

# ANZAC Memorial Sydney

## Annual Report 2006



ANZAC MEMORIAL  
HYDE PARK SYDNEY





The Honourable MORRIS IEMMA MP, Premier,

Sir,

*Annual Reports (Statutory Bodies) Act 1984*

Pursuant to Section 8 of the *Annual Reports (Statutory Bodies) Act*, the Trustees of the ANZAC Memorial Building are pleased to submit their annual report for the year ended 31 December, 2006.

## **Trustees**

D E J ROWE OAM (Acting Chairman)

President, Returned and Services League of Australia (New South Wales Branch)

S C POULSEN

President, T.B. Sailors, Soldiers and Airmen's Association, NSW (Inc.)

P J WHITEHEAD (Honorary Treasurer)

Public Trustee

## **Representatives**

T STEWART MP

Representing the Premier

The Honourable C LYNN MLC

Representing the Leader of the Opposition

R HENSON

Representing the Lord Mayor of the City of Sydney



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## Acting Chairman's Letter

The Hon Morris Iemma  
Premier of New South Wales  
Parliament House  
Macquarie Street  
Sydney NSW 2000

Dear Premier

It is with great pleasure that I submit the 2006 Annual report on behalf of the Trustees of the ANZAC Memorial for the period 1 January 2006 to 31 December 2006.

During 2006 the Trustees continued the momentum of the previous year in strengthening the role of the Memorial in the hearts and minds of the people of New South Wales. The year has had many highlights and developments, not the least of which has been the announcement of the construction of the water feature on the Liverpool Street side of the Memorial. This will achieve Dellit's original vision for the Memorial.

I wish to acknowledge the ongoing commitment by the State Government to funding the ANZAC Memorial. The increases in recurrent and capital works funding in 2006 are greatly appreciated and are essential to the future of the Memorial. The Trustees also recognise the assistance and continued support of the City of Sydney Council, and the RSL (NSW Branch).

The Trustees are committed to commemorating the service and sacrifice of the service men and women of New South Wales and Australia. The Trustees believe that the Memorial has significant untapped potential to contribute to future social cohesion, sense of purpose, and shared goals within the community.

This year saw focus on planning for the Memorial's 75th anniversary in 2009. The completion of the capital works program, the water feature, and planned celebrations will form a fitting tribute to New South Wales's most historical and symbolic memorial.

**Don Rowe**  
Acting Chairman



## **Honorary Secretary's Overview**

The ANZAC Memorial has continued this year to fulfil its role as the primary Memorial for New South Wales. Expanded ceremonial, educational and public/exhibition programs produced an enhanced visitor experience. Visitor numbers remained at high levels.

2006 saw the continuation of the Capital Works Program to improve essential services and waterproof the building. The external doors of the Memorial and the bas-reliefs were repaired and restored, waterproofing of the parapet began, and a review of building services undertaken.

The ongoing problem of graffiti and vandalism has been addressed through consultation with the City of Sydney Council and NSW Police Force. Improved Lightning, CCTV and increased police patrols are among the measures introduced.

I wish to express my appreciation to the Memorial staff for their commitment and dedication. In addition to the standard operation and maintenance of the building numerous improvements in corporate governance were achieved.

**Chris Perrin**  
Honorary Secretary



## **Report of the Trustees of the ANZAC Memorial Building for the year ended 31 December 2006**

This is the twenty-second Report of the Trustees of the ANZAC Memorial Building since enactment of the *Annual Reports (Statutory Bodies) Act* and covers the period 1 January 2006 to 31 December 2006.

### **The Trustees' Mission for the Memorial is:**

- to maintain and conserve the ANZAC Memorial as the principal State War Memorial in New South Wales
- to preserve the memory of those who have served in war by:
  - collecting, preserving, displaying and researching military historical material and information relating to the New South Wales citizens who served their country in war or in peace keeping activities
  - educating members of the public in the history of the Memorial and Australian military service through tours and displays.

### **Historical Perspective**

The ANZAC Memorial Building in Hyde Park South is the principal State War Memorial to all Australians who serve their country in war. The building was completed in 1934, is a concrete structure, clad in stone, designed by C. Bruce Dellit, with sculptures by Rayner Hoff. The Memorial is administered by a board of trustees appointed under the *ANZAC Memorial (Building) Act 1923*, as amended.

### **The Building of the Memorial**

On 25 April 1916, the first anniversary of the landing of the Australian Imperial Forces at ANZAC Cove, a fund was opened to raise money to erect a permanent Memorial. By the end of the war the fund had reached £60,000 Pounds. There was, however, disagreement about both the form and the location of the Memorial.

During 1923 the *ANZAC Memorial (Building) Act* was passed and the decision was taken to erect the Memorial in Hyde Park. However, there was no further action until after the Cenotaph had been erected in Martin Place.

Parliament sanctioned the erection of the Memorial on its present site in 1929. A competition was held for the design of the Memorial and 117 entries were received from all over the world. On 9 July 1930 first prize was awarded to Mr C Bruce Dellit and tenders were called in November 1931. Kell and Rigby Pty Ltd were the successful building contractors.



The foundation stones were laid on 19 July 1932. The building was completed in 1934. Elements of the original design had to be deleted because of their cost, but the Pool of Reflection was built when the Council of the City of Sydney was granted unemployment relief funds for the purpose. The Memorial was officially opened by Prince Henry, the 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. The Memorial building is raised on a square podium, which houses offices for returned service organisations. On the podium is the main circular domed hall, which is approached by wide ceremonial stairs from the north and the south. Entrances to the lower level are from the east and the west.

The concrete structure is clad in red granite from the Bathurst district. The building has a stepped geometric form which is typical of the Art Deco style. The stone cladding is unadorned. Sculpture is the decorative and symbolic element of the exterior. On each face of the building is a large window, with a semicircular head, glazed in amber cathedral glass.

