



Trustees:



The Honourable K KENEALLY MP (Chairman)
Premier of New South Wales
Represented by The Hon P PRIMROSE MLC



B O'FARRELL MP (Deputy Chairman)
Leader of the Opposition *Represented by* V DOMINELLO MP



The Rt Honourable Councillor C MOORE
MP
Represented by Deputy Lord Mayor, Councillor P BLACK



D E J ROWE OAM (Acting Chairman)
President, Returned and Services League of Australia (New South Wales Branch)



S C POULSEN President, TB Sailors, Soldiers and Airmen's Association, NSW (Inc.)



I DODDS Chief Executive Officer – New South Wales Trustee and Guardian

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Acting Chairman's Letter



The Hon Kristina Keneally MP
Premier of New South Wales
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Premier

It is with great pleasure that I submit the 2009 Annual Report on behalf of the Trustees of the ANZAC Memorial for the period 1 January 2009 to 31 December 2009.

The year 2009 was a momentous one for the Memorial, seeing the culmination of the Capital Works Program (CWP) and the re-opening of the Memorial to the public on the 75th anniversary of its opening on 24 November. Organised and funded by the Department of Premier and Cabinet, this remarkable display showcased the Memorial to the people of New South Wales as never before. The reopening was also the first chance to see the Memorial's new exhibition area with its improved displays, audio-visual presentation and flexible Assembly Hall including modern access programs.

This significant achievement was only possible due to the ongoing commitment of the State Government to funding the ANZAC Memorial. This commitment is greatly appreciated and essential to the future of the Memorial. The Trustees also recognise the assistance and continued support of the City of Sydney Council, the State Library of NSW 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. Conservation of the collection and educational programs are included in their vision.

The Trustees wish to extend their appreciation to the Memorial Manager and staff for their hard work and dedication during the year and also the Government Architects Office for their effort.

A handwritten signature in cursive script that reads "Don Rowe".

Don Rowe
Acting Chairman

Honorary Secretary's Overview



The temporary closure of the Memorial due to the Capital Works Program continued until the 75th Anniversary of the Memorial's official opening on 24 November 2009, with both staff and the Memorial's collection located offsite for the majority of the year. A number of memorial staff were seconded to the Kokoda Track Memorial Walkway at Concord during some of this period, assisting with conducted tours and other related duties.

The re-opening and anniversary service was a sight to behold. Due to the event planning expertise of the Community Engagement and Events Division (CEED), New South Wales (NSW) Department of Premier and Cabinet, I believe that the ceremony was the best commemoration event ever planned in NSW. The professional manner in which it was staged to capture the dignity and respect for the building was a credit to the CEED team. It was a moving ceremony that encapsulated the symbolism and emotion that the building holds for ex-service men and women, and indeed, the general public within the State.

The implementation of the use of Memory Stars by members of the community has proved to be a great source of public gratitude.

It was nonetheless pleasing to note that the ANZAC Memorial continued to fulfil its role as the Principal War Memorial for the State of New South Wales, with ceremonial programs continuing throughout the year. The annual 'RSL and Schools Remember ANZAC' service on 10 April was well attended, with an increased participation from the previous year. The ANZAC Day Commemoration Service held 25 April, was also well attended by veterans, current service personnel and members of the public. The Memorial continued as a ceremonial site for the Indigenous Veterans Day Ceremony held during Reconciliation Week. The Battle of Fromelles was again commemorated on 19 July.

There has been a significant downturn in graffiti and vandalism on the Memorial due to the Trustees' decision to engage security guards during the night. I would like to thank the State Government for agreeing to fund this initiative. In time it is hoped to have the Memorial under the security of Special Constables of the NSW Police Service.

I wish to both farewell and thank Mr John Smart for his tireless and dedicated efforts in supporting the Honorary Secretary. Sadly John, a valued RSL employee, lost his brave battle with cancer during the year. I would also like to thank other RSL staff, Mrs Allyna Moylen who expeditiously fulfilled John's role in the short term and Mr Allan Croft who subsequently replaced him.

