

ANNUAL REPORT  
2019-20



ANZAC MEMORIAL  
HYDE PARK SYDNEY

The Trustees of the Anzac Memorial Building  
Annual Report 2019–2020

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Further information on the Memorial's education  
programs and services can be found at:  
[www.anzacmemorial.nsw.gov.au](http://www.anzacmemorial.nsw.gov.au)

Below: Bas relief reproduction on  
display near the Hall of Service.  
Photograph by Rubai Huda,  
Corrective Services NSW

Cover: The Hall of Service.  
Photograph by Brett Boardman





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# LETTER OF SUBMISSION FROM THE TRUSTEES



ANZAC MEMORIAL  
HYDE PARK SYDNEY

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The Hon. Gladys Berejiklian MP  
Premier of New South Wales  
52 Martin Place  
SYDNEY NSW 2000

Dear Premier

I am pleased to submit the Trustees of the Anzac Memorial Building Annual Report 2019/20 for presentation to Parliament.

This is the 36th report of the Trustees of the Anzac Memorial Building since enactment of the *Annual Reports (Statutory Bodies) Act 1984 No 87* and has been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*. It provides an overview of the Anzac Memorial's activities and includes financial statements from 1 July 2019 to 30 June 2020. The financials were prepared by the NSW Department of Communities and Justice, the Trustees' financial services provider in 2019/20.

Following the tabling of the report in Parliament, it will be available for public access on the Anzac Memorial's website at [www.anzacmemorial.nsw.gov.au](http://www.anzacmemorial.nsw.gov.au)

Yours sincerely



Caroline Mackaness  
Honorary Secretary  
Trustees of the Anzac Memorial Building  
15 October 2020



Her Excellency the Honourable  
Margaret Beazley, AC QC,  
Governor of NSW lays a wreath  
on behalf of the people of NSW.  
Anzac Day 2020, courtesy NSW  
Government



# THE ANZAC MEMORIAL

The Anzac Memorial is a physical expression of the spirit and legend of Anzac. Built and funded by the people of New South Wales, to honour those who served in the Great War and be a place of comfort for those who had lost loved ones.

In 1984 the Memorial was rededicated to all Australians who have served their country. Today it stands proudly as one of the state's most significant cultural and commemorative institutions continuing in its original purpose as a war memorial and a place for contemporary veterans to gather. It is a site for commemoration, remembrance, education and reflection.

The Anzac Memorial Centenary Extension was delivered by the Trustees, with the financial support of the City of Sydney and the State and Commonwealth Governments to mark the 100th anniversary of the First World War in 2018. It realised architect Charles Bruce Dellit's original vision for two water features through the completion of his concept for a water cascade to the south. Distinguished architectural firm Johnson Pilton Walker designed the Centenary Extension in collaboration with the office of the Government Architect NSW. The newly created education and interpretation facilities enable the Anzac legacy, Australia's military history and the service and sacrifice of our defence personnel and their families to be interpreted for generations to come.

The Memorial building in both its original and its extended form is a work of art and a remarkable piece of architecture. The original collaboration between the English artist George Rayner Hoff, who had migrated to Sydney in the 1920s, and the architect Charles Bruce Dellit has been honoured by the Memorial Extension partnership between renowned Australian artist Fiona Hall and award-winning architect Richard Johnson. The relationship between art and architecture is seamless and speaks to an ongoing respect and reverence for this unique place within our contemporary society. At the centre of the Centenary Extension, the Hall of Service, a civic space that architecturally and artistically mirrors the Hall of Silence in the original building, acknowledges the contributions to service from across the state with the inclusion of 1,701 place names and samples of soil from the locations NSW First



Australian Imperial Force (AIF) enlistees gave as their home address. The new Hall also features 100 sites of military significance to NSW service personnel, to honour more than a century of Australian service and sacrifice in peacekeeping and conflict – 'with and for all Australians'.

## AWARDS

- Winner, Australian Institute of Architects Sulman Medal for Public Architecture 2020
- Winner, Australian Institute of Architects Award for Urban Design, 2020
- Highly Commended, World Architecture Festival 2019, Anzac Memorial Centenary Project
- Winner, Commercial Buildings Award for Excellence – Concrete Institute of Australia Excellence in Concrete Awards (National)
- Winner, Kevin Cavanagh Trophy – Concrete Institute of Australia Excellence in Concrete Awards, Anzac Memorial Centenary Project
- Winner, Commercial Buildings Award for Excellence – Concrete Institute of Australia
- Winner, Excellence in Concrete Awards (NSW)
- Winner, National Trust Award for Continuing Tradition – National Trust Heritage Awards
- Winner, National Trust Award Judges' Choice – National Trust Heritage Awards
- Winner, Medium Projects Award to TTW – ASCE Excellence in Structural Engineering Awards
- Winner, Master Builders 2019 Outstanding Construction Award
- Winner, Master Builders 2019 Public Buildings, \$30–50million Award
- Winner, Master Builders 2019 Best Use of Concrete Award

Above: Sulman Medal for Public Architecture 2020

Left: The Anzac Memorial's Cascade and southern forecourt. Photograph by Peter Bennetts

# GOVERNANCE

The Memorial is overseen by a Board of Trustees responsible for the management, maintenance and preservation of the Anzac Memorial as New South Wales's principal war memorial. Its significance is reflected in the unique composition of its board with the positions of Premier and Leader of the Opposition, Lord Mayor of Sydney, State President of the RSL (NSW Branch), the Government Architect, State Librarian and Secretary of the Department of Education, Australian Defence Force, veterans and community representatives all legislated Trustees by the *Anzac Memorial Act 1923*.

## WHO ARE THE TRUSTEES AND THEIR PROXIES?

- Chair, Premier, The Honourable Gladys Berejiklian MP  
Proxy: The Honourable John Sidoti MP (until 17/09/2019) and The Honourable Dr Geoff Lee MP, Acting Minister for Veterans Affairs (from 11/12/2019)
- Deputy Chair, Acting State President, RSL (NSW Branch), Mr Ray James OAM (from 23/9/2019)  
Proxy: Mr Jeff O'Brien
- Leader of the Opposition, The Honourable Jodi McKay MP  
Proxy: The Honourable Greg Warren MP
- The Right Honourable Lord Mayor, Clover Moore  
Proxy: Councillor Phillip Thalys
- Secretary, Department of Education, Mr Mark Scott AO  
Proxy: Ms Kathy Powzun (from 26/11/2019)
- Acting NSW Government Architect, Ms Olivia Hyde then NSW Government Architect, Ms Abbie Galvin (from 20/03/2020)  
Proxy: Ms Olivia Hyde
- NSW State Librarian, Dr John Vallance FAHA
- Veterans' Representative, Brigadier Paul O'Sullivan AM MBE (Ret'd)
- Community Representative and Honorary Treasurer, Mr Doug Dean AM (until 13/12/2019)
- Australian Defence Force Representative, Major General Chris Field AM CSC (from 23/9/2019)

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

## THE TRUSTEES' LEGISLATIVE CHARTER

The Trustees' governing legislation is the *Anzac Memorial (Building) Act 1923*. The Act is allocated to the Minister for Veterans and falls administratively with the NSW Office for Veterans Affairs (OVA).

## THE TRUSTEES' POWERS

Under section 5 of the 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 the funds acquired *in or towards the equipment, upkeep, maintenance and management of the memorial building*.

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

- 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,*
- may to the exclusion of all other persons:*
  - provide and sell,*
  - authorise the manufacture, printing, publishing, and sale of, replicas, photographs, booklets, pamphlets and other like matter relating to the memorial building,*
- may receive monies by way of:*
  - 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,*
  - proceeds of sales by the Trustees of replicas, photographs, booklets, pamphlets and other like matter relating to the memorial building; and*

## TRUSTEE MEETING ATTENDANCE

Meetings	Extraordinary Meeting 29/7/19	23/9/19	11/12/19	19/3/20	29/6/20
The Premier or proxy	✓	x	✓	✓	✓
The RSL State President or proxy	✓	✓	✓	✓	✓
The Leader of the Opposition or proxy	✓	✓	x	✓	✓
The Lord Mayor or proxy	✓	✓	✓	✓	✓
The Secretary, Department of Education or proxy	✓	✓	x	✓	✓
The Government Architect or proxy	✓	✓	✓	✓	✓
The State Librarian or proxy	✓	✓	✓	✓	✓
Veterans Representative	✓	✓	✓	✓	✓
Community Representative	x	✓	✓	-	-
ADF Representative	x	✓	✓	✓	✓
Honorary Secretary	✓	✓	✓	✓	✓
Total attending	9	10	9	10	10