Large buttresses are surmounted by monumental seated figures which are cast in artificial stone. Each figure is a unit of the Australian Imperial Forces. On each corner is a standing figure representing the Army, Navy, Air Force and the Army Medical Corps. Bas-relief panels on the eastern side illustrate the Eastern Campaigns and on the west, the activities of the Australian Imperial Force 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” allow visitors to look down into the “Hall of Silence”. In this space is the central motif of the Memorial, bronze sculptures symbolising sacrifice. The sculpture portrays the body of an Anzac borne on a shield by his mother, sister, wife and child, and is surrounded by bronze paving symbolising flames. The design of the space means that visitors in the Hall of Memory bow their heads to view the tragic sculpture.

The walls of the Hall of Silence are clad in white New South Wales marble inscribed with the names of those areas where the AIF operated and it is surrounded at the upper level by a wreath-like carved marble balustrade.

The walls of the Hall of Memory are also clad in white marble and lit by the amber glass of the main windows, which are etched with the rising sun insignia of the AIF and the winged torch of liberty. The dome over the Hall is decorated with 120,000 stars representing each man or woman from New South Wales who served in the 1914–1918 War.

Around the walls of the Hall are four niches, each representing a major theatre of war. On the walls of each niche are inscribed the names of principal battle areas and on the floors are stones from Flanders, Gallipoli, Palestine and New Guinea set in the rising sun motif.



Higher on the walls of the Hall of Memory are panels depicting the four branches of Australian service.

On the east side of the space is the former archives room, but which now displays the flame of remembrance. Its sculptured doorway symbolises the flaming Sword of Sacrifice and the Rising Sun borne on the Wings of Time. On the western side are marble stairs leading down to the Hall of Silence.

Two external etched glass vertical lift security screens, within the north and south stairs of the podium area of the Memorial were completed in March 2000. The screens remain in a lowered position during the day, providing no visible alteration to the form of the Memorial. Designed as deterrent to trespassers, the screens are also intended to make a positive contribution to the public realm through the incorporation of artwork. The artwork to the glass panels is made visible at night using fibre optic lighting recessed within the frame. Soldier-like figures in the landscape are interspersed with a poppy image in the artwork. The image of the poppy is used as a token of remembrance to the fallen.

### **Rededication of the Memorial in 1984**

In the year of the Memorial's fiftieth anniversary, the Trustees successfully proposed an amendment of the *ANZAC Memorial (Building) Act* to rededicate the memorial to all Australians who serve their country in war.

This occurred on 30 November 1984, with the Governor of New South Wales, His Excellency Sir James Anthony Rowland, AC, KBE, DFC, AFC, unveiling a commemorative plaque.

### **Access**

Public access to the ANZAC Memorial extends from 9 am to 5 pm seven days per week. The Memorial was closed on Christmas Day and Good Friday. There is a daily Remembrance Service at 11.00 am every day.

Disability access is via the western centre door on ground level only.

Memorial staff may be contacted by telephoning (02) 9267 7668 or facsimile (02) 9264 2039 or email [manager@ANZACmemorial.nsw.gov.au](mailto:manager@ANZACmemorial.nsw.gov.au)

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



## Governance

### The Trustee's Legislative Charter

The *ANZAC Memorial (Building) Act* originally charged the Trustees with responsibility for the completion, management, maintenance and preservation of the ANZAC Memorial Building, as the principal State War Memorial, and for the care, management, maintenance and improvement of the site it occupies. The current focus is on management, maintenance and preservation while enhancing the education role through an exhibition and education program.

The general control and management of the use of the ANZAC Memorial and its site is also the responsibility of the Trustees.

On 6 August 1996, the Trustees and The Returned and Services League (New South Wales Branch) entered into a Service Agreement which formally appointed the Returned and Services League as manager of the day to day administration, control and responsibility of the Memorial.

The Act confers upon the Trustees exclusive rights to authorise the manufacture, printing, publishing and sale of replicas, photographs, video, digital images, booklets, pamphlets and other like material.



### Who are the Trustees?

The *ANZAC Memorial (Building) Act 1923*, as amended, appoints the holders of the following offices as Trustees of the ANZAC Memorial Building:

The Premier of the State  
The Leader of the Opposition  
The Lord Mayor of Sydney  
The Public Trustee

The President of the Returned and Services League of Australia (New South Wales Branch)

The President of the T.B. Sailors, Soldiers and Airmen's Association of NSW (Inc).



### Current Office bearers

The following Trustees were confirmed in official positions at the Annual General Meeting of the Trustees held on 1 February 2006.

Chairman: The Honourable Morris Iemma MP

Deputy Chairman: P Debnam MP

Honorary Treasurer: P Whitehead Public Trustee

Acting Chairman: D Rowe OAM President of the RSL (NSW Branch).



### Meetings

The Annual General Meeting of Trustees was held on 6 February 2006, a quorum of five trustees or representatives required. Statutory Quarterly Meetings took place on 6 Feb, 1 May, 7 Aug, and 6 Nov, 2006.



The Premier, the Leader of the Opposition, and the Lord Mayor of Sydney nominate representatives to attend meetings of the Trustees. Meetings are presided over by the Acting Chairman. The attendance record for the meetings is contained in the following table:

	<i>Attendance</i>	<i>Possible</i>
The Honorable M Iemma (Chairman)	1	1
D Rowe OAM (Acting Chairman)	4	5
S Poulsen (TB Sailors & Soldiers and Airmen)	5	5
P Whitehead (Public Trustee)	5	5
T Stewart MP (for Premier Iemma)	1	4
The Honorable C Lynn MLC (for Opposition Leader)	1	5
R Henson (for the Lord Mayor)	5	5



**Valuable assistance to the Trustees was provided by:**

- C Perrin: Honorary Secretary, State Secretary
- A Mulliner OAM: Financial Controller, Assistant State Secretary
- J Smart: Assistant to Honorary Secretary, Resource Officer
- B Pettman: Honorary Architect, Government Architect’s Office
- M Devine: Architect, Government Architect’s Office
- M Armitage: Premier’s Department
- A Weilsmann: Premier’s Department
- G Read SC: Memorial Manager
- A Clancy: Deputy Manager.