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

Chris Perrin
Honorary Secretary

Report of the Trustees of the ANZAC Memorial Building for the year ended 31 December 2009

This is the twenty-sixth Report of the Trustees of the ANZAC Memorial Building since enactment of the Annual Reports (Statutory Bodies) Act and covers the period 1 January 2009 to 31 December 2009.

The Trustees' Mission for the Memorial is:

1. To maintain and conserve the ANZAC Memorial as the principal State War Memorial in New South Wales.
2. To preserve the memory of those who have served our country 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 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 No 27, 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. 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 cost assistance purpose. The Memorial was officially opened by Prince Henry, Duke of Gloucester, on 24 November.

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 (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 Anzac soldier 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 centred in a bronze ring signalling the flames of destruction (frontispiece). The design of the space means that visitors in the Hall of Memory automatically bow their heads to view the 'Sacrifice' monument.

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, 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 a deterrent to trespassers, the screens are also intended to make a positive contribution to the public realm through the incorporation of artwork. The artwork on 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 to the ANZAC Memorial (Building) Act to rededicate the memorial to all Australians who served 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 is closed on Christmas Day and Good Friday. There is a formal Remembrance Service of around five minutes duration, conducted daily at 11.00 am.

Disability access is by the western centre door on the ground level. Another access option is at the eastern glass door in the Assembly Hall area, if required. There is also lift access from the ground floor (key operated by staff only) to the Hall of Memory and to the disabled toilet in the basement as required.

Memorial staff may be contacted:

Telephone (02) 9267 7668

Facsimile (02) 9264 2039

Email manager@ANZACmemorial.nsw.gov.au

Webpage: www.anzacmemorial.nsw.gov.au/home

Governance

The Trustees' 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.

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.

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.

Who are the Trustees?

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

1. The Premier of the State.
2. The Leader of the Opposition.
3. The Lord Mayor of Sydney.
4. Chief Executive Officer (CEO) – NSW Trustee and Guardian.
5. The President of the Returned and Services League of Australia (New South Wales Branch).
6. The President of the TB Sailors, Soldiers and Airmen's Association of NSW (Inc).

Meetings

The Annual General Meeting of Trustees was held on 2 February 2009, with a quorum of five trustees or representatives as required. Statutory Quarterly Meetings took place on 2 February, 4 May, 22 September, and 2 November, 2009.

The Premier, the Leader of the Opposition and the Lord Mayor of Sydney nominated representatives to attend meetings of the Trustees. Meetings are presided over by the acting Chairman. Trustees or their appointed representatives attended meetings as follows:

	Attendance	Possible
D Rowe OAM (Acting Chairman)	4	5
S Poulsen (TB Sailors, Soldiers and Airmen)	5	5
I Dodds (CEO - Public Trustee and Guardian)	1	2
P Whitehead (Public Trustee)	3	3
The Hon G West MP (for Premier)	5	5
The Hon C Lynn MLC (for Opposition Leader)	0	2
V Dominello MP (for Opposition Leader)	2	3
Cr P Black (for the Lord Mayor)	1	1
R Henson (for the Lord Mayor)	2	4

Committee Meetings

During 2009, four main committees provided assistance to the Trustees in meeting their responsibilities. They provide regular forums for detailed discussion of operational issues and oversee key works programs.

Finance Committee

The Finance Committee meets four times each year prior to the statutory quarterly meetings of the Trustees. The members review budget performance, funding, recurrent expenditure and financial reports. The Committee Members in 2009 were:

P Whitehead, Honorary Treasurer (to June)
D Mitchell, Department of Premier and Cabinet
B Pettman, Honorary Architect
M Devine, Architect
A Mulliner OAM, RSL Assistant State Secretary (Honorary Treasurer from August)
G Read SC, 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 met on a monthly basis and reported to the statutory quarterly meeting of ANZAC Memorial Trustees. The quorum of Trustees or Trustee representatives required is two persons. The Committee Members for 2009 were:

D Rowe OAM, Acting Chairperson
R Henson, Representing the Lord Mayor
S Poulsen, Trustee
C Perrin, Honorary Secretary
J Smart, Assistant to Honorary Secretary (part)
A Moylan, Assistant to Honorary Secretary
A Croft, Assistant to Honorary Secretary
B Pettman, Honorary Architect
T King, Heritage Architect
M Devine, Architect
G Read SC, Memorial Manager
A Clancy, Deputy Memorial Manager
S Gorton, Project Manager (to April).