*(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.*

# PURPOSE

## THE TRUSTEES' MISSION FOR THE MEMORIAL IS:

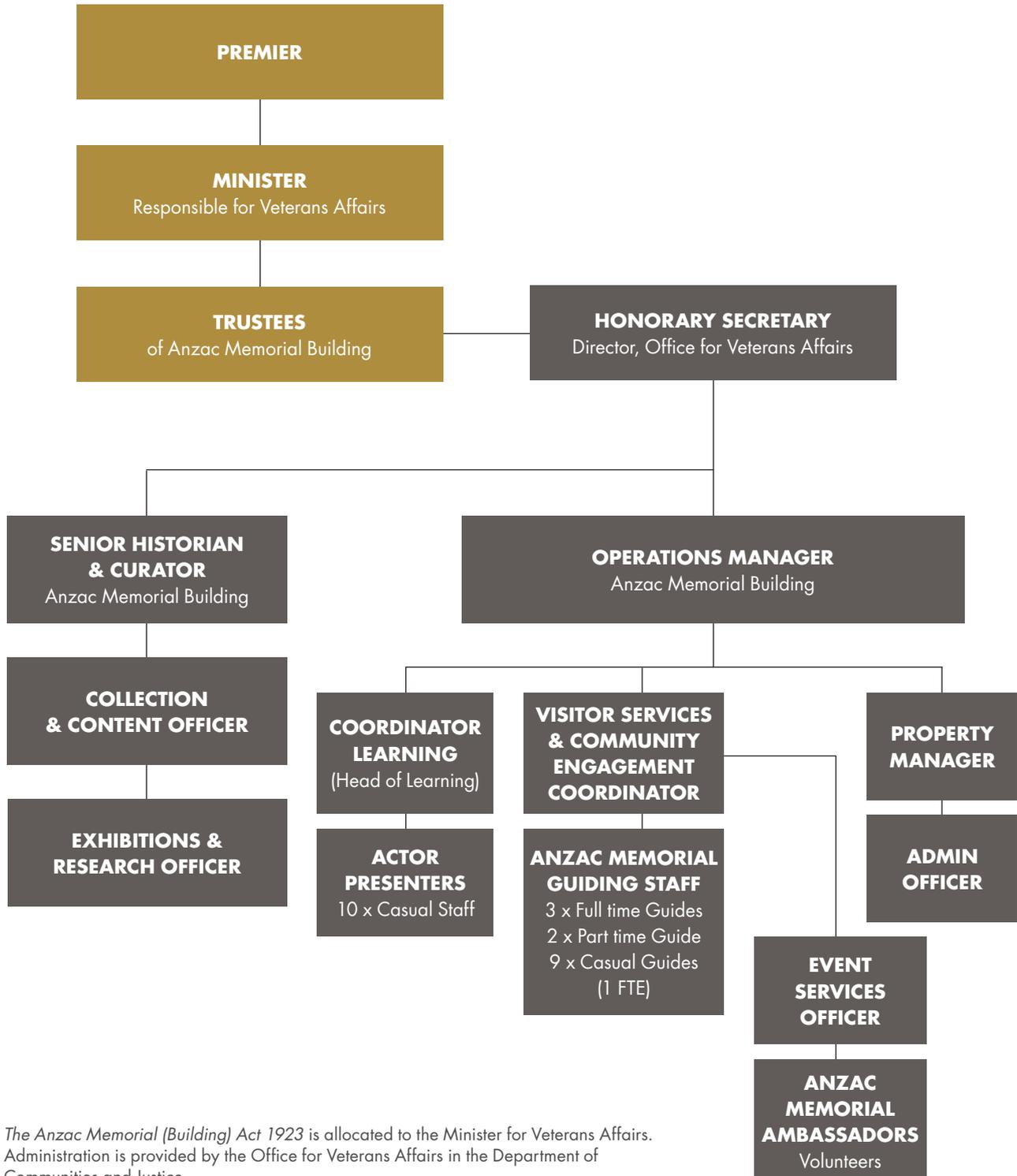
"To promote, maintain and enhance the Anzac Memorial as the state's principal commemorative and interpretive monument to the service and sacrifice of Australians in armed conflicts, to maximise its potential to inform all visitors and to educate future generations."

## AIMS AND OBJECTIVES

The programming and management of the Memorial is guided by the following objectives:

- To maintain the solemnity of the Memorial as a place of remembrance.
- To ensure the Anzac Memorial is protected and well-maintained as NSW's principal war memorial.
- To build partnerships to ensure the future prosperity and sustainability of the Memorial, its enhanced facilities and programs.
- To provide appropriate multifunctional and flexible spaces for commemorative events.
- To continue to enhance the returned services associations' links with the Memorial as a living monument.
- To carefully conserve the remaining original 1934 interior spaces, fittings and fixtures as part of the interpretation of the Memorial's unique function and enhance access to these spaces.
- To provide safe, welcoming and equitable access to amenities and all areas of the Memorial for veterans, their families and people with disabilities.
- To better maintain and exhibit the Memorial's collection of artefacts, documents and personal objects.
- To enhance the Memorial's potential to inform and educate current and future generations by establishing education spaces and informative education programs as part of school curriculum studies and for the tertiary sector.
- To foster community and visitor interest and enquiry about the Memorial.
- To provide space and opportunities for temporary installations and travelling exhibitions.
- To provide appropriate and accessible collection storage and access to documents and resources for specific research on site and establish a collaborative arrangement with the State Library of NSW regarding additional collection management, conservation and storage arrangements into the future.
- To work in collaboration with the City of Sydney to protect, manage and maintain the Memorial's water feature assets, security, signage, formal parkland setting and public amenity.

## 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 in the Department of Communities and Justice.

# OUR PEOPLE

## ANZAC MEMORIAL STAFF

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

The Anzac Memorial has an established induction program for new staff, volunteers and interns. The program has been developed to build a positive workplace culture and ensure staff are able to access the necessary support in achieving a best practice approach to work.

As a result of the expanded operations two new positions were recruited to support service delivery. A Visitor Services and Community Engagement Coordinator role was finalised in January 2020 to manage the day to day operations of the Anzac Memorial, coordinate commemoration services, enhance guiding services and network with veteran and community organisations. An Event Services Officer role was also created to facilitate the delivery of venue and event services and oversee the Ambassador program.

The Anzac Memorial has a workforce of talented and dedicated professionals that strive to deliver exceptional experiences and works to support veterans through employment. 44% of the staff have served or are current serving members of Defence or married to Defence personnel.

The Trustees acknowledge and thank all Anzac Memorial staff for their commitment and hard work over the last year.

## THE ANZAC MEMORIAL AMBASSADOR PROGRAM

The Anzac Memorial Ambassador program commenced in July 2019. Volunteers were recruited from the RSL NSW Corps of Guards and via external

recruitment. There are currently 20 ambassadors who have been inducted into the program which includes training sessions for customer service, historical training and emergency management. The first ambassadors were rostered to support the existing guiding staff in August 2019. The program has attracted a diverse range of people from the community including veterans and current serving members of Defence.

The second phase of the program will engage with veteran organisations and offer placements for veterans looking for an opportunity to participate in a staged return-to-work program.

## WORK PLACEMENT PROGRAM

The Anzac Memorial has been trialling a work placement program since November 2019. The program is designed to support veterans who wish to return to work following a psychological or physical injury. The program is flexible to allow participants to attend necessary appointments and Memorial Management works closely with the individual's case worker to ensure that all the necessary support is provided. The program is tailored to reflect the capabilities, limitations and strengths of the program participant. Through the recent work placement trial, a select range of Memorial policies and procedures were reviewed, website pages were updated and a training manual for staff and volunteers was developed.

The Memorial is creating a more inclusive workplace for people with psychological injury or mental illness. The work placement program is a critical component of that effort. Management, staff and volunteers make up a team that have experience or knowledge of varying mental health issues and so can relate to behaviours and periods of un-wellness. Key staff are supported through appropriate training to create an environment for people recovering from mental health issues.

The success of this placement has made it a suitable pilot to offer future placements to veterans who are ready to re-enter the workforce after injury.

*"I am indebted to everyone at the Anzac Memorial for making my transition back into the workplace a smooth and relaxed journey. You supported and trusted me and that empowered me to regain my trust, and confidence and be the person I once was."*

Martin Clark, Anzac Memorial Work Placement Program participant

## STAFF DEVELOPMENT

The Memorial has continued to prioritise in-house training and external learning opportunities for Memorial staff. Memorial Guides are encouraged to embark on personal projects, including the development of specialised tours or programs that will be able to cater for groups with specific interests. The intention is to not only assist in broadening the appeal of the Memorial but to contribute to the professional development of staff.

During the reporting period staff participated in first aid and emergency evacuation training. Several veteran guiding staff attended Mental First Aid and the Mental Health First Responders courses. These courses were conducted to assist staff in mental and emotional preparation when dealing with distraught members of the veteran community or general public as well as preparing staff for the requirements of supporting participants in the work placement program.

Curatorial and Collections staff attended a half day workshop concerning Basic Textiles Conservation that was run by the professional conservation company, Preservation Australia and facilitated through the Australian Museums and Galleries Association (AMaGA). Curatorial and Collections staff also attended several online webinars organised by the Australian Museums and Galleries Association (AMaGA). These were on a variety of topics and included webinars concerning Copyright, Social Media for Museums & Galleries and Working with Volunteers.

The Ambassadors were given the opportunity to participate in customer service training conducted by the Taronga Training Institute. The Anzac Memorial was able to apply for funded positions on the courses and the Training Institute was able to conduct the

training at the Memorial. Twelve (12) ambassadors attended the training over 2 sessions in August 2019 and January 2020. All the Ambassadors qualified in recognised training modules including provision of customer information and assistance, interacting with customers and showing social and cultural sensitivity. Representatives from the Visitor Services and Learning teams attended the Accessing the Arts Group discussion on Making the Numbers Count on the use of data and digital insights to be more inclusive of people with disability.

Memorial staff participated in Collaborative Communications workshops with staff from the Office for Veterans Affairs to develop techniques in relation to communication and team collaboration.

Staff also participated in an in-house presentation of "The de Crespigny Poster Online Exhibition – Overview and Content."

## INTERNSHIPS AND PLACEMENTS

The Anzac Memorial is committed to working with the community and sharing its expertise.

The Curatorial and Collections staff hosted Julianne Salway from the Rocky Hill War Memorial, Goulburn, on a week-long mentorship placement. The placement was funded by a grant from Museums & Galleries NSW. This allowed the intern to observe, discuss and contribute to various Memorial programs such as exhibition development, collection acquisition and management and education and public programs.

In March 2020 the Curatorial and Collections staff met with the manager and volunteer curators responsible for the historical collection on display at RSL LifeCare's ANZAC Village in Narrabeen. Plans are underway to develop the relationship to assist them with collection management.

The Visitor Services staff supported an intern from Meadowbank TAFE who is currently enrolled in the Certificate IV in Library & Information Services (Gallery/Museum). The intern helped develop and resource a new public program including accessioning objects into the Memorial's education collection.

# THE 2019/20 YEAR

## A YEAR LIKE NO OTHER

### COVID-19

The bushfires, floods and COVID-19 pandemic created a range of challenges to the operation of the Anzac Memorial this year in relation to commemoration, programming and general visitation. From July to December the Memorial experienced steady visitor numbers with an average of 1,200 visitors per day. Education, public programs and tour group bookings were increasing. By March 2020, visitation had reduced to an average of 886 visitors per day, an estimated 30% decrease in overall visitation from December 2019.