**Committee Meetings**

Currently there are three main committees to provide assistance to the Trustees.

**Finance Committee**

In 2002, the Trustees appointed a Finance and Budget Committee to advise on financial matters prior to the statutory quarterly meetings of the Trustees. The members review budget performance, funding for capital and recurrent expenditure and financial reports. The Committee Members in 2006 were:

- P Whitehead, Honorary Treasurer
- M Armitage, Premier’s Department
- B Pettman, Honorary Architect
- J Bernard, Architect (prior to proceeding on maternity leave)
- M Devine, Architect
- A Mulliner OAM, RSL Assistant State Secretary
- G Read SC, Memorial Manager
- A Clancy, Deputy Memorial Manager.



**Building Committee**

On the 16 November 2004, the Trustees established the Building Committee to monitor building works, particularly the memorial’s capital works program. The committee meets on a monthly basis and reports to the statutory quarterly meeting of ANZAC Memorial Trustees - a quorum of three Trustees or Trustee representatives required. The Committee Members for 2006 were:



D Rowe OAM, Acting Chairman  
R Henson, Representing the Lord Mayor  
S Poulsen, Trustee, TB Sailors, Soldiers & Airmen Assn NSW  
C Perrin, Honorary Secretary  
J Smart, Assistant to Honorary Secretary  
B Pettman, Honorary Architect  
J Bernard, Architect (prior to proceeding on maternity leave)  
M Devine, Architect  
T King, Architect  
G Read SC, Memorial Manager  
A Clancy, Deputy Memorial Manager.

### **2009 75<sup>th</sup> Anniversary Committee**

On the 1 May 2006, the Trustees established the 75<sup>th</sup> Anniversary Committee to organize a program of events and associated Capital Works for the 75<sup>th</sup> Anniversary to be celebrated with a week of events commencing on Sunday 22 November 2009. The Committee Members for 2006 were:

D Rowe OAM, Co Chairman  
T Stewart MP, Co Chairman  
C Perrin, Honorary Secretary  
P Whitehead, Honorary Treasurer  
S Poulsen, Trustee TB Sailors Soldiers & Airmen's Assn NSW  
R Henson, Representing the Lord Mayor  
M Armitage, Representing Premiers Department  
J Trevillian, Head – Office of Protocol & Special Events  
B Pettman, Honorary Architect  
M Devine, GAO Architect  
G Read SC, Memorial Manager  
A Clancy, Deputy Memorial Manager  
J Smart, Assistant to Honorary Secretary.

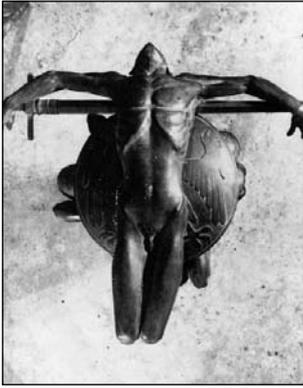
### **Management Agreement with the RSL**

On 6 August 1996, the Trustees and The Returned and Services League (New South Wales Branch) entered into a Service Agreement which formally appointed the Returned and Services League as manager of the day to day administration, control and responsibility of the Memorial.

In terms of the Service Agreement, the Returned and Services League is responsible for:

- the employment and payment of all staff
- expenditure of Trustees' funds to the extent of expenditure budgets adopted by the Trustees
- the issuing of instructions for and oversight of all works at the Memorial
- the payment of accounts on behalf of the Trustees
- preparation of budgets and financial statements
- various other administrative tasks.

In return, the Trustees paid an administration fee to the League of \$7,000.00 for services provided during 2006.



## **Achievements for 2006**

### **Building Improvement & Maintenance Program**

Throughout 2006, the ANZAC Memorial continued to be maintained by the Manager - ANZAC Memorial in close consultation with the Honorary Architect and RSL Management.

### **General Maintenance Work**

During 2006 routine maintenance and urgent repairs were undertaken as necessary. As in previous years, key elements requiring regular or cyclical servicing have been incorporated into specific service contracts to better manage recurrent cost budgeting.

Occupational health and safety issues continue to be an important priority, resulting in some rescheduling of works in the Capital Works program. Investigations relating to this issue have included a risk assessment of all the entrances to the Memorial including the external northern and southern stairs. This has resulted in the installation of ramps near the two Great Doors at podium level and repairs to the slate thresholds of the Western doors at ground level. This work was completed in late 2006.

The problem of recurring graffiti and vandalism attacks on the exterior of the Memorial remains an ongoing issue. This is being addressed by the installation of increased security systems, including:

- CCTV surveillance installation in and around the Memorial
- improved area lighting by the City of Sydney Council around the perimeter of the Building
- the relocation of gardens and vegetation in the Memorial precinct to an area outside the precinct
- protective film on vertical lift security screens to protect glass
- rapid removal of graffiti and tags.

