant General Sir Maurice O'Connell, Commander of NSW Forces, 1838–1847, worn in portrait by William Nicholas, c1847. 2017.5.4 Sword in scabbard, tulwar, maker unknown, India, [c1814–1821]. 2017.5.5 Pistols (2) in case, Prosser, London, 1770-1820. Cedar case contains pistols, brass oil bottles, powder flask, ivory jar and nipple, cap tin, bullet moulds, screw driver. O'Connell crest on pistols and case. Used by Lieutenant General Sir Maurice O'Connell, Commander of NSW Forces, 1838–1847. 2017.5.6 Epaulettes in tin, General Officer's, maker unknown, c.1830 in original shaped metal tin. Worn by Lieutenant General Sir Maurice O'Connell, Commander of NSW Forces, 1838–1847, worn in portrait by William Nicholas, c1847. 2017.5.7 Award, The Royal Guelphic Order, Knight Commander Star (Military), silver, worn as brooch, George Knaver, Hannover, c.1835. Worn by Lieutenant General Sir Maurice O'Connell, Commander of NSW Forces, 1838–1847, worn in portrait by William Nicholas, c1847, in custom made case with other awards. 2017.5.8 Award, The Royal Guelphic Order, Knight Commander Star (Military), bullion & cloth, sewn to jacket, George Knaver, Hannover, c1835. Worn by Lieutenant General Sir Maurice O'Connell, Commander of NSW Forces, 1838–1847, in custom made case with other awards. 2017.5.9 Award, The Royal Guelphic Order, Knight Commander Star (Military), silver, neck badge on ribbon, George Knaver, Hannover, c1835. Worn by Lieutenant General Sir Maurice O'Connell, Commander of NSW Forces, 1838–1847, in custom made case with other awards. 2017.5.10 Framed portrait copy, Lieutenant General Sir Maurice O'Connell, after the portrait by William Nicholas, c1847, now in National Library of Australia collection. 2017.5.11 Framed portrait copy, Lady Mary O'Connell after the portrait by William Nicholas, c.1847, now in National Library of Australia collection. 2017.5.12 Framed copy of original certificate for Lloyd's Patriotic Sword presentation. 2017.5.13 Framed labels (3), biographical history of Lieutenant General Sir Maurice O'Connell. 2017.5.14 Label panel, large theme label mounted on foam core about Maurice O'Connell featuring graphics of the Nicholas portrait and a newspaper clipping from Sydney Gazette dated 11 January 1812. 2017.5.15 Book, "Unbroken Service – The History of Lloyd's Patriotic Fund 1803-2003", by Charles Messenger, Lloyd's Patriotic Fund, London, 2003. Object File Labels (10), paper on card, for each of the objects in the O'Connell Collection. Purchased with financial support from the NSW Government, 2017.

# APPENDIX 3

## STAFFING

### Ongoing and temporary staff by gender

Roles	2016–17			2015–16		
	female	male	total	female	male	total
Ongoing full-time		4	4		5	5
Ongoing part-time		1	1		2	2
Temporary full-time	1	1	2		1	1
Temporary part-time	2		2	3		3
Casual	2	2	4	2	2	4
<b>Total</b>	<b>5</b>	<b>8</b>	<b>13</b>	<b>5</b>	<b>10</b>	<b>15</b>

### Staff by profile

Position	2016–17	2015–16
Senior Historian and Curator	1	1
Senior Operations Coordinator	1	2
Property Manager	1	1
Collection and Content Officer <sup>1</sup>	1	1
Exhibitions and Research Officer	1	
Memorial Guides (full-time)	2	3
Memorial Guides (part-time)	2	3
Memorial Guides (casual)	4	4

<sup>1</sup> The Collection and Content Officer position is currently funded by the Anzac Memorial Centenary Project

### Anzac Memorial staff

Brad Manera	Senior Historian and Curator
Belinda Mitrovich	Senior Operations Coordinator
Michael Trenear	Property Manager
Michael Lea	Collection and Content Officer
Jacqueline Grady	Exhibitions and Research Officer (commenced 16.1.17)
Patrick Holmes	Memorial Guide (until 15.8.16)
Ryan Tracy	Memorial Guide
Michael Wilson	Memorial Guide
David Evans	Memorial Guide (part-time)
Maureen Clack	Memorial Guide (part-time)
Anthony Scott	Memorial Guide (part-time until 29.7.16)
Kerrin Lovell	Memorial Guide (casual)
John Gallagher	Memorial Guide (casual)
Lorraine Simpson	Memorial Guide (casual)
Geoffrey Turner	Memorial Guide (casual)

### Anzac Memorial Corp of Guards 2016–17

Julio Cibilis	Lou Kaminski
Graham Cole	Bill Kotsovolos
Chaplain Bob Durbin	Carolyn McMahon
David Evans	Fran O'Donohoe
Iain Finlay	Chris Perrin
Bob Hall	Pam Richardson
Ian Hallenan	Anthony Sider
David Howells	Rosemary Stockley
Janet Golding	Robert Wakeling
Douglas James	Richard Warburton
Alan Johnson	Frank Wilcomes

# APPENDIX 4

## CONSUMER RESPONSE

Table 1. Anzac Memorial complaint feedback in 2016–17 59

Complaints/ suggestions by feedback subject	Number of complaints/ suggestions
Feedback provided by members of the public relating to interactions with on-site security	1
Memorial closure	1