On 24 March the Memorial temporarily closed to the public as a result of the COVID-19 pandemic. Following the Premier's announcement on 20 May the Trustees endorsed a limited reopening on Mondays to Fridays from the 9 June with 282 visitors booking ticketed sessions through Eventbrite to 30 June. Most visitors who have subsequently visited remain at the Memorial for the full duration of the session and positive reviews have continued to be posted on TripAdvisor and Google Reviews.

Restrictions have resulted in the cancellation of **29 school bookings** between March and June, with a subsequent **loss of 1,963 students** who were scheduled to participate in our learning programs. Based on these figures alone, the Memorial would have otherwise achieved a minimum increase of 25% in school visitation from the previous reporting year. **12 public performances of the live performance piece, Devoted Service, were also cancelled** with an audience base of 279.

The closure and restrictions also impacted the Ambassador volunteer program. The program was suspended in March. However, the Memorial has maintained contact with the Ambassadors through the production of a newsletter and regular updates on the evolving situation. Ambassadors have been encouraged to contribute to the newsletter and maintain contact with Memorial staff. The intent is to re-instate the program as soon as COVID-19 restrictions allow.

The Memorial staff have risen to the occasion, focusing on civic engagement, increasing accessibility and connecting with the community using the website and social media. This report highlights several of the resultant key projects including the opportunity for people to participate in the Memorial's daily Service of Remembrance via Facebook or on the website. Some of the key commemorative services were broadcast with attendance strictly limited to meet COVID-19 guidelines. People are now able to enjoy the *1945* and *de Crespigny* exhibitions online and teachers are well resourced with free digital versions of the Memorial's most popular education programs.

Another positive outcome during this period is the opportunity for the various teams to come together to develop and deliver online projects. The cross-functional teamwork has enabled staff to develop an appreciation for differing approaches to audience engagement and learn from each other.

The Memorial has conducted a full risk assessment and established COVID-19 safe practices at the Memorial as guided by NSW Health Department. The Memorial is registered as a COVID Safe Business.

Right: Within the Hall of Memory.  
Photograph by Darryl Charles  
Photography



# AUDIENCE AND ENGAGEMENT

## VISITOR ENGAGEMENT AND PARTICIPATION

### HIGHLIGHTS

- Approximately **226,430 people visited** the Anzac Memorial
- The Memorial welcomed **67 schools** and delivered **46 workshops** at the Memorial and an additional **10 workshops online**
- More than **3,200 school students** visited the Anzac Memorial and **1,027 engaged online**
- The Memorial Guides led **100 tour groups** with more than **2,200 people participating**
- More than **1,105 people attended and participated in a commemorative service**
- Over **100 wreaths** were laid in remembrance
- **10 events** were held in the Centenary Extension.
- **16 veteran or affiliated organisations were offered free access** to the Centenary Extension for meetings or events.

Anzac Memorial visitation fluctuated over the year however the Memorial Guides have remained on hand to answer questions about the Memorial, the history and exhibitions and to assist visitors with the other services on offer.

The Anzac Memorial Guides are responsible for conducting guided tours for community groups, veteran and defence organisations. The new guiding complement has undertaken an enormous amount of research related to the history, the architecture and prominent historical figures of the Anzac Memorial. The depth of knowledge of staff has allowed the Memorial to offer tours that cater to different interests and with the aim of enhancing the visitor experience.

*"The WEA Ramblers had a tour today of the Anzac Memorial and I am writing to say how much we thoroughly enjoyed our tour with our guide. We were very impressed with his professionalism, knowledge and friendliness, because of which we were comfortable asking questions. As for the Anzac Memorial itself – well, what can I say! We were all blown away by its magnificence. Never had I imagined, or any of*

*the group, how stupendous it would be. It really was an uplifting tour in more ways than one. Many of us have been to the Anzac Memorials in Canberra and Melbourne but we felt that whilst they also are impressive, Sydney has the edge because of its hall of service with the different coloured sands (who could have imagined how colourful they would be) the museum, the carvings and the amazing Pool of Remembrance with views.*

*Thank you all once again for a memorable tour. We shall tell our friends how fantastic it is."*

17 September 2019

*"I write to express my appreciation to the team at the Anzac Memorial Hyde Park, in particular the tour guide, for hosting members of the 145 Signal Squadron who visited on Thursday 12th September 2019.*

*The tour was extremely informative and enhanced by the guide's experience and knowledge. As a result, the members of 145 Signal Squadron have a new appreciation for the ultimate sacrifice made by so many during the First World War. The memorial is a remarkable and appropriate addition to our city.*

*Visits and tours such as this contribute to the professional education and development of today's Army. We look forward to visiting again in the future. Thank you again to you and your team."*

K Burrup – Major Officer Commanding 145 Signal Squadron

The Curatorial and Collections Staff provided a series of curatorial tours of the Anzac Memorial and exhibitions for the following groups:

### PREMIER'S ANZAC MEMORIAL SCHOLARSHIP TOUR 2019

Daily lectures and guided tours of 19th and 20th century battlefields in Germany, Belgium and France for the Premier's Anzac Memorial Scholarship Tour (27 September – 12 October 2019)

Right: Anzac Day lighting installation, courtesy 32 Hundred Lighting





Top: 2020 Aboriginal and Torres Strait Islander Veterans Commemoration Service. Photograph courtesy RSL NSW and Adrian Masiello

Bottom: Fromelles Service Wreath laying. Photograph by Michael Mannington

## ANZAC MEMORIAL TOURS

The Royal Australian Historical Society  
(8 August 2019)

The NSW Committee and members of the Australian Museums and Galleries Association (AMaGA)  
(1 October 2019)

Museum of Applied Arts & Science's Registration & Conservation sections (23 October 2019)

Afterhours tour of the Anzac Memorial Centenary Extension and star ceremony for the Nicholas Dinner Club Group (25 November 2019)

Museum of Applied Arts & Science's Exhibition Coordination and Fabrication Workshop sections  
(11 December 2019)

The Australian Army History Unit, Victoria Barracks  
(17 March 2020)

## COMMEMORATION, EVENTS AND PUBLIC PROGRAMS

### COMMEMORATION HIGHLIGHTS

- More than **1,105 people participated in commemorative events** this year
- **Public programs** were offered to over **150 members** of the public
- Over **8,300 people** viewed the *Art of War: Veterans in Focus* **photographic exhibition**
- More than **7,000 people attended the daily Service of Remembrance**
- More than **11,000 people have viewed the daily Service of Remembrance on Facebook**
- Over **2,500 gold stars** were cast into the Well of Contemplation as a personal tribute
- There were **9 VIP visits** which included a tour, Star Ceremony or wreath laying.

The Anzac Memorial continued to support an active commemoration program working with the community, the RSL and other veteran organisations. The Memorial supported the Fromelles Ceremony attended by 200 people. The 3rd Ypres ceremony was a smaller ceremony with 100 people in attendance. The Remembrance Day Service was attended by 400 people. Several smaller ceremonies

were conducted over the period, these included a wreath laying ceremony for a US Congressional Delegation.

From March 2020, attendance and participation in the Memorial's commemoration program was impacted by the COVID-19 pandemic. Many ceremonies had to be cancelled including Anzac Day, RSL and Schools Remember Anzac and the Aboriginal and Torres Strait Islander Veterans commemoration ceremony.

The Anzac Memorial hosted the nationally televised Anzac Day commemorative service on 25 April 2020. The commemoration was not open to the public but was broadcast live at 10am across Australia by the ABC. The ceremony was delivered by MC Gareth McCray, the NSW Premier, the Governor, the Acting President of RSL NSW and the Royal Australian Navy Band.

The Anzac Memorial also featured in the Places of Pride, National Register of War Memorials live stream of memorials across Australia at sunrise on Anzac Day.

In conjunction with the Places of Pride livestream and RSL's campaign 'Light Up the Dawn' a lighting tribute was installed at the Pool of Reflection. This was conducted with no marketing or promotion so as not to attract crowds in line with physical distancing restrictions at the time, while still acknowledging that Sydney is 'keeping the torch burning for the Anzacs' with a beacon of hope in troubled times. The installation was sponsored by 32 Hundred Lighting.

The Aboriginal and Torres Strait Islander Veterans Commemoration, scheduled for 29 May, was honoured in a recorded message by Mr Harry Allie BEM, Chair of the NSW Aboriginal and Torres Strait Islander Veterans Commemoration Committee, and by the placement of a single floral tribute on the Pool of Reflection. 'Uncle' Harry shared a message from the Hall of Service at the Memorial, paying respect to our indigenous veterans. A transcript of the message is in Appendix 1.



Left: Mr Ray James, RSL NSW Acting President stands at attention as the Last Post is sounded in the Memorial's Hall of Service, courtesy NSW Government

## VIP VISITS

During the reporting period the Memorial had several VIP visits including Her Excellency The Honourable Justice Margaret Beazley QC AO, Governor of New South Wales.

M. Nicolas Croizer, Consul-General for France and Mr Michael Ward, Consul-General for the United Kingdom were among foreign delegates who represented their countries at commemorative services.

A US Congressional Delegation Representative Mr Joe Courtney, Connecticut, Chairman of the House Armed Services Committee, Sea Power Subcommittee. Other US Representatives were Mr Mike Gallagher, Wisconsin, Mr Ed Perlmutter, Colorado, Mr Peter Aguilar, California and Captain Scott Farr US Navy. The Delegation was greeted by Rear Admiral Ian Crawford AO AM (Mil) RAN (Ret'd). A media event was held by the NSW Acting Minister for Veterans at the Memorial to mark Victory in Europe (VE) Day and release '75th Anniversary Stories', a series of interviews with Second World War veterans, on the NSW War Memorials Register. Memorial staff continued to deliver special request services including family services, ceremonies for visiting consular staff and international government representatives to mark foreign National Days of military significance.

A list of all major events and ceremonies held between 1 July 2019 and 30 June 2020 is provided at Appendix 2.

## CONTEMPLATION

When open to the public, Memorial visitors had 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.

Following the closure of the Memorial in March a virtual daily Remembrance Service was launched on Facebook in April.