### **Capital Works Program of Repairs and Improvements**

In 2006 the following program actions were undertaken:

- preparation of a draft Masterplan to assist in future development, management and ongoing use of the Memorial, including an assessment of the collection and exhibition area. The master plan refers to a vision, mission and objectives of the Trustees and to the recommendations of the conservation management plan
- finalisation of repairs and painting of the Great Doors at ground and podium levels
- waterproofing works to part of the parapet at podium level on the eastern side of the Memorial, including conservation of the bas relief
- security upgrade, employing CCTV cameras and duress alarms and area lighting



- documentation for repairs to and repainting of all ground floor windows. Associated works include repairs of the bronze security bars
- continuation of engineering and safety assessment and documentation for improved trades access ladders and platforms within the roof space of the building
- review of the existing services within the building in preparation for implementation of the services upgrading to suit staged implementation of the masterplan
- initial documentation for partial implementation of the masterplan, involving reconfiguration and reuse of the northern offices on the ground floor
- an ongoing review of the forward program budgets was regularly undertaken to reflect the extent of works determined from the various condition reports and to suit the priority of urgency, sequencing and access to the building
- ongoing and effective meetings of the monthly Building Committee with the ANZAC Memorial Trustees and the RSL to oversee the progress of the capital works program
- liaison with the City of Sydney Council in regard to the implementation of the Hyde Park South master plan. This included a Council proposal to construct Dellit's cascade fountain designed for southern side of the Memorial. There has also been an ongoing collaborative approach with the Council regarding the better defining of the ANZAC Memorial heritage curtilage within the Council's parkland.

The program for 2007 will include:

- the second and third phases of substantial repair works on site to overcome water leakage into the building and will include conservation of the bas relief on the western side of the building
- completion of the installation of access ladders and platforms within the roof space above the dome
- installation of safe maintenance access anchor points on the roof
- investigation of the feasibility of installation of a passenger lift within the northern internal stair well to provide equitable access for all to all three floor levels
- various works within the Hall of Memory, including removal of birds and their debris, cleaning of walls, repairs to and cleaning of the Cathedral windows, the dome ceiling and the representative stars
- detailed documentation and staged installations will proceed on repair and improvement works to upgrade the building's services especially the air-conditioning system.

### **Financial Performance**

Funds were appropriated to the Premier to assist the Trustees to administer and maintain the Memorial Building. These funds were paid over to the Trustees as and when required to enable the Trustees to meet their commitments as they fell due. The Trustees have applied these funds for the purposes for which they were provided.



	<i>Actual 2006</i>	<i>Budget 2006</i>
<b>Recurrent</b>		
Income	474,753	433,000
Expenditure		
Insurance	50,523	62,000
Personnel Costs & Other Related Expenses	248,181	238,500
Repairs & Maintenance	44,084	90,000
Other Operating Expenses	64,776	79,500
<b>Capital</b>		
Income	440,074	402,000
Expenditure	485,092	365,000

### **Process Improvements**

A new ANZAC Memorial logo was designed and approved by the Trustees to appear on publications and correspondence.

In 2006, the Risk Management Plan of the ANZAC Memorial and a Fire and Emergency Plan were developed and implemented. Risk Management documentation was prepared for the Dome restricted space, the Memorial's confined space, and the northern and southern external stairs. Child Protection procedures, Ceremonial procedures, and the Memorial's Contractors Handbook and were all improved. An external report on the Memorial's collection policies and procedures was prepared.

### **Access to the community**

The following events were conducted at the Memorial during 2006.

20/01/2006	South Korean DVA Wreath Laying Ceremony
17/02/2006	Ambassador of Japan Wreath Laying Ceremony
21/04/2006	South Korean Vietnam Veterans Wreath Laying Ceremony
07/04/2006	Official Schools Remember ANZAC Service 2006
25/04/2006	Official ANZAC Day Service 2006
04/06/2006	Italian National Day Service and Wreath Laying Ceremony
19/07/2006	Battle of Fromelles, France WWI Commemoration Ceremony
29/07/2006	Australian Army Training Team Vietnam Association Wreath Laying Ceremony
11/09/2006	92 <sup>nd</sup> Anniversary of the Battle of Bitu Paka
05/11/2006	Sydney Open 2006
11/11/2006	Remembrance Day Service 2006.

During the year 146 tours were conducted by Memorial Staff, and there were 280,000 visitors to the Exhibition Area.



## **Consumer Response**

Public enquires continued on the subject of including 'Fromelles' in the inscriptions on the Hall of Memory. After lengthy consultations an annual commemorative service for Fromelles Day was recommenced in 2006.

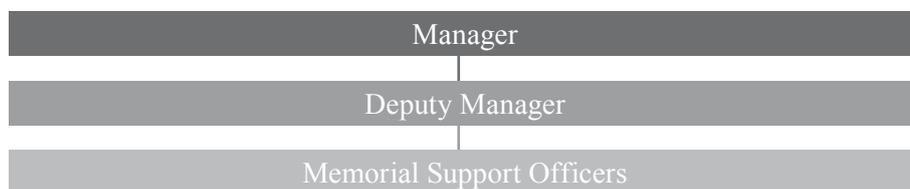
## **Public Program Highlights**

- Schools Remember ANZAC Day Service. Pupils from more than fifty schools attended
- ANZAC Day Ceremony 2006. ANZAC Day saw visitor numbers exceed capacity. R James Nicholson, US Secretary of Veteran Affairs was an official guest
- The Battle of Fromelles, France WWI Commemoration Ceremony. 2006 saw the recommencement of the annual commemoration Ceremony for the Battle of Fromelles on the 19 July
- The Battle of Long Tan, Vietnam. In conjunction with the 40th anniversary of the battle, the Memorial hosted media coverage of veterans including Major H Smith MC, Lieutenant D Sabben and Sergeant B Buick MM
- Sydney Open 2006. The Memorial took part in the Sydney Open event for the first time in 2006. Large numbers of visitors were able to view the office space of the Memorial
- Continuation of Exhibitions. Several exhibitions were developed and presented throughout the year. Highlights included the 65th Anniversary of the founding of the Women's Services in 1941, the 15th Anniversary of the Gulf War, Silk postcards of the Great War, and Australians on the Western Front July 1916.