Table 2. Anzac Memorial compliment feedback in 2016–17

Compliments by feedback subject	Number of compliments
Staff service external groups, including email and written correspondence from schools	10

Table 3. Trip Advisor ratings received during the financial year – total of 165

Rating	Number
● ● ● ● ●	89
● ● ● ●	59
● ● ●	16
● ●	0
●	1



Memorial Guide David Evans.  
Photograph by Kerrin Lovell



# INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS



## INDEPENDENT AUDITOR'S REPORT

### The Trustees of the Anzac Memorial Building

To Members of the New South Wales Parliament

#### Opinion

I have audited the accompanying financial statements of the Trustees of the Anzac Memorial Building (the Entity), which comprise the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Entity as at 30 June 2017, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

#### The Trustees' Responsibility for the Financial Statements

The Trustees are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Trustees determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees must assess the Entity's' ability to continue as a going concern except where the Entity will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

### **Auditor's Responsibility for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

My opinion does *not* provide assurance:

- that the Entity carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis  
Director, Financial Audit Services

20 October 2017  
SYDNEY

# FINANCIAL STATEMENTS

## The Trustees of the Anzac Memorial Building

Financial statements for the year ended 30 June 2017

**Statement in accordance with S41C(1B) and (1C) of the Public Finance and Audit Act, 1983 and under Clause 7 of the Public Finance and Audit Regulation 2015**

In accordance with a resolution of the members of The Trustees of the Anzac Memorial Building, we declare on behalf of the Trustees that in our opinion:

- 1 The accompanying financial statements and notes thereon exhibit a true and fair view of the financial position of The Trustees of the Anzac Memorial Building as at 30 June 2017 and financial performance for the year then ended.
- 2 The financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Accounting Interpretations), the requirements of the *Public Finance and Audit Act 1983*, the Public Finance and Audit Regulation 2015 and the Treasurer's Directions.
- 3 As at the date of signing this statement, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Signed in accordance with the resolution of the Trust members.



Brigadier Paul O'Sullivan, AM, MBE (Retd)  
Veteran Representative Trustee  
The Trustees of the Anzac Memorial Building

20 October 2017



Mr Peter Poulet  
Member  
The Trustees of the Anzac Memorial Building

20<sup>th</sup> October 2017

**The Trustees of the Anzac Memorial Building**  
**Statement of comprehensive income for the year ended 30 June 2017**

	Notes	2017	2016
		\$	\$
<b>Expenses excluding losses</b>			
Operating expenses			
Personnel service expense	2(a)	774,261	-
Employee related	2(b)	-	903,593
Other operating expenses	2(c)	922,118	1,135,229
Depreciation	2(d)	145,649	177,319
<b>Total Expenses excluding losses</b>		<u><b>1,842,028</b></u>	<u><b>2,216,141</b></u>
<b>Revenue</b>			
Contribution from NSW Government	3(a)	1,609,996	17,159,996
Investment revenue	3(b)	239,952	139,481
Other revenue	3(c)	505,136	395,980
<b>Total Revenue</b>		<u><b>2,355,084</b></u>	<u><b>17,695,457</b></u>
<b>Gain / (loss) on disposal</b>	4	<b>(1,419,722)</b>	-
<b>Net result</b>		<u><b>(906,666)</b></u>	<u><b>15,479,316</b></u>
<b>Other comprehensive income</b>			
<b>TOTAL COMPREHENSIVE INCOME</b>		<u><b>(906,666)</b></u>	<u><b>15,479,316</b></u>

*The accompanying notes form part of these financial statements.*

**The Trustees of the Anzac Memorial Building**  
**Statement of financial position as at 30 June 2017**

	Notes	2017 \$	2016 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	9,030,452	20,776,726
Receivables	6	101,004	132,450
Inventories	7	-	578
Prepayment	8	1,415,730	-
<b>Total Current Assets</b>		<b><u>10,547,186</u></b>	<b><u>20,909,754</u></b>
<b>Non-Current Assets</b>			
Property, plant and equipment			
- Land and building	9 & 10	44,554,090	35,431,630
- Plant and equipment	9 & 10	104,700	113,336
- Memorial collection	9 & 10	695,603	477,603
<b>Total Non-Current Assets</b>		<b><u>45,354,393</u></b>	<b><u>36,022,569</u></b>
<b>Total Assets</b>		<b><u>55,901,579</u></b>	<b><u>56,932,323</u></b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	11	41,273	162,941
Provisions	12	260,779	263,189
<b>Total Current Liabilities</b>		<b><u>302,052</u></b>	<b><u>426,130</u></b>
<b>Non-Current Liabilities</b>			
Provisions	12	8,923	8,923
<b>Total Non-Current Liabilities</b>		<b><u>8,923</u></b>	<b><u>8,923</u></b>
<b>Total Liabilities</b>		<b><u>310,975</u></b>	<b><u>435,053</u></b>
<b>Net Assets</b>		<b><u>55,590,604</u></b>	<b><u>56,497,270</u></b>
<b>EQUITY</b>			
Reserves		22,591,143	22,591,143
Accumulated funds		32,999,461	33,906,127
<b>Total Equity</b>		<b><u>55,590,604</u></b>	<b><u>56,497,270</u></b>