### 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 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 designed this form of personal tribute to reflect the original intention of the stars lining the Memorial's dome. The Memorial guiding staff have continued to honour this tradition and invite tour groups and individuals that attend the 11am service to participate in the ceremony. It has also been incorporated into many other ceremonies and events.

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

## PUBLIC PROGRAMS

### VETERAN ARTIST-IN-RESIDENCE PROGRAM

A pilot Veteran Artist-in-Residence Program commenced in May 2019 with the financial support of Community Representative Trustee Doug Dean AM and Memorial donations from the general public. The Program aims to provide a unique opportunity for artists with an Australian Defence Force background to engage with visitors and develop creative work that interprets the Anzac Memorial's core values of service and sacrifice. By working within the Memorial, it is hoped artists can take inspiration from its architecture, collection and history, continuing the building's original intent to be an active space for veterans and an important place of reflection and commemoration.

Cory Rinaldi, who is a veteran and a trained artist agreed to assist in the refinement of the pilot program and be our debut Artist in Residence. Cory spent nearly 20 years serving in the Australian Army both Regular and Reserves. He deployed to Butterworth Malaysia, East Timor twice and Basra Iraq on exchange with the British Army. During his military career he specialised in many roles as an Infantry Soldier. In 2013 Cory was diagnosed with Chronic Post Traumatic Stress Disorder from his war service and in 2015 was medically discharged. Being a positive person and having great support from his family, PTSD hasn't stopped him achieving certain goals. Cory has embraced the opportunity to discuss his experience and his art with Anzac Memorial visitors.

Cory Rinaldi has continued to contribute to the Veteran Artist in Residence Program and the refinement of the program, prior to and through the COVID-19 restrictions. Cory moved his painting activities to his home studio during the Memorial closure and completed two more pieces and started another large painting. The public are able to follow Cory's work via his Instagram page [coryrinaldiart](#)

## DEVOTED SERVICE

*Devoted Service* incorporates a short film and performance monologue that explores the role of women in the First World War through the stories and objects housed in the Centenary Exhibition. More than **150 people watched the live performance** and went on the tour during the season. COVID-19 resulted in the **cancellation of 279 existing bookings**.

*Devoted Service* is now an intrinsic component of two new schools' workshops.

*"Thank you so much for enabling my group to share such a moving presentation. The feedback I have received has spoken of emotive and peaceful experiences. We all appreciate the great effort that has gone into making our day so memorable."*

Breakfast Point Men's Shed

## PASSAGE TO PUSAN

On 7 March 2020 the Korean Cultural Centre partnered with the Anzac Memorial and hosted it's Book Club with the author of *Passage to Pusan*, Louise Evans OAM. The event was moderated by the Senior Historian and Curator Brad Manera as the *Passage to Pusan* tells the true story of Australian matriarch Thelma Healy and her brave 15,000km solo journey to war-torn South Korea in 1961 to find the grave of her soldier son Vince, who died fighting in the Korean War a decade earlier.

## SYDNEY OPEN

On 3 November 2019 the Anzac Memorial participated in Sydney Open. The Anzac Memorial Ambassadors, supported by Memorial Guides and Sydney Living Museum volunteers, provided 166 visitors with the rare opportunity to visit the northern wing of the Memorial delivering 14 tours during the day. Pass holders had an opportunity to view the office spaces and glimpse into the TB Sailors and Soldiers office space along with a rarely seen view of Sacrifice to provide a deeper understanding of the Memorial, its history and significance. Overall 315 people participating in Sydney Open visited the Memorial.

## LEARNING AND ENGAGEMENT

### HIGHLIGHTS

- More than **3,200 students** visited the Anzac Memorial
- More than **250 teachers and education professionals** participated in learning or professional development opportunities
- Over **1,027 students** and **25 teachers** have participated in our online programs

The Anzac Memorial Learning program continued to grow in its second year of operations. Through engaging and creative workshop presentations, our team of highly trained actors and presenters highlight the vital role of our servicemen and servicewomen in conflicts throughout history and in contemporary times. Sharing the inspiring stories of the Anzacs and the qualities they displayed – Courage, Endurance and Sacrifice – remains at the core of the Anzac Memorial Learning Program. The Memorial's unique approach to exploring our Anzac history has allowed for continued accessibility for all ages. Primary aged students and lifelong learners alike are all able to engage with the stories and discover how they resonate in and impact their own lives today.

Between July 2019 and March 2020, the learning program welcomed 67 schools and over 3,200 students from a diverse range of primary and secondary schools across NSW including state, catholic, selective and independent sectors. 46 schools took part in our education workshops and 21 schools participated in a self-guided tour. Many schools have returned for a second year, and several schools booked a second workshop when the suite of programs was expanded. The Devoted Service public program was presented 7 times with an audience base of more than 150 people.

Students and teachers who attended the Memorial from July to March were consistently engaged with the innovative suite of programming that allows students to explore history through the lens of creativity. The programming caters to students from Year 3 to Year 12 and allows them to explore the qualities of the Anzacs through art, drama, sculpture, design, storytelling, music and poetry. The programs are all designed to encourage students to make

connections between the universal Anzac qualities of courage, endurance and sacrifice, and how they can display these same qualities in their contemporary lives. The exploration of the Memorial spaces is combined with analytical and creative thinking to align the workshops closely with the NSW school's curriculum.

*"We really appreciate you and your team working with us to help grow student engagement and a love for History. I look forward to working with you again in the future. Please extend our thanks to your colleagues."*

Anne Vlismas, Norwest Christian College

Continued positive engagement with schools and community organisations has provided constructive feedback for the education programs. This feedback allows for consistent evaluation of the education programs to ensure the highest quality audience engagement and alignment with history curriculum outcomes.

More than **250 teachers and education professionals** participated in our learning programs and professional development opportunities that were offered in partnership with the Sydney Jewish Museum. Led by members of the Learning Team, **20 secondary school teachers** from across Sydney attended the Sydney Jewish Museum and the Anzac Memorial on 1st of November to analyse the role of memorialisation across both sites.

*"We have had great feedback both for the quality of the discussions and the opportunity to see and tour the Memorial. It was a wonderful place to hold this conversation and explore ideas about education and war commemoration."*

Julia Horne, Associate Professor in the Department of History, The University of Sydney

The Anzac Memorial has maintained strong relationships with each of the eight cultural institutions that make up the *Cultural Kilometre*. Together the institutions share resources and collaborate to create engaging educational opportunities for students and teachers alike. On the 23rd of August 2019 the *Cultural Kilometre* held a professional development day for **27 primary school teachers** from across NSW at The Reserve Bank of Australia. As part of this program the Learning Team performed *Loyal*



*Creatures* and participated in a panel discussion about the benefits of exploring history through creativity for young students.

In partnership with The University of Sydney, the Learning Team commenced development on an outreach program entitled *The Art of Memory*. This project is designed to connect the Anzac Memorial with rural and regional NSW and share its creative approach to memorialisation. It is the mission of the Anzac Memorial to connect with students from all over NSW, regardless of location or socio-economic status, and share its innovative approach to exploring local, Anzac history. A formal application was submitted to the Australian Research Council in April, and if successful, this project will see education and creative professionals working closely with regional schools and museums to foster a sense of community and provide a deeper understanding and recognition of local history.

Between March and June 2020, the Learning Team wrote, recorded, edited and produced a brand-new suite of remote learning programs to engage with school students across the state during the COVID-19 pandemic. Based on existing workshops, the team created six online programs for primary and secondary students, designed with flexible delivery in mind for either the classroom or the home. The development of these programs utilised the interdisciplinary skills of various Memorial departments, with the curatorial team assisting the actor presenters from the Learning Team to create short, engaging and interactive educational videos. This project serves a dual purpose, maintaining strong relationships with schools when face-to-face education programming is not possible, and connecting with rural and regional schools across NSW as an outreach program. Launched at the beginning of Term 3 2020, this program has already garnered interest from an initial 10 schools, which will see this resource used by **1,027 students** and **25 teachers**.

Above: Secondary students participating in the 'Amazing Anzacs' learning module



1914-1918

THE SEAS

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## PUBLICATIONS, LECTURES AND MEDIA

### PUBLICATIONS

*In That Rich Earth* (Trustees of the Anzac Memorial, Sydney. 2019), Brad Manera

### ARTICLES

"Boxlock double-barrelled pocket pistol" in *Arms Cavalcade; Official Journal of the Antique Arms Collectors Society of Australia*, August 2019, page 14–15, Brad Manera

"A helmet for foreign service" in *Arms Cavalcade; Official Journal of the Antique Arms Collectors Society of Australia*, August 2019, page 16-17, Brad Manera

### PODCASTS

"HMAS Sydney versus the *Emden*" Brad Manera interviewed by historian/reporter Mat McLachlan July 2019

"The Australian Light Horse" Brad Manera interviewed by historian/reporter Mat McLachlan for Mat McLachlan History Channel, August 2019

"The Anzac Landing"; Brad Manera interviewed by ABC reporter Fauziah Ibrahim for ABC Radio, October 2019

"The Battle of Passchendaele 1917"; Brad Manera interviewed by ABC reporter Fauziah Ibrahim for ABC Radio, October 2019

"Kapyong, Anzac Day 1951 and Australia's role in the Korean War"; Brad Manera interviewed by ABC reporter Fauziah Ibrahim for ABC Radio, October 2019

'The Battle of Long Tan South Vietnam 1966'. Brad Manera interviewed by ABC reporter Fauziah Ibrahim for ABC Radio, October 2019

### DOCUMENTARIES

*Ultimate Blitzkrieg: The Battle of Crete* (Pilot Productions, UK. 2020)

Brad Manera provided research and interviews for the three-part documentary.