## Staffing

### Organisational Chart



### Establishment

The Returned and Services League of Australia (New South Wales Branch) employed personnel as follows:

	2006	2005	2004	2003
Memorial Manager	1	1	1	1
Deputy Manager	1	1	-	-
Memorial Support Officers (Full -time)	2	2	4	3
Assistants (Part-time)	-	-	5	4
Memorial Support Officers (Casual)	1	1	-	-

All other staff support was provided, as required, by The Returned and Services League of Australia (New South Wales Branch), the Public Trust Office, the Premier's Department and the Department of Public Works and Services now known as the Department of Commerce. The invaluable service provided by all personnel associated with the administration of the Memorial and the spirit of co-operation demonstrated by their respective employers is gratefully acknowledged by the Trustees.

### ANZAC Memorial Staff 2006:

Greg Read SC, Manager  
 Anthony Clancy BA MA, Deputy Manager  
 Michael Wilson, Memorial Support Officer  
 Patrick Holmes, Memorial Support Officer  
 Ashley Steele BA, Memorial Support Officer.

### Staff Training

All ANZAC Memorial Staff are trained in Child Protection, Senior First Aid, OH&S General Induction for Construction Work in NSW Card, and Fire and Emergency Procedures Training, CCTV Operation and Duress Alarm systems.

### EEO requirements exemption

The New South Wales Treasurer exempted the Trustees from disclosing equal employment opportunity information because the small numbers employed by the Trustees would render meaningless any statistics presented. The year 2006 did see the Memorial employ its first female employee.



## **General Disclosures**

### **Accounts payable**

The Honorary Treasurer reported that all accounts of the Trustees were paid in accordance with creditors' terms of payment.

### **Publications**

Available free of charge to the public are:

- copies of Annual Reports dating from 1985 are available from the ANZAC Memorial Building
- information brochures on the ANZAC Memorial
- the Standard Operating Procedures are available to be viewed at the Memorial Building.

### **Ethnic Affairs Policy Statement**

The Trustees are aware of the principles of cultural diversity and apply them when the occasion arises. 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.

### **Consultants**

No consultants were engaged during 2006.

### **Insurances**

Since 1 July 1993, the Treasury Managed Fund provided unlimited insurance cover for the Memorial and its Trustees in the fields of Property, Public Liability and other Miscellaneous insurance. Under the terms of cover, the Trustees are required to absorb property losses of less than \$300, there were two claims in this category.

Nineteen property damage claims were made on the Treasury Managed Fund in 2006, an increase of 60%. There were no personal injury claims arising from Public Liability in 2006, and no claims on Miscellaneous insurance.

### **Occupational Health and Safety**

Health and safety issues are continually monitored by the Trustees. In 2006 the following OH& S strategies were developed and implemented.

- Risk Assessment of the ANZAC Memorial
- Hazardous Materials Survey and Risk Assessment
- Fire and Emergency Procedures
- Safe Working in Confined and Restricted Spaces
- Risk Assessment Survey on Public Access.



GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDIT REPORT

### Trustees of the ANZAC Memorial Building

To Members of the New South Wales Parliament

#### Audit Opinion

In my opinion, the financial report of the Trustees of the ANZAC Memorial Building (the Trust):

- presents fairly the Trust's financial position as at 31 December 2006 and its performance for the year ended on that date, in accordance with Accounting Standards (including Australian Accounting Interpretations), and
- complies with section 41B of the *Public Finance and Audit Act 1983* (the Act) and the Public Finance and Audit Regulation 2005.

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

#### Scope

##### *The Financial Report and Trustees' Responsibility*

The financial report comprises the balance sheet, income statement, statement of changes in equity, cash flow statement and accompanying notes to the financial statements for the Trustees, for the year ended 31 December 2006.

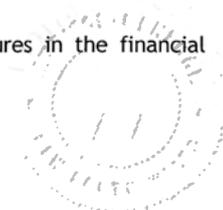
The Trustees of the ANZAC Memorial Building are responsible for the preparation and true and fair presentation of the financial report in accordance with the Act. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

##### *Audit Approach*

I conducted an independent audit in order to express an opinion on the financial report. My audit provides *reasonable assurance* to Members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing Standards and statutory requirements, and I:

- assessed the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Trustees in preparing the financial report, and
- examined a sample of evidence that supports the amounts and disclosures in the financial report.



An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Trustees had not fulfilled their reporting obligations.

My opinion does *not* provide assurance:

- about the future viability of the Trust,
- that it has carried out its activities effectively, efficiently and economically, or
- about the effectiveness of its internal controls.

#### Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.

  
Jack Kheir,  
Director, Financial Audit Services

SYDNEY  
23 April 2007



**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
BALANCE SHEET AS AT 31<sup>ST</sup> DECEMBER 2006**

	Notes	<u>2006</u> \$	<u>2005</u> \$
<b>CURRENT ASSETS</b>			
Cash & Cash Equivalents	10(a)	1,482,675	1,466,754
Trade and Other Receivables	7	<u>46,650</u>	<u>44,222</u>
<b>Total Current Assets</b>		<u>1,529,325</u>	<u>1,510,976</u>
<b>NON CURRENT ASSETS</b>			
Anzac Memorial Building	6 (a)	28,850,000	28,850,000
Anzac Memorial Collection	6 (d)	177,290	177,290
War Pictures & Negatives	6 (c)	3,500	3,500
Plant & Equipment	6 (b)	<u>8,288</u>	<u>11,019</u>
<b>Total Non Current Assets</b>		<u>29,039,078</u>	<u>29,041,809</u>
<b>TOTAL ASSETS</b>		<u>30,568,403</u>	<u>30,552,785</u>
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	8	<u>98,773</u>	<u>105,326</u>
<b>TOTAL LIABILITIES</b>		<u>98,773</u>	<u>105,326</u>
<b>NET ASSETS</b>		<u>30,469,630</u>	<u>30,447,459</u>
<b>EQUITY</b>			
Accumulated Funds	12	6,512,734	6,490,563
Asset Revaluation Reserve	12	<u>23,956,896</u>	<u>23,956,896</u>
<b>TOTAL EQUITY</b>		<u>30,469,630</u>	<u>30,447,459</u>