*The accompanying notes form part of these financial statements.*

**The Trustees of the Anzac Memorial Building**  
**Statement of changes in equity for the year ended 30 June 2017**

	Notes	Accumulated Funds \$	Asset Revaluation Surplus \$	Total \$
<b>Balance at 1 July 2016</b>		<b>33,906,127</b>	<b>22,591,143</b>	<b>56,497,270</b>
<b>Net result for the year</b>		<u>(906,666)</u>	-	<u>(906,666)</u>
<b>Other comprehensive income</b>				
<b>Total comprehensive income for the year</b>		<u>(906,666)</u>	-	<u>(906,666)</u>
<b>Balance at 30 June 2017</b>		<u><b>32,999,461</b></u>	<u><b>22,591,143</b></u>	<u><b>55,590,604</b></u>
<b>Balance at 1 July 2015</b>		<b>18,426,811</b>	<b>22,591,143</b>	<b>41,017,954</b>
<b>Net result for the period</b>		<u>15,479,316</u>	-	<u>15,479,316</u>
<b>Other comprehensive income</b>				
<b>Total comprehensive income for the year</b>		<u>15,479,316</u>	-	<u>15,479,316</u>
<b>Balance at 30 June 2016</b>		<u><b>33,906,127</b></u>	<u><b>22,591,143</b></u>	<u><b>56,497,270</b></u>

*The accompanying notes form part of these financial statements.*

**The Trustees of the Anzac Memorial Building**  
**Statement of cash flows for the year ended 30 June 2017**

	Notes	2017 \$	2016 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Personnel service expenses		(811,955)	-
Employee related		-	(751,312)
Other		<u>(3,592,087)</u>	<u>(1,815,030)</u>
<b>Total Payments</b>		<u><b>(4,404,042)</b></u>	<u><b>(2,566,342)</b></u>
<b>Receipts</b>			
Contribution from NSW Government	3(a)	1,609,996	17,159,996
Interest received		209,775	96,732
Other		<u>1,705,193</u>	<u>540,762</u>
<b>Total Receipts</b>		<u><b>3,524,964</b></u>	<u><b>17,797,490</b></u>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	14	<u><b>(879,078)</b></u>	<u><b>15,231,148</b></u>
<b>CASH FLOW USED IN INVESTING ACTIVITIES</b>			
Purchases of property, plant and equipment		<u>(10,867,196)</u>	<u>(2,540,416)</u>
<b>NET CASH FLOWS USED IN INVESTING ACTIVITIES</b>		<u><b>(10,867,196)</b></u>	<u><b>(2,540,416)</b></u>
<b>NET INCREASE / (DECREASE) IN CASH</b>		(11,746,274)	12,690,732
Opening cash and cash equivalents		<u>20,776,726</u>	<u>8,085,994</u>
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	5	<u><u><b>9,030,452</b></u></u>	<u><u><b>20,776,726</b></u></u>

*The accompanying notes form part of these financial statements.*



**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

(a) Reporting entity

The Trustees of the Anzac Memorial Building is administered by a Board of Trustees appointed under the Anzac Memorial (Building) Act 1923. The financial statements cover The Trustees of the Anzac Memorial Building as an individual entity (the "entity"). The entity is domiciled in New South Wales.

The Trustees of the Anzac Memorial Building is a not for profit entity and it has no cash generating units. The entity is considered a going concern on the basis of the support provided by the NSW Government.

These financial statements for the year ended 30 June 2017 have been authorised for issue by the Trustees on 20 October 2017.

(b) Basis of preparation

The entity's financial statements are general purpose financial statements which have been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015* and
- the Financial Reporting Directions issued by the Treasurer.

Property, plant and equipment are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are expressed in Australian currency.

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) Insurance

The entity's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claim experience.

(e) Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- the amount of GST incurred by the entity as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense and
- receivables and payables which are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

**(f) Personnel Services Expense**

On 1 July 2016 the entity's staff became employees of the Department of Premier and Cabinet and were charged to the entity through a personnel services arrangement. There is no prior year comparative as staff were employees of the entity during 2015-16. A current liability exists which includes all employee related entitlements. As at 1 April 2017, the Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2017 transferred these staff to the Department of Justice.

**(g) Income recognition**

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

**(i) Grants and contributions**

Grants and contributions are generally recognised as income when the entity obtains control over the assets comprising the grant/contribution. Control is normally obtained upon receipt of cash.

**(ii) Investment revenue**

Interest revenue is recognised using the effective interest method as set out in *AASB 139 Financial Instruments: Recognition and Measurement*.

**(h) Assets**

**(i) Acquisition of assets**

Assets acquired are initially recognised at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

**(ii) Capitalisation thresholds**

Property, plant and equipment costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

**(iii) Revaluation of property, plant and equipment**

Property, plant and equipment are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer Note 9 and Note 10 for further information regarding fair value.

The entity revalues each class of property, plant and equipment at least every three years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluation of land, building and memorial collection was on 30 April 2015 and plant and equipment was on 30 June 2015. This was based on independent assessments.

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators/indices suggest fair value may differ materially from carrying value. An interim formal revaluation is performed by external professionally qualified valuers when the cumulative changes in indicators/indices exceed 20%. Scott Fullarton Valuations Pty Ltd were engaged to undertake a desktop valuation of land and buildings as at 30 April 2017, however the changes to asset carrying values were not considered material and they were not adjusted.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to 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 in the net result, the increment is recognised immediately as revenue in the net result.

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

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the revaluation surplus in respect of that asset is transferred to accumulated funds.

(iv) Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried

**The Trustees of the Anzac Memorial Building  
Notes to the financial statements for the year ended 30 June 2017**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

at fair value, impairment can only arise in the rare circumstances where the costs of disposal are material. Specifically, impairment is unlikely for not-for-profit entities given that AABS 136 modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

(v) Depreciation of property, plant and equipment

Except for the heritage components of the building, depreciation is provided for on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

All material separately identifiable components of assets are depreciated over their useful lives.