*Australia Come Fly With Me* (Screen Australia, 2020)  
Brad Manera provided research and interviews for the three-part documentary

### EXTERNAL EXHIBITION CONSULTATION

*Australians in the Korean War 1950–1953* in collaboration with the Korean Cultural Centre at the International Conference centre and Sydney light rail with accompanying online documentary and veterans interview opened in June 2020, Brad Manera

### LECTURES & OUTREACH

Delivered by Brad Manera, Senior Historian and Curator

"Names on the Roll of Honour" keynote address for the 75th anniversary of the Newtown RSL, 6 July 2019

"Australian service rifles 1864 to 1945; weapons of the battlefields in the Hall of Service" Anzac Memorial lunchtime lecture series, 26 July 2019

"A history of the Anzac Memorial" interview with Chris Bath for ABC Radio Drivetime, 29 July 2019

"Cowra outbreak" TV Channel 10 interview, 5 August 2019

"The British Army in aid of the civil power in 19th century Australia" lecture for the Antique & Historic Arms Association, 27 August 2019

"Flintlock to bold action; rifles used by Australian infantrymen 1863–1945". Anzac Memorial lunchtime lecture series, 26 July 2019

"An inch and a quarter of bravery; British campaign medals 1815–1975", Anzac Memorial lunchtime lecture series, 30 August 2019

'Defeat at iSandlwana Victory at Rorke's Drift; Australians in the Zulu War' presented to the Union, University & Schools Club, 15 November 2019

Delivered by Michael Lea, Collections & Content Officer

"One Year On: New Acquisition Highlights from the Anzac Memorial Collection", Anzac Memorial lunchtime lecture series, 27 September 2019

Delivered by Dr Catie Gilchrist

'Armistice Day and Commemoration in Sydney, 1918–1919' gallery talk, 11 November 2019

## EXHIBITIONS

### **1919: A TIME TO MOURN A TIME TO HOPE**

The Assembly Hall – Ground Floor  
5 March 2019 – 8 March 2020

The temporary exhibition *1919 A Time to Mourn a Time to Hope* was dismantled in March 2020 after being open to the public for the previous twelve months to commemorate the centenary of events happening to Australian servicemen and women and their families in the immediate aftermath of the Great War.

### **ART OF WAR: VETERANS IN FOCUS**

The Auditorium – Lower Floor  
1 November 2019 – 12 March 2020

The Anzac Memorial aims to support veterans and veteran organisations to promote the diverse skills and perspectives gained through service. This photographic exhibition was a collaboration with the Remembrance Foundation featuring a series of

beautiful images on a range of subjects as diverse as the veteran community who captured them, including sailors, soldiers, Special Forces operatives, linguists, medics and nurses. The exhibition was aimed to highlight the positive impact which art can have on one's mental wellbeing.

Featured photographers: Darren Booker, Shane Brandon, Rae Brent, Jeanette Callow, Warrick Eady, Michael Garozzo, Tryg Helander AAPS PSQA, Pauline Longdon, Craig McCarthy, Graeme Mellor, James Mills, Clare Randall, Shane Studte, Andrew Weaver and Glenn Whittaker.

Shane Brandon *Fallen Warrior*, 2019

*"I shot this at the Valle dei Templi (Valley of the Temples) in Agrigento, Sicily, while travelling with my daughter Bree. This image of a fallen warrior under a stormy sky speaks to me due to my own battles from my service and readjusting to life after the military and deployment. I feel it's one of the best shots I have ever taken."*



### 1945: FROM HOT WAR TO COLD WAR

The Assembly Hall – Ground Floor  
17 March 2020 – 28 February 2021

This temporary exhibition remembers the last year of the Second World War, 75 years on. Using the three principal victory celebrations VE Day, VP Day and VJ Day the Memorial examines the experience of Australians in the final phases of the war in Europe, in the campaigns in New Guinea and Borneo, Australia's role in post-war Asia and the recovery and return to civilian life of Australian service personnel and the domestic wartime economy.

This exhibition is generously supported by the British Commonwealth Occupation Force (BCOF) Veterans Association of NSW.

Left: Shane Brandon *Fallen Warrior*  
2019

Below: Objects relating to the Victory Tests of 1945 on exhibition and the view of 'Sacrifice' from the Assembly Hall. Photograph by Rob Tuckwell

### THE JOHN CHAUNCY CHAMPION DE CRESPIGNY COLLECTION

The Anzac Memorial website

In response to the Memorial's closure for the NSW COVID-19 lockdown. An online exhibition of posters relating to the Major John de Crespigny Collection held by the Anzac Memorial was developed. This collection, containing posters, newsletters, diaries and documents, was compiled while Major de Crespigny was a Prisoner of War in Java before he was sent with others to work on the Thai-Burma Railway. Twelve of these highly significant original posters in the Anzac Memorial's collection were selected for the digital exhibition. The collection was donated to the Anzac Memorial in 1997 by step-son of John de Crespigny, ME Serisier.



## DIGITAL AND VISITOR ENGAGEMENT

### DIGITAL OUTREACH

While the Memorial had reduced capacity for visitation due to the COVID-19 restrictions, the delivery of digital resources has become a priority, including:

- The daily virtual 11am Remembrance Service on Facebook has had more than 11,000 views since its launch in April
- The Curatorial team premiered an online exhibition of POW John Chauncy Champion de Crespigny's poster collection
- The Visitor Services, Curatorial and Learning teams also launched the first of the Memorial's virtual tours – the 1945 Virtual Tour – in partnership with the company Walkthrus. The tour provides a deep-dive into the final year of the war and a two-week promotional campaign introduced the exhibition to hundreds of new virtual visitors.
- The Learning and Curatorial teams produced a suite of six remote learning programs. Based on existing workshops the programs were designed with flexible delivery in mind for primary and secondary schools and are offered to schools free of charge during COVID-19 restrictions.

### ONLINE PRESENCE

During 2019–20 the Memorial's website recorded:

- **30,047 users**
- **129,924 page views**
- Our website users spent an average of **2 min 43 on site per session**
- **37.49%** of our web visitors are **based in Australia**

Our Google My Business listing had 4.19M views in the last quarter of 2019–20. The listing appears in search results and gives users quick access to street maps, reviews and the What's On calendar.

The Memorial's online presence has also continued to grow across Facebook, Instagram, YouTube and Vimeo. Our Instagram following has increased by 68% to 1,225.

Social media engagement on the Memorial's main channel:

- 228 Facebook posts (organic and boosted) were seen by 301,156 Facebook users and generated 26,780 engagements (likes, comments, shares and reactions)

On Thursday 7 November 2019 we published our first e-newsletter. The digital publication has 1,623 subscribers. Newsletter editions promote the Memorial's latest initiatives and activities.

### PUBLIC ENQUIRIES

A steady stream of public enquiries were received during the reporting period, with a slight decline during the Anzac Memorial's lockdown period. Enquiries ranged from offers of donation and requests for historical information to queries about aspects of the exhibitions and family history queries and enquiries from the media.

Collections staff received and answered approximately 100 enquiries via email during the reporting period with the Senior Historian and Curator directly receiving and answering approximately another 150 to 200. Questions from the general public and specialist groups via, talks, lectures, tours and memorial visitors added another 100 to 150 enquiries over the entire reporting period.

### 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. Feedback is received via email, telephone, surveys, evaluation forms and letters of appreciation. The Memorial maintains a feedback register specifically to record compliments and 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. Customer feedback is also monitored through external online platforms such as Trip Advisor and Google Reviews.

In this reporting period, 13 suggestions/feedback were received, the majority in relation to exhibition elements deemed controversial and one complaint in relation to security and removal from site. (Appendix 5).

The Memorial received over 94 emails, letters or phone calls thanking and congratulating the Memorial for the outstanding delivery of tours (23), learning programs (30), staff (18), exhibition (9), facilities (9), and events (5).

*"Many Thanks indeed for a wonderful event yesterday. The focus on our nurses generally and specifically those who served in WW1 is overdue and the wonderful theatrical piece and tour certainly brought that to light."*

Neil, Ku-ring-gai Historical Society

The Memorial received 80 visitor comments on TripAdvisor and 225 reviews on Google in the yearly reporting period. Across both review platforms 540 people (65.9%) rated their experience as Excellent, and 172 (29%) considered it Very Good. (Appendix 5)

The Anzac Memorial has earned the TripAdvisor Travellers' Choice award for being in the top 10% of attractions worldwide.

*"Great monument" – We visited the Anzac Memorial recently. It is an impressive monument, originally built in the 1930s to commemorate those who participated in World War I. However, it now honours all those who have taken part in the various wars over time...*

Date of experience: June 2020 – TripAdvisor

*"A magnificent building" – The Anzac Memorial is in my humble opinion a MUST SEE if you're in Sydney. It is not merely a memorial but a museum and heritage centre which all Australians & New Zealanders must be extremely proud of. From the eternal flame burning in the heart of the building to the cascading water features outside this structure does not glorify war, it reminds us of the lives that were lost and certainly brought things home to me.*

Date of experience: February 2020 – TripAdvisor

*"One of the best War Memorials in the world, sad but very poignant." – The Anzac War Memorial is a beautifully designed and kept monument, well worth a look, it will certainly give you a moment of pause and thought. There is also a museum in the basement which is excellent if you like history*

*particularly military history (and I do). If you are in Sydney, or especially in Hyde park, set an hour aside to see this site.*

Date of experience: October 2019 – TripAdvisor

*Not knowing anything I expected a fairly standard if large war memorial, but it's definitely worth going out of your way to visit here. The memorial itself is impressive in scale, dignity and serenity, to honour the enormous sacrifices made. What I didn't expect was everything underground, which might be easy to miss. A free museum to Australia's servicemen/women, from colonial times to today with moving personal stories. An exhibition of photographs taken as therapy by veterans suffering with trauma. Stone taken from the ground of 100 battles, and the hometown of everyone who served to mark the centenary of the armistice. A moving and fitting tribute, and much more than I expected.*

Date of experience: January 2020 – Google Reviews

*A very sombre reminder of the sacrifices made by those who have gone before us. This memorial does an amazing job of not glorifying war, but rather focusses on the losses and horrors of war.*

*It is staffed by former NCOs of the ADF, all of whom are incredibly knowledgeable about the memorial and what it stands for.*

*The atmosphere inside is similar to that of a church – being of reverence and solemn contemplation of the sacrifices made.*

Date of experience: February 2020 – Google Reviews

*This heritage-listed war memorial, museum and monument is a beautiful place full of history. Usually overlooked by the pedestrians, but there's many interesting things inside. More to see than first expected. Make sure you go all around the building and downstairs. The memorial is the focus of commemoration ceremonies on Anzac Day, Remembrance Day and other important occasions.*

Date of experience: August 2020 – Google Reviews

# THE COLLECTION

The Anzac Memorial holds a significant historical collection of approximately 7,000 objects which includes the heritage building and its sculptures, as well as objects, manuscripts, photographs, books, replicas, props and associated exhibition materials.