*The accompanying notes form an integral part of the financial report.*

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
INCOME STATEMENT  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

	Notes	<u>2006</u> \$	<u>2005</u> \$
Revenue	3	914,827	1,422,984
Employees benefits expense	2, 4(a)	248,181	245,369
Depreciation expense	4(b)	3,123	2,944
Other expenses	4(c)	641,352	429,178
Profit for the year	12	<u>22,171</u>	<u>745,493</u>

*The accompanying notes form an integral part of the financial report.*

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

	<u>Notes</u>	<u>2006</u> \$ <b>Inflows</b> <b>(Outflows)</b>	<u>2005</u> \$ <b>Inflows</b> <b>(Outflows)</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
State Government Subsidy/Grant		820,000	1,377,000
Payments to Suppliers & Employees		(908,396)	(671,736)
GST Paid		(62,835)	(38,855)
GST Refunded		62,446	31,646
Interest Received		84,777	52,802
Other Income		20,377	39,344
<b>Net Cash from Operating Activities</b>	10(b)	16,369	790,201
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of Plant & Equipment	6	(448)	(2,181)
		(448)	(2,181)
<b>NET INCREASE IN CASH HELD AND CASH EQUIVALENTS</b>		15,921	788,020
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>		1,466,754	678,734
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	10(a)	1,482,675	1,466,754

*The accompanying notes form an integral part of the financial report.*

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

	<u>Accumulated Funds</u>	<u>Asset Revaluation Reserve</u>	<u>Total</u>
At 1 January 2005	5,745,070	23,956,896	29,701,966
Gain on revaluation of property	-	-	-
Net profit for the year	745,493	-	745,493
At 31 December 2005	6,490,563	23,956,896	30,447,459
Net profit for the year	22,171	-	22,171
At 31 December 2006	6,512,734	23,956,896	30,469,630

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

# TRUSTEES OF THE ANZAC MEMORIAL BUILDING NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006

## 1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a general purpose financial report that has been prepared in accordance with the Australian Accounting Standards and interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the requirements of the Public Finance and Audit Act 1983 and the Public Finance and Audit Regulation 2005.

The Memorial is administered by a board of trustees appointed under the ANZAC Memorial (Building) Act 1923. The financial report covers the Trustees of the ANZAC Memorial Building as an individual entity. The entity is domiciled in New South Wales.

The registered office of the Trustees of the ANZAC Memorial Building and the principal place of business is:

The Trustees of the ANZAC Memorial  
ANZAC Memorial  
Hyde Park  
SYDNEY 2000

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where stated current valuations of non-current assets. All amounts are presented in Australian Dollars. The Financial Statements were authorised for issue by the Trustees on 23<sup>rd</sup> April, 2007.

At the date of authorisation of these financial statements, the following Standards and Interpretations were in issue but not yet effective:

- |   |  |
|---|--|
| • IFRIC 7 <i>Applying the Restatement Approach under IAS 29, Financial Reporting in hyperinflationary Economies</i> | Effective for annual periods beginning on or after 1 March 2006    |
| • IFRIC 8 <i>Scope of IFRS 2</i>  | Effective for annual periods beginning on or after 1 May 2006      |
| • IFRIC 9 <i>Reassessment of Embedded Derivatives</i>   | Effective for annual periods beginning on or after 1 June 2006     |
| • IFRIC 10 <i>Interim Financial Reporting and Impairment</i>  | Effective for annual periods beginning on or after 1 November 2006 |

The Trustees anticipate that the adoption of these Standards and Interpretations in future periods will have no material financial impact on the financial statements.

### Statement of Compliance

The financial report complies with the Australian Accounting Standards, which include Australian equivalents to International Financial Reporting Standards ("AIFRS"), with the exception of those standards that are exempt for not-for-profit organisations.

The following is a summary of the material accounting policies adopted in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

(Continued)

(a) **Cash and Cash Equivalents**

For the purposes of the Cash Flow Statement, cash includes cash equivalents, cash on hand and at call deposits with banks or financial institutions.

(b) **Income Tax**

The entity is exempt from income tax.

(c) **Property, Plant and Equipment**

Plant and equipment are recorded at cost which approximate fair value less, where applicable, any accumulated depreciation and any impairment value.

*Impairment*

Assets that have an indefinite useful life are not subject to depreciation or amortisation and are tested annually for impairment. All other assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised in the Income Statement for the amount by which the asset's carrying value exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value in use. As per AASB 136, in respect of not-for-profit entities, value in use is depreciated replacement cost of an asset when the future economic benefits of the asset are not primarily dependant on the assets ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits.

*Depreciation*

The depreciable amount of plant and equipment is depreciated on a straight line basis over their useful lives from the time the asset is held ready for use. No depreciation has been charged in respect of the Memorial Building in view of the high level of funds expended in the restoration and continuing maintenance of the building and it is considered that no economic benefits contained in the building would have been consumed in any part of the year. This asset is not depreciated because of its heritage status and the intention to preserve heritage assets indefinitely.