Land is not a depreciable asset. Depreciation has not been charged in respect of the heritage components of the building in view of the high level of funds expended in the restoration and continuing maintenance of the building. It is considered that no economic benefits contained in the heritage components of the building would have been consumed in any part of the year and there is an intention to preserve heritage assets indefinitely. Depreciation has also not been charged in respect of Memorial Collection due to the funds being expended on the restoration and maintenance.

The following depreciation rates have been determined for each class of assets:

Plant and equipment	10% to 17%
Separately depreciable components of the building	1.67% to 6.67%

(vi) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(vii) Receivables

Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(viii) Inventories

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(i) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to the entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(ii) Employee benefits and other provisions (Personnel Services)

Salaries and wages, annual leave, sick leave and on-costs

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the services are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted). Actuarial advice obtained by Treasury has confirmed that the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Long service leave and superannuation

The entity's liabilities for long service leave are measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 15/09) to employees with five or more years of service, using current rates of pay escalated by expected pay increase and the Australian Government 10 year bond daily rate.

Payments to defined contribution superannuation plans are recognised as an expense when employees have rendered service entitling them to the contributions.

Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of superannuation, payroll tax and workers' compensation insurance premiums.

*(j)* Fair value hierarchy

A number of the entity's accounting policies and disclosures require the measurement of fair values, for non-financial assets. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 – quoted prices in active markets for identical assets that the entity can access at the measurement date.
- Level 2 – inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs)

The entity recognises transfers between level of the fair value hierarchy at the end of the reporting period during which the change has occurred.

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

Refer Note 10 for further disclosures regarding fair value measurements of non-financial assets.

(k) Equity and reserves

(i) Revaluation surplus

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the entity's policy on the revaluation of property, plant and equipment as discussed in note 1(g) (iii).

(ii) Accumulated Funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

(l) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2016-17

The accounting policies applied in 2016-17 are consistent with those of the previous financial year except for the following new or revised Australian Accounting Standards that have been applied for the first time in 2016-17.

*AASB 124, Related Party Disclosures.* The Trustees of The Anzac Memorial Buildings has implemented this Standard, as per the guidelines from Treasury Circular 16-12 and has issued questionnaires to key management personnel.

*AASB 2015-7, Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities.* This Standard relieves not-for-profit public sector entities from a number of disclosures for assets that are held for their current service potential rather than to generate future net cash inflows. This amendment does not have a material impact on The Trustees of The Anzac Memorial Buildings.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following Australian Accounting Standards issued but not effective have been assessed for impact on The Trustees of The Anzac Memorial Buildings.

*AASB 16, Leases* will be effective for annual reporting periods beginning on or after 1 January 2019. The Standard introduces a new approach to lease accounting that requires a lessee to recognise assets and liabilities for the rights and liabilities created by leases. The Trustees of The Anzac Memorial Buildings is unable to assess the impact of this Standard at this stage, but an assessment will be completed closer to the reporting period 2019-20.

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

The following new Australian Accounting Standards have not been applied and are not yet effective.

- AASB 9 *Financial Instruments* (effective 1 January 2018)
- AASB 15, AASB 2014-5, AASB 2015-8 and 2016-3 regarding *Revenue from Contracts with Customers* (effective 1 January 2018)
- AASB 16 *Leases* (effective 1 January 2019)
- AASB 1058 *Income of Not-for-profit Entities* (effective from annual reporting periods on or after 1 January 2019)
- AASB 2016-1 *Amendments to Australian Accounting Standards – Recognition of Deferred Tax Assets for Unrealised Losses* (effective from annual reporting periods on or after 1 January 2017)
- AASB 2016-2 *Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* (effective from annual reporting periods on or after 1 January 2017)
- AASB 2016-4 *Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities* (effective from annual reporting periods on or after 1 January 2017)
- AASB 2016-5 *Amendments to Australian Accounting Standards – Classification and Measurement of Share-based Payment Transactions* (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-6 *Amendments to Australian Accounting Standards – Applying AASB 9 with AASB 4 Insurance Contracts* (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-7 *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities* (effective from annual reporting periods on or after 1 January 2018)
- AASB 2016-8 *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities* (effective from annual reporting periods on or after 1 January 2019)
- AASB 2017-1 *Amendments to Australian Accounting Standards – Transfer of investment Property, Annual Improvements 2014-2016 Cycle and Other Amendments* (effective from annual reporting periods on or after 1 January 2019)
- AASB 2017-2 *Amendments to Australian Accounting Standards – Further Annual Improvements 2014-2016 Cycle* (effective from annual reporting periods on or after 1 January 2017)
- Interpretation 22 *Foreign Currency Transactions and Advance Consideration* (effective from annual reporting periods on or after 1 January 2018)

The entity anticipates that the adoption of these Standards in the period of initial application will have no material impact on the financial statements.

*(m)* Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

*(n)* Income tax

The entity is exempt from income tax.