75th Anniversary Committee

This committee met regularly to put together and finalise an appropriate program for the 75th Anniversary of the ANZAC Memorial in November 2009. . The Committee Members for 2009 were:

D.Rowe OAMChairman
C Perrin, Honorary Secretary
P Whitehead, Honorary Treasurer (to July)
S Poulsen, Trustee
R Henson, Representing the Lord Mayor
D Mitchell, Representing Department of Premier and Cabinet
M Harkins OAM, MVO – Community Engagement and Events Division (CEED)
B Pettman, Honorary Architect
M Devine, Architect
G Read SC, Memorial Manager

A Clancy, Deputy Memorial Manager
J Smart, Assistant to Honorary Secretary (part)
A Moylan, Assistant to Honorary Secretary
D James RFD, Assistant to Honorary Secretary

An Event sub-committee was formed with the following members:

D Mitchell, Representing Department of Premier and Cabinet
D James, Assistant to Honorary Secretary
G Read SC, Memorial Manager
A Clancy, Deputy Memorial Manager
Other Department of Premier and Cabinet and Department of Defence officers as needed. This also includes representatives of the Australia's Federation Guard (AFG) and Australian Army Band, Sydney

Collections Committee

On 2 February 2009, the Trustees established the Collections Committee to provide advice regarding the Memorial's collection management and storage. The Committee Members for 2009 were:

P Whitehead, Chairman (up to July)
P Black, Deputy Lord Mayor, replacing P Whitehead
D Mitchell, Assistant Director, Department of Premier and Cabinet, *Chairman*
A Clancy, Deputy Memorial Manager ANZAC Memorial, *Secretary*
J McAuslan, Manager of Exhibitions and Collections, Shrine of Remembrance
L Anemaat, Representative of the State Library
J Bickersteth, Managing Director International Conservation Services
M Devine, Architect, Government Architects Office

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 \$21,977.00 for services provided during 2009.

Achievements for 2009

Building Improvement and Maintenance Program

Throughout most of 2009 the ANZAC Memorial remained closed for the major portion of the Capital Works Program (CWP) implementation. The building was reopened on 24 November 2009 on the occasion of the 75th anniversary of its dedication.

General Maintenance Work

During 2009 general maintenance and repairs were suspended because of the major restoration, adaptation works program as well as the installation of a new exhibition as part of the Capital Works Program.

Capital Works Program (CWP)

In 2009 the CWP was substantially completed within and outside the ANZAC Memorial..

To better facilitate the delivery of the works in large packages, a project manager was appointed in 2008 by the Trustees to contract and administer the various elements of the CWP on behalf of the Trustees. This role was taken over in March 2009 by the Government Architects Office through to completion in November.

The tenders for the main packages of work in 2009 were lower than estimated and this enabled deferred works to be brought forward as an inclusion of the CWP.

Regular review of the subsequent contracts and forward commitments was implemented.

CWP program actions in 2009 included:

- Major internal refurbishment and conservation works on the basement, ground and podium levels.
- Installation of a lift for the frail and disabled to all levels in the building
- Waterproofing works at the podium level parapets, the podium waterproofing and paving were replaced
- The installation a new exhibition including audio-visual systems, in the Exhibition Room and Assembly Hall
- Restoration of the Assembly Hall space to its former condition and its upgrade to enable temporary exhibitions
- Restoration of the original consulting rooms as meeting spaces
- Ongoing and effective monthly meetings of the Building Committee with the ANZAC Memorial Trustees and the RSL to oversee the progress of the Capital Works Program