The depreciation rates used for each class of asset are:

Plant and Equipment 10% to 20%

*Land and Buildings*

Land and Buildings are at the Trustees' valuation based on the advice of registered independent valuers. The Memorial was revalued in 2004. Carrying values are reviewed on a regular basis to ensure that the carrying value does not differ materially from fair value.

(d) **Revenue**

Revenue is recognised to the extent that it is possible that the economic benefits will flow to the entity and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised

*Interest*

Recognised as interest accrues, taking into account the yield on the financial asset.

*State Government Subsidy and Grant*

Revenue is recognised when the subsidy or grant is received.

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

(Continued)

(e) **Goods and Services Tax**

Revenues, expenses and assets are recognised net of goods and services tax (GST), except where the GST incurred is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables are stated with GST included.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or liability in the Balance Sheet.

Cashflows are included in the Cash Flow Statement on a gross basis. The GST components of cashflows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

2. In February 1995, the Trustees of the Anzac Memorial Building and the Returned and Services League of Australia (New South Wales Branch) agreed to the RSL carrying out the day to day administration, control and responsibility of the Memorial and the Land. Administration costs for providing these services amounted to \$7,000 for the year (\$6,800 in previous year).

As a result of this arrangement, the RSL is responsible for the employment of all staff and the payment of personnel costs and related expenses. The RSL is reimbursed for these costs by the Trustees. Details of the expenses were: RSL Salaries (including leave) \$222,585 (\$200,941 in previous year) and RSL Superannuation \$18,596 (\$17,628 in previous year).

3. <u>Revenue</u>	<u>2006</u>	<u>2005</u>
	\$	\$
(a) Government Funding		
Contributions from NSW Government	820,000	1,370,182
(b) Other revenue comprises:		
Donations	10,000	-
Interest received	84,777	52,802
Sundry Income	50	-
Total Revenue	914,827	1,422,984
4. <u>Operating Expenses</u>		
(a) Employee related expenses		
Salaries & wages	229,585	227,741
Superannuation entitlements	18,596	17,628
	248,181	245,369
(b) Depreciation expense		
Plant and equipment	3,123	2,944
	3,123	2,944

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

(Continued)

(c) Other expenses:

Building Maintenance	533,597	312,097
Insurance	50,523	58,160
Electricity, Telephone and Water	20,372	20,718
Cleaning	11,023	12,283
Sundry	19,437	19,820
Audit Fees	6,400	6,100
	641,352	429,178

5. The Memorial Building and its contents are currently insured for \$31,446,000 (\$28,200,000 in 2005).

6. <u>Property, Plant and Equipment</u>	<u>2006</u>	<u>2005</u>
	\$	\$
(a) Land and Buildings (i)		
Land	950,000	950,000
Buildings	27,900,000	27,900,000
At Fair Value	28,850,000	28,850,000
(b) Plant and Equipment		
Opening Balance	25,150	22,969
<u>Add: Purchases</u>	448	2,181
<u>Less: Disposals</u>	108	-
Closing Balance	25,490	25,150
<u>Less: Accumulated Depreciation</u>	17,202	14,131
At Fair Value	8,288	11,019
(c) War Pictures and Negatives		
At Fair Value	3,500	3,500
(d) Memorial Collection (ii)		
At Fair Value	177,290	177,290
Total Property, Plant and Equipment at net book value	29,039,078	29,041,809

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

(Continued)

(i) Anzac War Memorial Building

The building stands on land dedicated in 1931 under the Crown Lands Consolidation Act for a War Memorial. The building (including the dedicated land) was valued as at 31st December 2004 at \$28,850,000. This valuation was carried out by Quotable Value Australia Pty Ltd in June 2004 based on the guidelines for the valuation of Land and Heritage Assets in the NSW Public Sector adopted by the NSW Treasury. 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.

(ii) Memorial Collection

Memorial Collection consists of memorabilia from various theatres of conflict.

(iii) War Pictures and Negatives

Consists of 175 negatives of scenes and portraits from World War I. The negatives are kept at the Australian War Memorial in Canberra and were valued in September, 1997 by Mrs Carmel McInerny, Registered Valuer of Photographic Material.

<b>2006</b>	<b>Land and Buildings</b>	<b>War Pictures and Negatives</b>	<b>Plant and Equipment</b>	<b>Collection</b>	<b>Total</b>
Balance at 1st January 2006	28,850,000	3,500	11,019	177,290	29,041,809
Additions	-	-	448	-	448
Depreciation	-	-	(3,123)	-	(3,123)
Disposals	-	-	(56)	-	(56)
Balance at 31st December 2006	28,850,000	3,500	8,288	177,290	29,039,078

<b>2005</b>	<b>Land and Buildings</b>	<b>War Pictures and Negatives</b>	<b>Plant and Equipment</b>	<b>Collection</b>	<b>Total</b>
Balance at 1st January 2005	28,850,000	3,500	11,782	177,290	29,042,572
Additions	-	-	2,181	-	2,181
Depreciation	-	-	(2,944)	-	(2,944)
Balance at 31st December 2005	28,850,000	3,500	11,019	177,290	29,041,809

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

(Continued)

7. Trade and Other Receivables

	<b>2006</b>	<b>2005</b>
	\$	\$
GST Receivable	18,030	15,725
Insurance Claims	4,090	-
Debtors	893	413
Prepayments	<u>23,637</u>	<u>28,084</u>
	<u>46,650</u>	<u>44,222</u>

8. Trade and Other Payables

Operating Expense Accruals	75,626	85,585
Personnel & Related Expense Accruals	<u>23,147</u>	<u>19,741</u>
	<u>98,773</u>	<u>105,326</u>

9. Assistance Provided by Other Parties

Material assistance was provided by: -

- (a) The Public Trustee Office for assisting in the role as Honorary Treasurer at an estimated cost of \$15,000 (\$25,600 in 2005).
- (b) The Government Architect (Department of Public Works and Services) as Honorary Architect at \$30,670 (\$15,210 in 2005).
- (c) Premier's Department in the preparation and printing of the Annual Report at an estimated cost of \$10,350 (\$9,950 in 2005).