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

	2017	2016
	\$	\$
<b>2 Expenses Excluding Losses</b>		
<b>(a) Personnel service expenses (refer Note 1.(f))</b>		
Salaries and wages (including annual leave)	602,856	-
Superannuation	87,765	-
Long service leave	26,588	-
Payroll Tax	57,052	-
	<b>774,261</b>	<b>-</b>
<b>(b) Employee related expenses</b>		
Salaries and wages (including annual leave)	-	768,731
Superannuation	-	73,432
Long service leave	-	50,557
Payroll Tax	-	10,873
	<b>-</b>	<b>903,593</b>

The personnel service expenses of \$220,367 (2016: employee related expenses \$119,300) has been capitalised as part of the Anzac Memorial Centenary Project costs under the property, plant and equipment and therefore excluded from the above.

<b>(c) Other operating expenses</b>		
Fees for services	18,079	65,817
Security services	503,037	472,388
Maintenance	43,172	96,866
Insurance	64,570	65,940
Electricity, telephone and water	20,152	27,044
Cleaning	54,586	54,717
Audit fees	34,700	31,000
Printing and stationery	3,453	5,395
Supplies and materials	263	-
Food and catering	476	463
In-kind expense*	102,000	186,698
Other	77,630	128,901
	<b>922,118</b>	<b>1,135,229</b>

	2017	2016
<b>*In-Kind Services:</b>		
1 NSW Government Architect's Office for heritage building management and works oversight	-	24,298
2 City of Sydney for a large portion of the park grounds surrounding the Memorial	62,000	122,400
3 Office of Sport for the administrative services *	40,000	40,000
<b>Total In-Kind Services</b>	<b>102,000</b>	<b>186,698</b>
* The Department of Premier and Cabinet (DPC) pays the Office of Sport \$40,000 to provide services to the entity.		

<b>(d) Depreciation</b>		
Buildings - Depreciable assets	137,014	164,755
Plant and Equipment	8,635	12,564
	<b>145,649</b>	<b>177,319</b>



**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

	<b>2017</b>	<b>2016</b>																								
	<b>\$</b>	<b>\$</b>																								
<b>3 Revenue</b>																										
<b>(a) Contributions</b>																										
Contribution from NSW Government	1,609,996	1,479,996																								
Contribution from NSW Government for Anzac Memorial Centenary capital project	-	15,680,000																								
	<u>1,609,996</u>	<u>17,159,996</u>																								
<p>The NSW government has committed to a \$49 million capital development to be funded jointly by the NSW Government and the Commonwealth. The Anzac Memorial Centenary Project will be the key legacy project for the commemoration of the Centenary of Anzac and the First World War for the people of NSW. The project will complete the original 1930s concept design by architect Bruce Dellit delivering a contemporary interpretation of his intended water cascade to the south of the Memorial, along with new education and interpretation spaces.</p>																										
<b>(b) Investment revenue</b>																										
Interest revenue	239,952	139,481																								
	<u>239,952</u>	<u>139,481</u>																								
<b>(c) Other revenue</b>																										
Other revenue	373,136	179,282																								
In-kind contributions*	132,000	216,698																								
	<u>505,136</u>	<u>395,980</u>																								
<table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 60%;"></th> <th style="text-align: right; width: 20%;"><b>2017</b></th> <th style="text-align: right; width: 20%;"><b>2016</b></th> </tr> </thead> <tbody> <tr> <td><b>*In-Kind Contributions:</b></td> <td></td> <td></td> </tr> <tr> <td>1 NSW Government Architect's Office for heritage building management and works oversight</td> <td style="text-align: right;">-</td> <td style="text-align: right;">24,298</td> </tr> <tr> <td>2 City of Sydney for a large portion of the park grounds surrounding the Memorial</td> <td style="text-align: right;">62,000</td> <td style="text-align: right;">122,400</td> </tr> <tr> <td>3 Office of Sport for the administrative services *</td> <td style="text-align: right;">40,000</td> <td style="text-align: right;">40,000</td> </tr> <tr> <td>4 6 WWII Medals from BJ Harvey DSC RANVR</td> <td style="text-align: right;">-</td> <td style="text-align: right;">30,000</td> </tr> <tr> <td>5 10 items donated by J Furness</td> <td style="text-align: right;">30,000</td> <td style="text-align: right;">-</td> </tr> <tr> <td><b>Total In-Kind Contributions</b></td> <td style="text-align: right;"><b>132,000</b></td> <td style="text-align: right;"><b>216,698</b></td> </tr> </tbody> </table> <p>* The Department of Premier and Cabinet (DPC) pays the Office of Sport \$40,000 to provide services to the entity.</p>				<b>2017</b>	<b>2016</b>	<b>*In-Kind Contributions:</b>			1 NSW Government Architect's Office for heritage building management and works oversight	-	24,298	2 City of Sydney for a large portion of the park grounds surrounding the Memorial	62,000	122,400	3 Office of Sport for the administrative services *	40,000	40,000	4 6 WWII Medals from BJ Harvey DSC RANVR	-	30,000	5 10 items donated by J Furness	30,000	-	<b>Total In-Kind Contributions</b>	<b>132,000</b>	<b>216,698</b>
	<b>2017</b>	<b>2016</b>																								
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<b>Total In-Kind Contributions</b>	<b>132,000</b>	<b>216,698</b>																								
<b>4 Gain / (Loss) on disposal</b>																										
Property, Plant and equipment	(1,419,722)	-																								
(The loss was mainly related to the disposal of the mechanically operated glazed gates, which was obsolete.)																										
	<u>(1,419,722)</u>	<u>-</u>																								
<b>5 Current Assets - Cash and Cash Equivalents</b>																										
Cash at Bank and on Hand	9,030,452	20,776,726																								
	<u>9,030,452</u>	<u>20,776,726</u>																								
<b>6 Current Assets - Receivables</b>																										
GST Receivable	(982)	60,641																								
Receivable - Interest	101,986	71,809																								
	<u>101,004</u>	<u>132,450</u>																								
<b>7 Current Assets - Inventories</b>																										
Inventories	-	578																								
	<u>-</u>	<u>578</u>																								
<b>8 Prepayment</b>																										
Prepayment for Centenary Project	1,415,730	-																								
	<u>1,415,730</u>	<u>-</u>																								