The CWP program for 2010 will include:

- The provision of a new external lighting scheme for the facades of the building
- Establishment of the cleaning regime for the building and associated contracts
- Completion of the 12 months defects period of the major works up to November 2010 determining any other outstanding or appropriate works requirements for the building
- Establishment/re-establishing maintenance programs for new and existing equipment for the building.
- Reconciliation of the CWP funding expenditures

Future Development - Education Centre Concept

In March 2007 the Honorary Architect & the Government Architect's Office were commissioned to prepare a concept plan and feasibility submission for the potential development of an Education/Interpretation Centre at the ANZAC Memorial. The concept includes permanent and travelling exhibition spaces, education and research facilities, administrative and staff facilities

In 2009 no further work to the concept was undertaken due to major CWP works on site.

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. The table below refers.

Recurrent Budget		Actual 2009
Income:		590,461
Expenditure:	Administration Charges	(316,853)
	Depreciation Expense	(5,358)
	Other expenses	(429,063)
Total Deficit:		(160,813)

Process Improvements

Due to the continued closure of the ANZAC Memorial, staff and Collection remained at ANZAC House and other locations, returning to the Memorial in October 2009 in preparation for the re-opening. A Collection Audit was carried out and the Memorial's Collection Policies and Procedures were improved. The return to the Memorial saw enhanced procedures for building services, public address and security implemented.

Access to the Community

Access to the community was limited through November 2009 due to the ongoing capital works restoration with all interior areas of the Memorial closed to the public. Nonetheless, the following events were conducted at the Memorial during 2009:

- 8 April: Official RSL and Schools Remember ANZAC Service
- 25 April: Official ANZAC Day Commemorative Service
- 7 June: Italian National Day Service and Wreath Laying Ceremony
- 29 May: Commemoration Ceremony for Aboriginal and Torres Strait Islander Veterans
- 19 July: Anniversary, Battle of Fromelles, France, WWI Commemoration Ceremony
- 25 July: Australian Army Training Team Vietnam Association Wreath Laying Ceremony
- 11 November: Remembrance Day. The Hall of Memory was opened to the public for an 11am service.
- 24 November: 75th Anniversary and re-opening of the Memorial

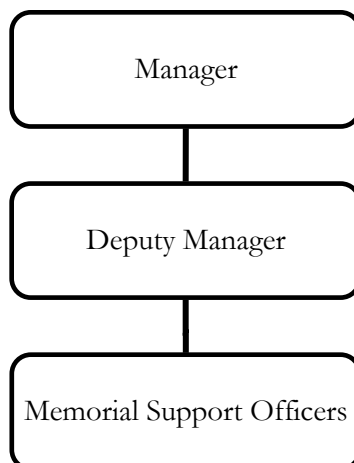
Following the re-opening of the Memorial there was a noticeable improvement in visitor numbers. Group visits returned to their pre-closure numbers especially from the Education Area.

Public Program Highlights

1. RSL & Schools Remember ANZAC Service. Pupils from more than one hundred schools attended.
2. ANZAC Day Ceremony 2009.
3. The Battle of Fromelles, France, WWI Annual Commemoration Ceremony on the 19 July saw increased public attendance.
4. Indigenous Veterans Day Ceremony held during Reconciliation Week. Organised with the Department of Veteran Affairs and the RSL, this was the first time in New South Wales indigenous servicemen and women had been formally recognised with a service at the Memorial.
5. Reopening of the Memorial with the new exhibition area and assembly hall.
6. A new brochure was made available to the public from the re-opening
7. The Stars of Memory program commenced with the 75th anniversary, allowing members of the public to make personal tribute to those who have served.