10. Notes to the Cash Flows Statement

(a) Reconciliation of Cash

For the purpose of the Cash Flow Statement, cash includes cash at bank and investments at call.

At 31 December 2006 Cash and Cash Equivalents as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows: -

	<b><u>2006</u></b>	<b><u>2005</u></b>
	\$	\$
Cash at Bank and on Hand	97,436	43,798
Cash Equivalents	<u>1,385,239</u>	<u>1,422,956</u>
	<u><u>1,482,675</u></u>	<u><u>1,466,754</u></u>

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

(Continued)

- (b) Reconciliation of Net Cash Provided from operating activities to profit for the year

	<u>2006</u>	<u>2005</u>
<b>Operating Profit for the Year</b>	22,171	745,493
Depreciation	3,123	2,944
Loss on disposal	56	-
Increase/(Decrease) in Trade or Other Receivables	(2,428)	4,258
Increase/(Decrease) in Trade or Other Payables	(6,553)	37,506
<b>Net Cash Provided From Operating Activities</b>	<u>16,369</u>	<u>790,201</u>

11. Financial Instruments

- (a) For the purposes of this financial report, a financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. For the Trust, financial assets include cash at bank, receivables and investments at call. The financial liabilities are limited to accounts payable.

(i) *Credit Risk*

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets is the carrying amount of those assets, net of any provision for doubtful debts, as disclosed in the balance sheet and notes to the financial statements. The Trust does not have any material credit risk exposure to any single debtor or group of debtors.

(ii) *Liquidity Risk*

The Trust manages liquidity risk by monitoring cash flows and maintaining adequate unutilised borrowing facilities.

(iii) *Foreign Exchange Risk*

The Trust is rarely exposed to foreign currency risk.

(iv) *Price Risk*

The Trust is not exposed to commodity price risk.

(b) *Interest Rate Risk Exposures*

The Trust's exposure to interest rate risk, which is the risk that a financial instrument's value will fluctuate as a result of changes in market interest rates and the effective weighted average interest rates on those financial assets and liabilities are summarised below:-

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

(Continued)

2006

FINANCIAL ASSETS	<u>EFFECTIVE WEIGHTED AV. INT. RATE %</u>	<u>FLOATING INTEREST RATE</u>	<u>NON BEARING INTEREST</u>	TOTAL
Cash at bank	-	-	97,436	97,436
Trade and Other Receivables	-	-	46,650	46,650
Short Term Deposits	6.67%	1,385,239	-	1,385,239
	-	1,385,239	144,086	1,529,325

**FINANCIAL LIABILITIES**

Trade and Other Payables	-	-	98,773	98,773
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2005

FINANCIAL ASSETS	<u>EFFECTIVE WEIGHTED AV. INT. RATE %</u>	<u>FLOATING INTEREST RATE</u>	<u>NON BEARING INTEREST</u>	TOTAL
Cash at bank	-	-	43,798	43,798
Trade and Other Receivables	-	-	44,222	44,222
Short Term Deposits	6.58%	1,422,956	-	1,422,956
	-	1,422,956	88,020	1,510,976

**FINANCIAL LIABILITIES**

Trade and Other Payables	-	-	105,326	105,326
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12. Equity

	<u>2006</u> \$	<u>2005</u> \$
<u>Accumulated Funds</u>		
Accumulated Funds at Beginning of Year	6,490,563	5,745,070
Profit for the Year	22,171	745,493
Accumulated Funds at End of Year	<u>6,512,734</u>	<u>6,490,563</u>
<u>Asset Revaluation Reserve</u>		
Balance as beginning of year	23,956,896	23,956,896
Increase ANZAC Memorial Building	-	-
Balance at end of year	<u>23,956,896</u>	<u>23,956,896</u>

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.

**TRUSTEES OF THE ANZAC MEMORIAL BUILDING  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2006**

**(Continued)**

13. Additional Information

- (i) There are no contingent liabilities at year end.
- (ii) Capital or other expenditure commitments at the year end totalled \$6,820 inclusive of GST (\$Nil 2005).
- (iii) No events have occurred since balance date, which would have a material impact on the financial statements.
- (iv) There are no loans or advances due to the Trust by officers or employees.
- (v) There are no amounts due by way of loan or otherwise to the Trust by a corporation, a director of which is an officer or employee of the Trust.

END OF AUDITED FINANCIAL STATEMENTS

**STATEMENT IN ACCORDANCE WITH S41(C)  
OF THE PUBLIC FINANCE AND AUDIT ACT, 1983**

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 report and notes thereon exhibit a true and fair view of the financial position of the Trustees of the Anzac Memorial Building as at 31st December 2006 and transactions for the year then ended.
2. The Report has been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2005, and the Treasurer's Directions.
3. We are not aware of any circumstances, which would render any particulars included in the financial report to be misleading or inaccurate.

Dated 23 April 2007

  
\_\_\_\_\_  
Acting Chairman  
Anzac Memorial Building Trust

  
\_\_\_\_\_  
Trust Member  
Anzac Memorial Building Trust

## Access

Public access to the ANZAC Memorial extends from 9 am to 5 pm seven days per week. The Memorial was closed on Christmas Day and Good Friday. There is a daily Remembrance Service at 11.00 am every day.

Disability access is via the western centre door on ground level only.

Memorial staff may be contacted by telephoning (02) 9267 7668 or facsimile (02) 9264 2039 or email [manager@ANZACmemorial.nsw.gov.au](mailto:manager@ANZACmemorial.nsw.gov.au)

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



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