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**9 Non-Current Assets - Property, Plant and Equipment**

	Land and Building (i)	Plant and Equipment	Memorial Collection (ii)	Total
<b>At 1 July 2016 - fair value</b>	\$	\$	\$	\$
Gross Carrying Amount	37,073,728	162,817	477,603	37,714,148
Accumulated Depreciation and impairment	(1,642,098)	(49,481)	-	(1,691,579)
<b>Net Carrying Amount</b>	<b>35,431,630</b>	<b>113,336</b>	<b>477,603</b>	<b>36,022,569</b>
<b>At 30 June 2017 - fair value</b>				
Gross Carrying Amount	45,547,924	162,817	695,603	46,406,344
Accumulated Depreciation and impairment	(993,834)	(58,117)	-	(1,051,951)
<b>Net Carrying Amount</b>	<b>44,554,090</b>	<b>104,700</b>	<b>695,603</b>	<b>45,354,393</b>
	Land and Building (i)	Plant and Equipment	Memorial Collection (ii)	Total
<b>At 1 July 2015 - fair value</b>	\$	\$	\$	\$
Gross Carrying Amount	34,577,276	155,217	411,239	35,143,732
Accumulated Depreciation and impairment	(1,477,343)	(36,917)	-	(1,514,260)
<b>Net Carrying Amount</b>	<b>33,099,933</b>	<b>118,300</b>	<b>411,239</b>	<b>33,629,472</b>
<b>At 30 June 2016 - fair value</b>				
Gross Carrying Amount	37,073,728	162,817	477,603	37,714,148
Accumulated Depreciation and impairment	(1,642,098)	(49,481)	-	(1,691,579)
<b>Net Carrying Amount</b>	<b>35,431,630</b>	<b>113,336</b>	<b>477,603</b>	<b>36,022,569</b>

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**9 Non-Current Assets - Property, Plant and Equipment (Cont.)**

(i) Anzac Memorial Land and Building Revaluation

The building stands on land dedicated in 1931 under the Crown Lands Consolidation Act for a War Memorial. The building, heritage items and building components (including the dedicated land) was valued on 30 April 2015 at \$32,075,155. This valuation was carried out by Scott Fullarton Valuations Pty Ltd (land and building) and McWilliam & Associates Pty Ltd (heritage items) based on the guidelines for the valuation of Land and Heritage Assets in the NSW Public Sector adopted by the NSW Treasury per policy paper *TPP 14-1: Valuation of Physical Non-Current Assets at Fair Value*. It has been based on the value of the land under the infrastructure plus the current replacement/reproduction cost of the building. The dedicated land is land contained within the footprint of the building. Land external to the building is Crown Land held in trust by the Council of the City of Sydney for public recreation. A desktop valuation was carried out as at 30 April 2017. This indicated that the carrying value was close to fair value.

(ii) Memorial Collection Revaluation

Memorial Collection consists of memorabilia from various theatres of conflict. The Memorial Collection items were valued in April 2015 by various valuers at \$411,239.

**Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

**Year ended 30 June 2017**

	Land and Building	Building Work in Progress	Plant and Equipment	Memorial Collection	Total
	\$	\$	\$	\$	\$
Net carrying amount at 1 Jul 2016	31,889,714	3,541,916	113,336	477,603	36,022,569
Additions	-	10,679,196	-	188,000	10,867,196
Disposal	(1,419,722)	-	-	-	(1,419,722)
Assets free of cost - In-kind	-	-	-	30,000	30,000
Depreciation expense	(137,014)	-	(8,636)	-	(145,650)
<b>Net carrying amount at 30 June 2017</b>	<b>30,332,978</b>	<b>14,221,112</b>	<b>104,700</b>	<b>695,603</b>	<b>45,354,393</b>

**Reconciliation**

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below.

**Year ended 30 June 2016**

	Land and Building	Building Work in Progress	Plant and Equipment	Memorial Collection	Total
	\$	\$	\$	\$	\$
Net carrying amount at 1 Jul 2015	32,109,469	990,464	118,300	411,239	33,629,472
Additions	-	2,496,452	7,600	36,364	2,540,416
Assets free of cost - In-kind	-	-	-	30,000	30,000
Transfer from building to work in progress	(55,000)	55,000	-	-	-
Depreciation expense	(164,755)	-	(12,564)	-	(177,319)
<b>Net carrying amount at 30 June 2016</b>	<b>31,889,714</b>	<b>3,541,916</b>	<b>113,336</b>	<b>477,603</b>	<b>36,022,569</b>

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**10 Fair value measurement of non-financial assets**

**(a) Fair value hierarchy  
2017**

	Level 1	Level 2	Level 3	Total fair value
	\$	\$	\$	\$
<b>Property, plant and equipment (Note 9)</b>				
Land and building	-	-	30,332,978	30,332,978
Memorial collection	-	-	695,603	695,603
	-	-	<b>31,028,581</b>	<b>31,028,581</b>

**Fair value hierarchy  
2016**

	Level 1	Level 2	Level 3	Total fair value
	\$	\$	\$	\$
<b>Property, plant and equipment (Note 9)</b>				
Land and Buildings	-	-	31,889,714	31,889,714
Memorial collection	-	-	477,603	477,603
	-	-	<b>32,367,317</b>	<b>32,367,317</b>

There were no transfers between Level 1 or 2 during the period.