## SIGNIFICANT ACQUISITIONS

Tally band, HMAS Sydney (II), relating to Douglas Spencer Coates, 1937–1941. (2019.20)

21351 Stoker Alan Douglas Spencer Coates RAN gave this tally band to Elsie Peterson from Albany during a visit there in 1937. Coates, from the Sydney suburb of Ashfield joined the Royal Australian Navy earlier that year and was serving aboard HMAS Sydney when the vessel docked in Albany in September 1937. It is likely that the tally band became a gift on Friday, 24 September 1937. Coates served in HMAS Sydney before the war as a stoker and was still serving aboard the ship when the Second World War broke out. After a brief period of training at Cerberus he was promoted and re-joined the crew. He was in Sydney in the Mediterranean in 1940 and early 1941 and would have been aboard the ship during the famous action off Cape Spada with the Bartolomeo Colleoni. Coates returned to Australia and transferred to HMAS Adelaide after a period of further training. As a result, he was not aboard Sydney when the vessel was lost with all

hands off the Western Australian coast on 19 November 1941.

Coates served in HMAS Adelaide during its time as a convoy escort across the Indian Ocean and appears to have been aboard the vessel during the battle with the German blockade runner MV Ramses in 1942. By that stage of the war, he had risen to the rank of Stoker Petty Officer. He remained on small ships and shore stations around Australia and in the South Pacific for the remainder of the war and was discharged from the Royal Australian Navy after completing 12 years' service in March 1949 as a Chief Petty Officer.

Gift of John Finlay, 2019

War Widows badge, with suspension bar bearing 3 stars, owner unknown, 1939–1945 (2019.22)

Women who had a husband, son or daughter serving in the armed forces wore a Female Relatives' Badge with a star for each family member in uniform. Those who had lost someone dear to them wore a Widows' and Mothers' Badge with each star on the suspension bar representing a loved one who had been killed. The recipient of this badge is unknown, but we can only imagine the pain they must have felt having three family members who had paid the supreme sacrifice.

Purchased, 2019



Tally band, HMAS Sydney (II), relating to Douglas Spencer Coates, 1937–1941. Gift of John Finlay, 2019. (AM No: 2019.20) Photograph by Rob Tuckwell



Above: Collection relating to NX2945 William John Illingworth, AAMC, POW, 1939–1944. Gift of Graham Illingworth, 2019. (AM No: 2019.24)

Right: Collection relating to 2686 Pte John 'Jack' Illingworth, 53rd Battalion, AIF, 1916–1919. Gift of Graham Illingworth, 2019. (AM No: 2019.24)

Photographs by Rob Tuckwell



Collection relating to William Illingworth (POW WW2) and Jack Illingworth (WW1). Comprising medals (WW1), embroidery, photos and documents. (2019.24)

This father and son collection of medals, memorabilia, photographs and documents relate to John Illingworth who served during The First World War and William John Illingworth who served during the Second World War.

2686 Pte John Illingworth enlisted on 3 April 1916 and served on the Western Front with the 53rd Battalion. He was wounded in action with a gunshot wound to the leg in the final weeks of the war on 30 September 1918 and invalided to England, eventually arriving back in Australia in February 1919. Illingworth is the fourth member of the 53rd Battalion represented in the Anzac Memorial's collection through medals, photographs and documents and so

provides a unique insight into the rank structure of an AIF battalion and the various tasks and experiences they lived through on the Western Front. The group comprises the battalion's Commanding Officer Lt Col William Cheeseman DSO MC, Lt Albert Cooper MC, Sgt William Taylor (KIA 1918) and Pte John Illingworth.

John Illingworth's son, NX2945 William John Illingworth, served during the Second World War and enlisted at Paddington in October 1939. With professional skills as a lorry driver, he was posted to the 6th Division, 2/1 Australian Field Ambulance as a driver. Illingworth was on Crete when it fell in May 1941 and was taken Prisoner of War, eventually being sent to Stalag XIII C in Hammelburg, Bavaria. Released early (probably as part of a prisoner exchange, due to a spinal injury),

Illingworth remained overseas until late January 1944 but was eventually discharged in October 1944 'at his own request, on compassionate grounds'. The photographs that are contained within the collection feature Illingworth both before and during his incarceration.

Gift of Graham Illingworth, 2019

Bugles (2) used at the opening ceremony of Anzac Memorial 1934, silk AIF banner, wooden 3rd Battalion sign, and group of 8 modern white cotton banners of WW1 divisions. (2019.29)

It is extremely rare to find artefacts relating to the opening ceremony of the Anzac Memorial on the 24 November 1934. The two cavalry trumpets, or larger sized bugles pitched in E flat, were made during the First World War period by the London based makers Henry Keat & Sons in 1917 and Hawkes & Son in 1919. Each was purchased with the assistance of the [Women's Auxiliary] and were numbered 15 and 13 respectively, suggesting there were at least fifteen buglers at the opening ceremony.

As surviving veterans of the Great War became too few to march on Anzac Day behind individual unit markers, broader organisational banners began to be used. This donation also includes a NSW-raised 3rd Battalion wooden panel that was vehicle mounted and used for the last survivors of the unit who were not able to march. Another silk embroidered banner listing the principal theatres of operations, provided a colour to represent the men of the First AIF. As the last surviving veterans dwindled, RSL NSW recognised their traditions by parading the eight donated banners with each of the divisional symbols, that of the Australian Corps and the other branches of the service who had served in the AIF during the Great War.

Gift of Returned and Services League of New South Wales, 2019

Uniform, tunic & skirt, Chorley & Company, Sydney, with assorted loose badges, relating to Lt Jean Garling, AAWMS, 1939–1945. (2020.4)

Jean Garling had a significant role throughout her life in the performing arts, both as a trained ballet dancer and as a writer. Her definitive book, *Australian Notes on the Ballet*, as well as reviews as a dance

and theatre critic, were widely read. A descendant of an early colonial family, Jean Garling was also a great philanthropist with a love of history. A member of both the Women's Pioneer Society of Australasia and the Royal Australian Historical Society, she was also a founder of the State Library of NSW's Library Society and the Governor Benefactor of The Library Foundation, eventually bequeathing her estate to the State Library upon her death in 1998. This uniform brings out another part of Jean Garling's life during the Second World War. After training as a physiotherapist, she enlisted in the Australian Army Medical Women's Service (AAWMS) where she continued her profession becoming a lieutenant. Her postings during the war included Darwin and Concord hospital. She must have cut a very elegant figure in her tailored uniform from Chorley and Company, Sydney.

Gift of Lorraine Foster, 2020

Sketches (7), Japanese War Crime Trials by NX108112 Signalman Alex King, Corps of Signals, 2AIF, December 1945 and collection relating to NX203673 Pte Peter Worner comprising badges, documents & souvenirs, Morotai, Rabaul, Ambon, 1945–1947. (2020.7)

Alex King's career as an artist with the Sydney newspaper, *The Daily Telegraph*, spanned almost fifty years and began prior to enlisting in the AIF in 1942. While serving with the Corps of Signals King kept a remarkable record of some of the individuals he encountered as an Australian soldier. From portraits of fellow servicemen to Japanese Prisoners of War, these sketches show a very personal perspective of his experiences during the conflict. While serving on Morotai in December 1945 King drew some of the Japanese being tried as part of the War Crimes Trials. They offer a rare insight into both the trial process and into the individuals accused of war crimes. Peter Worner, also served on Morotai and elsewhere in the Pacific in the latter stages of the war. The artefacts he gathered illustrate not only his war service through his badges, belt and documents, but also the areas he served in through a variety of souvenirs. The written accounts of his experiences provide context to all these artefacts and provide a unique personal record of his military experience.

Gift of Geoff King and Gail Worner, 2020



Above: Haskew and Spencer Family Collection, 1914–1918 and 1939–1945. Gift of Beverley Ponton, 2020. (AM No: 2020.2)

Right: Presentation wristwatch, showing inscription on reverse, 1758 Sgt George Haskew, 56th Battalion, AIF, 1916–1919. Gift of Beverley Ponton, 2020. (AM No:2020.2)

Photographs by Rob Tuckwell



Collection of medals, memorial plaques, badges, photographs and memorabilia relating to the Haskew and Spencer families, 1914–1918 and 1939–1945. (2020.2)

Few collections in the Anzac Memorial include as many members of the one family, spanning several generations, as the Haskew and Spencer Family collection. These extraordinary artefacts tell an important story about the service of men from country New South Wales, the units that they served in and the battles in which they fought. The collection includes the medals, postcards and personal effects of 1758 Sgt George Haskew, 56th Battalion AIF as well as the engraved wristwatch presented to him by his employer and fellow workers in Narrandera

upon his enlistment in 1916. An album of almost 150 postcards between George Haskew and his sister, Emily written between 1916 and 1919 emphasise the importance of family during these conflicts. The memorial plaques and medals of George Haskew's older brother, Gunner 28966 Herbert Selwyn Haskew, 2nd Division Medium Trench Mortar Battalion and their friend and uncle 1730 Private Harold William Spencer, 56th Battalion are a poignant reminder of the sacrifices many families also suffered. Badges belonging to NX161889 Cpl. Henry Charles Haskew, 2/9th Commando Squadron, 2nd AIF underline the continued service that was a feature of this extraordinary family.