Staffing

Organisational Chart



Establishment

The Returned and Services League of Australia (New South Wales Branch) have since 2005, and including 2009, employed personnel as follows:

	2009	2008	2007	2006
Memorial Manager	1	1	1	1
Deputy Manager	1	1	1	1
Memorial Support Officers (Full -time)	3	3	2	2
Memorial Support Officers (Casual)		1	1	1

All other staff support was provided, as required, by The Returned and Services League of Australia (New South Wales Branch), the Public Trustee NSW, the Department of Premier and Cabinet and the Department of Commerce. Due to the closure of the Memorial Building for capital works, some staff were deployed at the Kokoda Track Memorial Walkway for part of the year. The invaluable service provided by all personnel associated with the administration of the Memorial and the spirit of cooperation demonstrated by their respective employees is gratefully acknowledged by the Trustees.

ANZAC Memorial Staff 2009

Greg Read, SC, Manager
Anthony Clancy, BA, MA, Deputy Manager
Michael Wilson, Memorial Support Officer
Patrick Holmes, Memorial Support Officer
Dr Anthony Scott, Memorial Support Officer

Staff Training

With the return of staff to the Memorial building and the re-opening, staff were trained in new systems for security, delivery of audio-visual material, building services and public access. Staff skills in assisting the public with researching their families' military history were further developed.

The Memorial enhanced staff professional knowledge through attendance at a range of technical seminars and conferences.

Equal Employment Opportunity (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.

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 from the ANZAC Memorial Building are:

- copies of Annual Reports dating from 1985;
- an information brochure; and
- Standard Operating Procedures are gazetted as appropriate.

The Annual Report for 2009 was approved by The Trustees of ANZAC Memorial on 4th May 2010, Quarterly Meeting. The cost of printing the 2009 Annual Report will be \$751.00.

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 2009.

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 no claims in this category.

Sixteen property damage claims were made on the Treasury Managed Fund in 2009, an increase from fourteen in 2008. The majority of these were in the first six months of the year when the hoarding surrounding the Memorial for the Capital Works Program attracted graffiti. There were no personal injury claims arising from Public Liability in 2009 and no claims on Miscellaneous insurance.

Occupational Health and Safety (OH&S)

Health and safety issues are continually monitored by the Trustees through the Memorial Manager and staff consultation. There were two (2) accidents and incidents reported in 2009 compared with five (5) in 2008. No workers' compensation claims were lodged this year.

Risk Management

As a result of current CWP, the Trustees have included the risk management component as part of the work undertaken by contractors. A review will commence after the warranty period expires on the current works. To achieve this, the manager will work in conjunction with the TMF Risk Management Section.

Recycling

A Waste Reduction and Purchasing Policy (WRAPP) is in place in accordance with NSW Government Policy.

Heritage Management

The ANZAC Memorial is identified as a heritage item in the *Sydney Local Environmental Plan 2005* (No 185 CSHI No 8024 in Schedule 8 Central Sydney heritage items, Part1 Heritage items). In accordance with the *NSW Heritage Act 1977* and the *State Agency Heritage Guide 2005*, the Trustees of the ANZAC Memorial report that during 2009 they have undertaken a wide program of capital works and maintenance to upgrade and maintain the condition of the ANZAC Memorial to reflect its high degree of heritage significance. These works are detailed elsewhere in this report.

Consumer Response

As a service-based organisation, customer feedback is of prime importance to the ANZAC Memorial and is closely and regularly monitored. With this mind, the Memorial keeps a pro-forma 'Feedback Form' for this specific purpose to record any compliments and complaints. In addition, a general file is also maintained for oral compliments as well as complaints. In particular, major complaints are dealt with in writing through the Honorary Secretary on behalf of the Trustees.



GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

Trustees of the ANZAC Memorial Building

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the Trustees of the ANZAC Memorial Building (the Trust), which comprises the statement of financial position as at 31 December 2009, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial statements:

- present fairly, in all material respects, the financial position of the Trust as at 31 December 2009, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2005.

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

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 (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the Trust's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Trustees, as well as evaluating the overall presentation of the financial statements.

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

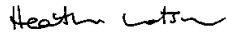
My opinion does *not* provide assurance:

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

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence 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 but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.



Heather Watson
Director, Financial Audit Services

19 April 2010
SYDNEY