**(b) Valuation techniques, inputs and process**

The following table shows the valuation techniques used in measuring the fair value of property, plant and equipment for Level 3 fair values.

**Level 3 Land**

**Valuation technique and inputs**

Market value: Qualified valuers from Scott Fullarton Valuations Pty Ltd were engaged in April 2015 to carry out the valuation of land. The value of the land is determined by having regard to the highest and best use, after identifying all elements that would be taken into account by buyers and sellers in settling a price, including but not limited to the following factors. These factors are land's description, dimensions, planning and other constraints on development and the potential for alternative use. No land sales were observed in the Sydney CBD and surrounding Council areas for land zoned open space. Therefore development site sales in surrounding areas were considered.

Fair value per square meter is in the range \$1,600/sqm - \$1,650/sqm (weighted average \$1,629/sqm). Total area of land is 921 sqm.

The following table shows the valuation techniques used in measuring the fair value of building, as well as the significant unobservable inputs used for Level 3 fair values.

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

10 Fair value measurement of non-financial assets (Cont.)

**Level 3 Building**

Valuation technique	Significant unobservable inputs	Sensitivity of the fair value measurement to changes in unobservable inputs
<p>Depreciated replacement cost:</p> <p>Qualified valuers from Scott Fullarton Valuations Pty Ltd were engaged in April 2015 to carry out the valuation of the building. A desktop valuation was undertaken as at 30 April 2017. This indicated that the assets carrying value was in line with fair value.</p> <p>The building is heritage listed, specialised and would not be sold. The building is listed on the NSW State Heritage Register, the highest form of heritage recognition and protection in NSW. Replacement cost of the building was based on applying unit rates to the components, which is the lowest cost of replacing the economic benefits of the existing asset using modern technology. These rates have been derived from substantial analysis of construction costs and are continually updated to reflect price movements. The building components are reported at depreciated replacement cost with remaining useful life.</p>	<p>Building:</p> <p>Replacement cost per square metre and other inputs for the following building asset components:</p> <p>Replacement cost per square metre for heritage building components \$164/sqm - \$5,477/sqm. Total gross floor area is 8,678 sqm. Weighted average remaining useful life for depreciable components is 25 years.</p>	<p>The estimated fair value would increase (decrease) if the replacement cost per square meter for the assets were higher (lower).</p>

(c) Reconciliation of recurring Level 3 fair value measurements

2017	Land and Building \$	Memorial collection \$	Total Recurring Level 3 Fair value \$
Fair value as at 1 July 2016	31,889,714	477,603	32,367,317
Additions		188,000	188,000
Disposal	(1,419,722)	-	(1,419,722)
Depreciation	(137,014)	-	(137,014)
Free of Cost - In-kind	-	30,000	30,000
Fair value as at 30 June 2017	<b>30,332,978</b>	<b>695,603</b>	<b>31,028,581</b>

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**10 (c) Reconciliation of recurring Level 3 fair value measurements (cont'd)**

2016	Land & Building \$	Memorial collection \$	Total Recurring Level 3 Fair value \$
Fair value as at 1 July 2015	30,609,469	411,239	31,020,708
Transfer from Level 2	1,500,000	-	1,500,000
Additions	-	36,364	36,364
Transfer to work in progress	(55,000)	-	(55,000)
Depreciation	(164,755)	-	(164,755)
Free of Cost - In-kind	-	30,000	30,000
Fair value as at 30 June 2016	<b>31,889,714</b>	<b>477,603</b>	<b>32,367,317</b>

**11 Current Liabilities - Payables**

	2017 \$	2016 \$
Accrued expenses	41,273	127,658
Accrued salaries	-	26,441
Other	-	8,842
	<b>41,273</b>	<b>162,941</b>

**12 Current / Non-Current Liabilities - Provisions**

	2017 \$	2016 \$
Employee benefits and related on-costs		
Annual leave	111,881	140,879
On-costs	33,775	33,775
Long service leave	124,046	97,458
	<b>269,702</b>	<b>272,112</b>

	2017 \$	2016 \$
Aggregate employee benefits and related on-costs		
Provisions - current	260,779	263,189
Provisions - non-current	8,923	8,923
Accrued salaries, wages and on-costs (Note 11)	-	26,441
	<b>269,702</b>	<b>298,553</b>

The amounts expected to be settled after more than 12 months is \$8,923.

**13 Assistance provided by other parties**

- a Honorary secretarial and other services were provided by the Director and other staff of Veteran Affairs (a unit of Department of Premier and Cabinet).

**14 Reconciliation of cash flows from operating activities to net result**

	2017 \$	2016 \$
Net cash from / (used on) Operating Activities	(879,078)	15,231,148
Depreciation	(145,650)	(177,319)
In-kind Capital Contribution	30,000	30,000
Increase/(decrease) in Receivables	(32,024)	41,372
Increase in prepayment	1,415,730	-
Decrease/(increase) in Payables	121,668	502,519
Decrease/(increase) in Provisions	2,410	(148,404)
Net gain / (loss) on sale of plant and equipment	(1,419,722)	-
<b>Net result</b>	<b>(906,666)</b>	<b>15,479,316</b>

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**15 Financial Instruments**

The entity's principal financial instruments are outlined below. These financial instruments arise directly from the entity's operations or are required to finance the entity's operations. The entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The entity's main risks arising from financial instruments are outlined below, together with the entity's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Trustees have overall responsibility for the establishment and oversight of risk management and review and agree policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the entity, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Trustees on an ongoing basis.