Gift of Beverley Ponton, 2020



Uniform, tunic, breeches, leggings, Sam Brown & braces. Saddle & girth strap. All relating to Captain George Redfearn Hamilton, AAMC, 1916–1920. (2020.8)

Dr George Redfearn Hamilton came from a prominent Sydney family and was the son of the eminent judge and parliamentary draftsman, Hugh Montgomerie Hamilton (1854-1932.) GR Hamilton was educated at North Shore Grammar and the University of Sydney where he graduated as a doctor in 1916. Later that year he enlisted with the Australian Army Medical Corps after having spent the previous twelve months as a Lieutenant with the 25th Voluntary Infantry. Promoted Captain he embarked for overseas service in January 1917 and arrived in France in June the same year. He served with various units on the Western Front including the 1st Australian Field Ambulance, the 4th Battalion as R.M.O. and the 1st Machine Gun Battalion. Seriously wounded on the Somme on 25 August 1918 he was invalided back to England where he spent ten months recuperating in hospital. Hamilton used his time in England well during 1919 and 1920 and continued his medical training, also visiting the USA on his return to Australia where he received further training. In private practice back in Sydney, Hamilton became a skin specialist. Fascinated with aviation after the war he was killed along with school friend and fighter ace Captain Les Holden MC when their aircraft crashed on a Sydney to Brisbane mail flight at Byron Bay in 1932.

Purchased, 2020

Medal group (4), relating to NX70781 Lt Henry M Hordern, 8th Division, 2nd AIF, POW, including additional information and photographs. (2020.14)

Few families are more synonymous with the history of 20th century Sydney than the Horderns. Known as merchants and retailers since the establishment of Anthony Hordern & Sons, their business interests expanded to stock breeding, share trading, development of the fashion industry, sport, particularly cricket, and an active role in state politics. The name is still attached to Sydney landmarks like the Hordern Pavilion in the entertainment precinct at Moore Park, Hordern Towers part of World Square in the city and Samuel Hordern's fountain in Pyrmont. Lt Hordern's military career has many famous associations. He trained with and served alongside Lt William McMahon, the future Australian Prime Minister, before deploying overseas. As a Prisoner of War he was incarcerated with Gunner 'Alick' (later Sir Alexander) Downer, future Liberal Minister and High Commissioner to the United Kingdom. Hordern also served briefly on the staff of the controversial Lieutenant General Gordon Bennett. His experiences as a prisoner and his repatriation are described with humour and sensitivity in his autobiographical work. This collection provides a fascinating insight into the way war has touched one of Sydney's better-known families.

Purchased, 2020

Left: Medals awarded to NX70781 Lt Henry M Hordern, 2/18 Battalion, 8th Division, 2nd AIF, POW, including book and photographs, 1941–1945. Purchased, 2020. (AM No: 2020.14). Photograph by Rob Tuckwell

Diary belonging to NX59614 Isidore Eason Bloomfield, 1 Corps Special Salvage Unit, 2AIF, POW, 1940–1945, along with two photos and reproduction unit colour patches. (2019.23)

Isidore Bloomfield of Mosman left his pregnant wife in July 1940 to join the Second Australian Imperial Force (AIF). He served in the medical corps, later in a salvage unit. Shortly before he sailed for the Middle East, he was allowed special leave to attend the birth of his daughter. He cannot have imagined that she would be almost five before he saw her again. Captured on Crete in May 1941, Bloomfield languished for a week short of four years in German prison camps. After his liberation in May 1945, he spent a month in Britain before being repatriated to Sydney. He was discharged in September 1945: his service dossier was stamped "At own request on compassionate grounds".

Gift of Patricia Hull, 2019

Painting, *Farmland, Corbie 2017*, oil on canvas, by Amanda Penrose Hart, 2017. (2020.10)

The painting, 'Farmland, Corbie, 2017', was a response by the artist following a visit to the battlefields of the Western Front in France and Belgium. It features a landscape scene viewed from a high ridge of what was the First World War battlefield around the French town of Corby where battles of the Somme were fought. The painting's depiction of the verdant green and serene landscape of today belies the utter devastation and destruction that would have characterised the region during the Great War. The artist was part of a group of twelve of Australia's foremost landscape artists who accompanied the Anzac Memorial's Senior Historian & Curator on the tour of the battlefields. Following in the footsteps of official First World War artists such as Sir Arthur Streeton, Penrose Hart and the other artists painted a series of works responding to the landscape where battles had taken place. Penrose Hart, whose great uncle was killed in France painted this work which was part of her personal collection.

Gift of Amanda Penrose Hart through the Federal Government's Cultural Gifts Program, 2020

A list of all acquisitions in Appendix 6.



Voluntary Aid Detachment (VAD) uniform worn by teenage Lois Homan from Punchbowl. VADs played a vital role supporting military nurses and helping with the repatriation of Australia's sick and wounded prisoners of war. Gift of Glen Wright. Photograph by Rob Tuckwell

## DOCUMENTATION

Documentation of the collection continued throughout the year in line with the Anzac Memorial's Collection Policy and Procedures. New acquisitions were catalogued and added to the Memorial's Vernon CMS database as well as all documentation being placed in physical files. Work commenced on the consolidation of collection objects and their respective sub-parts which had been acquired before 2016 and which had been bulk loaded into the Vernon database in a previous reporting period. A-Category objects acquired before 2016 were itemised and the parts listed and entered into the Vernon CMS database which also assisted contracted valuers with their valuation of significant objects in the collection.

Over the reporting period 582 individual objects were acquired from 21 different sources. Of these 38 individual objects were purchased from three different sources, the rest being donations. Documentation of the existing collection also continued with the priority being on objects selected for display.

## COLLECTION MANAGEMENT

Cataloguing of the collection has continued with a focus on new acquisitions which were recorded in the Vernon collection management system. Several of the objects newly acquired during the reporting period have been displayed in the permanent and temporary exhibition galleries. The storage integration of new acquisitions and the consolidation of the collection and location coding is ongoing.

Inward Loans displayed in the main exhibition gallery were renewed with the relevant lenders after formal requests were made. Extensions to loans from institutions were granted by the Museum of Applied Arts & Sciences, Sydney Hospital Museum, the Royal Australian College of Surgeons Museum, the Army Museum of NSW Foundation and the Australian Army Infantry Museum Singleton amongst others. Newer loans for items displayed in the *1945: Hot War to Cold War* exhibition were also negotiated and formalised during the reporting period from a military heritage organisation and a private lender. All loans were organised and coordinated by the Collection Manager.

Ongoing photography and digitisation of the collection was a significant part of the documentation process of the collection during the reporting period. Photography of collection objects will be able to be used for publications and the Anzac Memorial's website as well as part of basic documentation of the collection. Digitization of significant paper objects such as First and Second World War diaries, logbooks, documents and photographs was done and will not only contribute to the long-term preservation of the information they contain but will be able to be used for publications and on the website. Guiding staff assisted with creating transcriptions of the digitised diaries as part of the overall development opportunities for staff during COVID-19.

Valuations of the A-Category objects and samples of the entire collection were made during the period November 2019 to March 2020 as part of finance and auditing requirements. The Collection Manager worked with valuers from Australian Valuations to facilitate access and inspection of the required objects from the collection.

## CONSERVATION

Several new acquisitions that were displayed in the *1945: Hot War to Cold War* temporary exhibition were sent out for professional conservation and stabilisation prior to the objects being put on display. During the reporting period basic conservation assessments and reports were completed for new acquisitions. Any new acquisitions which may have required pest treatment such as textiles and some paper objects were routinely frozen as part of a preventative conservation program to prevent pests and diseases entering the collection store and exhibition spaces.

Data loggers, measuring temperature and humidity levels, are installed inside showcases in the main exhibition and the collection store and are regularly monitored. As part of the process of bringing the storage of the collection up to standards of museum best practice large paper works, including maps and plans, were sent to professional conservators for flattening and re-housing in acid-free enclosures. On return they were installed in the recently purchased plan cabinet suitable for large flat works.

Changeover of paper objects in the main exhibition gallery continued to allow collection objects to be rested as a preventative conservation measure against damage from excessive light exposure which could potentially cause fading to original documents.

## RESEARCH

All members of the Curatorial & Collections team contributed to research into new acquisitions to the Anzac Memorial's collection, exhibition development and a variety of public enquiries.

Prior to commencing maternity leave early in the reporting period the Exhibitions Research Officer assisted in a number of projects including graphic selection for the Memorial's most recent publication, *In That Rich Earth*, and delivery of content for the temporary exhibition *1945: From Hot War to Cold War* as well as regular social media posts. The acting Exhibitions Research Officer continued this work for most of the reporting period sourcing images and permissions for use in the book *In That Rich Earth* which included supporting the Senior Historian/ Curator and the book's editor Dr Robert Nichols in checking text and layout.

Essential work on the development of the *1945: From Hot War to Cold War* exhibition included sourcing of images for graphics, research on collection objects and assisting in editing text for object labels. In addition to ongoing content for the Memorial's social media platforms, the acting Exhibitions Research Officer provided research for and wrote new acquisition proposals and authored a series of weekly contributions about new acquisitions for the internal staff newsletters including book reviews.

The acting Historian covering the Senior Historian's long service leave researched the battles listed in the niches of the Anzac Memorial's Hall of Memory. A narrative was written and posted on the Memorial's website with assistance from the Office for Veterans Affairs staff. Various other research projects were done by the acting Historian including research for the de Crespigny poster collection online exhibition and weekly contributions to the internal staff newsletter.

Below: The Centenary Exhibition.  
Photograph by Brett Boardman



# ROYAL UNITED SERVICES INSTITUTE FOR DEFENCE AND SECURITY STUDIES

The Royal United Services Institute for Defence and Security Studies, New South Wales, Incorporated, (the Institute), was founded in 1888 and is an independent, apolitical, not-for-profit, public education association, incorporated in New South Wales. The Institute seeks to promote understanding of defence and national security. Its focus is the defence of Australia and its interests, within the broader context of national, international and global security concerns.

The Institute's library (the Ursula Davidson Library) contains a nationally significant collection of military books, journals, maps, military training manuals and other artefacts.

A Memorandum of Understanding (MoU) between the Institute and the Trustees of the Anzac Memorial sets out the relationship between the parties for the operation of the Institute in the Centenary Extension of the Anzac Memorial. Under the MoU, the library collection and collection storage compactus remain the property of the Institute, which is responsible for the upkeep and preservation of the collection.