**(a) Financial Instruments Categories**

Financial Assets	Note	Category	Carrying Amount 2017 \$	Carrying Amount 2016 \$
<b>Class</b>				
Cash and cash equivalents	5	N/A	9,030,452	20,776,726
Receivables (excludes statutory receivables and prepayments)	6	Receivables (at amortised cost)	101,986	71,809
			<b>9,132,438</b>	<b>20,848,535</b>

Financial Liabilities	Note	Category	Carrying Amount 2017 \$	Carrying Amount 2016 \$
<b>Class</b>				
Payables (excludes statutory payables and unearned revenue)	11	Financial liabilities (at amortised cost)	41,273	162,941
			<b>41,273</b>	<b>162,941</b>

**(b) Credit Risk**

Credit risk arises when there is the possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the entity. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment)

Credit risk arises from the financial assets of the entity, including cash, receivables, and entity deposits. No collateral is held by the entity. The entity has not granted any financial guarantees.

**Cash**

Cash comprises cash on hand and bank balances with Westpac Banking Corporation.

**(c) Liquidity Risk**

Liquidity risk is the risk that the entity will be unable to meet its payment obligations when they fall due. The entity continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of loans and other advances.

During the current and prior year, no assets have been pledged as collateral. The entity's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received.

**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**15 Financial Instruments (cont'd)**

The table below summarises the maturity profile of the entity's financial liabilities, together with the interest rate exposure.

Maturity analysis and interest rate exposure of financial liabilities.

	2017					Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount \$	Interest Rate Exposure			<1 yr \$	1-5 yrs \$	>5 yrs \$
			Fixed Interest Rate	Variable Interest Rate	Non-Interest bearing			
Total payables	-	41,273	-	-	-	41,273	-	-
	-	41,273	-	-	-	41,273	-	-

	2016					Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount \$	Interest Rate Exposure			<1 yr \$	1-5 yrs \$	>5 yrs \$
			Fixed Interest Rate	Variable Interest Rate	Non-Interest bearing			
Total payables	-	162,941	-	-	-	162,941	-	-
	-	162,941	-	-	-	162,941	-	-

Notes:

The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay.

**(d) Market Risk**

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The entity does not have financial instruments or borrowings. The entity has no exposure to foreign currency risk and does not enter into commodity contracts.

**Interest rate risk**

Exposure to interest rate risk arises primarily through the entity's cash assets. The entity does not account for any fixed rate financial instruments at fair value through profit or loss or as available for sale. Therefore for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility.

The entity's exposure to interest rate risk is set out below.

	2017					
	Carrying Amount \$	Net result \$	-1%		+1%	
			Equity \$	Net result \$	Equity \$	
Financial assets Cash and cash equivalents	9,030,452	(90,305)	-	90,305	-	
	9,030,452	(90,305)	-	90,305	-	

	2016					
	Carrying Amount \$	Net result \$	-1%		+1%	
			Equity \$	Net result \$	Equity \$	
Financial assets Cash and cash equivalents	20,776,726	(207,767)	-	207,767	-	
	20,776,726	(207,767)	-	207,767	-	

**(e) Fair value measurement**

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value, because of the short term nature of many of the financial instruments.



**The Trustees of the Anzac Memorial Building**  
**Notes to the financial statements for the year ended 30 June 2017**

**16 Additional information**

- (i) There are no contingent liabilities at year end.
- (ii) There are no loans or advances due to the entity by officers or employees.
- (iii) There are no amounts due by way of loan or otherwise to the entity by a corporation, a director of which is an officer or employee of the entity.
- (iv) The aggregate capital expenditure contracted for at balance date and not provided for in respect of Anzac Memorial Centenary project is nil (2016: \$5,760,018 (including GST)). The aggregate operating expenditure contracted for at balance date and not provided for in respect of Anzac Memorial account is \$638,997 (including GST) (2016: \$55,927). This commitment is due not later than one year. The aggregate operating expenditure contracted for at balance date and not provided for in respect of Anzac Memorial account of \$275,250 (including GST) (2016: nil) is due over 12 months less than 5 years. GST input tax credits for total commitments is \$83,113 (2016: \$528,722 ) that are expected to be recovered from the Australian Taxation Office.

**17 Related Party Disclosure**

**(a) Key management personnel**

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. For the Trust, this comprises the Minister of Veterans' Affairs, the Honorary Secretary and the Trustees.

**(b) Key management personnel compensation paid by the Trust**

There have been no compensation made to key management personnel during the year.

**(c) Other transactions with key management personnel and related entities**

There have been no transactions reported with key management personnel.

During 2016-17, the Trust had related party transactions with Infrastructure NSW in relation to the construction of the ANZAC Memorial Centenary project (\$11.494 million). The Trustees also had related party transactions during the year with Department of Premier and Cabinet in relation to the grants (refer to Note 3(a)).

**18 Events after the Reporting Period**

There are no known post balance date events that may have a material impact on the financial statements.

**End of audited financial statements**



Anzac Memorial Opening  
Ceremony 1934. Photograph  
courtesy SLNSW





# ANZAC MEMORIAL

HYDE PARK SYDNEY