The Institute relocated its library to The Centenary Extension of the Anzac Memorial in mid-2018. Prior to the implementation of restrictions associated with the COVID-19 pandemic in March 2020, the library was open to members of the public four days a week and for researchers by appointment.

Despite the COVID-19 restrictions, volunteer Institute members and trainee library technicians have continued to catalogue new books purchased, as well as the many books that have been donated to the library.

The Institute has forged a very positive relationship with the staff of the Anzac Memorial. Until the implementation of the COVID-19 restrictions, the Institute used the Anzac Memorial auditorium for its education programme of lunch-time lectures that also provided an opportunity for Institute members and lecture attendees to visit the library and the Anzac Memorial. Since March 2020, the Institute has video recorded all lunch-time presentations and has placed them on the Institute's YouTube Channel.



The Board of the Institute considers the relocation of the Institute and its library to the Anzac Memorial to be a wonderful opportunity for the people of New South Wales. Members of the Institute, as well as the public, can access the library for educational and research purposes. This enhances the educational role of the Anzac Memorial and was a wonderful gift to the people of New South Wales to mark the Centenary of the end of the Great War.

Above: The Ursula Davidson  
Library reading room.  
Photograph by Brett Boardman

# SELF GENERATED REVENUE

The Anzac Memorial does not charge a fee for general admission but seeks to generate additional revenue to support the Anzac Memorial's mission and strategic ambitions.

## MEMORIAL SHOP

The Anzac Memorial Shop enhances the visitor experience and generates revenue to assist meeting the Trustees objectives. The shop creates a retail identity through selective design and product, with the aim of supporting the Memorial's reputation for excellence in relation to military history and commemoration.

A range of appropriate themed products are sourced and developed to reflect the Memorial's Collection and embody the spirit and values of the Memorial. A comprehensive selection of books focusing on military history commemoration and traditions accompany the product mix.

The second year of trading for the Anzac Memorial Shop has been challenging considering the national and international events from December 2019 onwards which have impacted the Shop's ability to reach projected targets. Despite these setbacks, the Shop has achieved 56% of the projected sales target and was able to maintain profitability.

Key Performance Indicators have shown an increase in the average overall spend during the year. Preferred products continue to be those that are linked to the Anzac Memorial building, its collection and exhibitions. Publications produced by the Anzac Memorial such as *The Anzac Memorial Book*, *NSW and the Great War* along with Debra Beck's *Rayner Hoff the Life of a Sculptor* are the bestselling books.

Reporting systems have been improved and customised, providing increased capacity to monitor and refine the product range.

The Shop has continued to support the initiatives from the Curatorial and Collections staff to generate revenue and to enhance the visitor experience and engagement. Bespoke product ranges have been developed to complement the two temporary exhibitions held over the Financial Year – 1919: *A Time to Hope A time to Mourn* and 1945: *From Hot*

*War to Cold War*. Due to lockdown these products have been made available through a gallery and links on the Anzac Memorial website. An E-commerce option is currently being considered for viability and to extend our reach further and into new markets.

Sales were boosted in September 2019 with the Shop participating in the launch of Ian McPhedran's new book *Where Soldiers Lie* which was held at the Memorial.

The Anzac Memorial joined the Australian Museums Shop's Association of Australia and New Zealand and attended the annual Conference in Sydney, also in September 2019.

## EVENTS AND VENUES

The Centenary Extension provides an opportunity for veterans and the community to gather in the Memorial's new spaces. Current and ex-serving defence personnel, and the organisations that support them, are encouraged to connect with and use the Memorial as per the original Trustees intent. The Anzac Memorial has four fee categories, which are tiered based on connection to the ADF and/or through a connection with an individual, association, organisation or business related to Defence, commemoration or veteran's welfare. Any revenue raised is used to subsidise costs for veterans or current serving defence personnel to access these spaces.

There has been an increase in interest from veteran associations, other NSW government agencies, serving ADF units and non-government organisations to use the conference room and auditorium for working groups, lectures, training seminars and catered functions (charity events, breakfast and lunches). A total of 37 venue hire activities were held in the Centenary Extension for the financial year. As a result of COVID-19 6 booked events were cancelled or postponed.

## 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 Act's originally described war museum of 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 all Anzac Memorial supporters. \$49,958 has been raised this financial year.

The Trustees would like to extend their special thanks to the following:

- Artist Amanda Penrose Hart for the generous gift of her work *Farmland, Corbie, 2017* oil on canvas.
- The British Commonwealth Occupation Force (BCOF) Veterans Association of NSW who generously supported the exhibition *1945: Hot War to Cold War*.
- Veolia who sponsored the publication of *In That Rich Earth*, a book that will be launched in September 2020

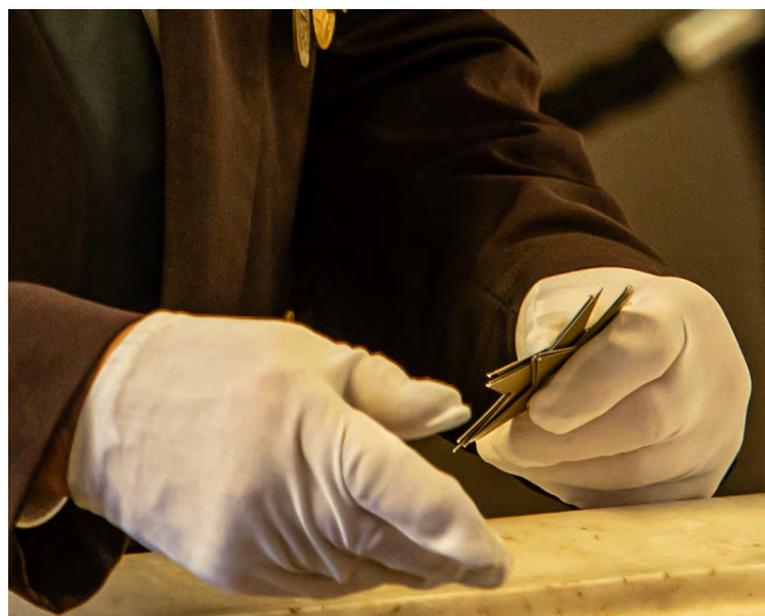
Right: Casting a commemorative star at the Battle of Fromelles Commemorative Service. Photograph by Michael Mannington

## THE ONLINE CONSTELLATION OF HONOUR AND MEMORY

In tribute to the RSL's 1934 efforts selling the stars in the Memorial's Great Dome to raise money to finish the building, today's public can purchase a virtual memorial star from a 360° online constellation for \$100. Funds raised through the star campaign go towards new interpretive and education programs, heritage conservation and exhibition content to enable the Memorial to continue its vital role in sharing the history of NSW's involvement in military operations. Purchasers can tag their star and leave a message in memory of a veteran. These moving tributes can be read at: [www.anzacmemorial.nsw.gov.au/online-constellation-stars/](http://www.anzacmemorial.nsw.gov.au/online-constellation-stars/)

The Trustees sincerely thank the following for supporting the star campaign in 2019/20:

Patrick Bates  
William Edward Rodber Carter  
Natalka Hardeman  
Kirbee Lawler  
Peter Leunig  
Brenda Morsillo  
Margaret Taylor



# OPERATIONS

The Anzac Memorial is supported by the NSW Office for Veterans Affairs (OVA). The Director, OVA is accountable to the Trustees under section 9A of the Act for ensuring appropriate management of the Anzac Memorial with the Memorial's senior management group and the Guardian (RSL NSW). The Director and OVA staff support Trustee meetings, reporting, communications, projects and events as well as the progress and maintenance of Memorandums of Understanding with the Royal United Services Institute for Defence and Security Studies (the Institute) for the housing of the Ursula Davidson Library in the Centenary Extension, the City of Sydney in relation to the management of the external areas of the Memorial and the State Library for the Memorial's website and digital platforms. The Anzac Memorial is supported by the NSW Department of Communities and Justice for human resources, information technology and financial services through a service level agreement.

The Operations Manager and Visitor Services team manage the Memorial to fulfil the Trust's mission. This includes management of the budget, facilities, property resources and daily operations. Visitor engagement, retail, security, emergency planning, risk management, work health and safety, fraud control and ethics, governance and compliance are appropriately managed to ensure the best outcomes for the Memorial and public. Operations are continually reviewed to ensure visitor services are met or exceed visitors' expectations.

## BUILDING MANAGEMENT AND MAINTENANCE

All building works at the Memorial are carried out in accordance with relevant standards, codes and regulations. Public Works Advisory and other experts provide heritage expertise and advice on necessary works in and around the Memorial and assist with the development of various scopes of work for the care and maintenance of sensitive areas of the building. All programmed and reactive maintenance activities are scheduled in order to have minimum impact on visitors, and to avoid any clashes with significant public events.

## ANZAC MEMORIAL CENTENARY EXTENSION WORKS

- Works continue on the finalisation of outstanding works and defects from the Centenary Extension capital works project. Infrastructure NSW, who had been managing the construction contract on behalf of the Trustees, handed the project back to the Trustees on 19 March 2019. The Trustees at that time re-appointed Cadence Australia as Principle Authorised Person to administer the contract through the final works.
- In July 2019 the Premier (the legislated Chair of the Memorial's Trustees) wrote to the Trustees noting her support for "the installation of a permanent physical barrier to address the safety risk associated with [the risk of fall from] the water cascade wall. Any permanent barrier should of course be designed and installed in a manner that is sympathetic to design considerations". The Trustees' Centenary Project Steering Committee subsequently worked with JPW, the Centenary Project architects, to develop a permanent design solution to the perceived risk. JPW designed a glass barrier and the project Contractor, Built was contracted to fabricate and install the barrier at the same time as the final remediation works to the cascade. The installation is due to occur in September and October 2020.

## CAPITAL WORKS

- Podium waterproofing works by selected contractor Puch Construction and Building was funded by the Department of Communities and Justice, the works included repointing of lower courses of podium stone
- Eastern pit grilles support upgrade complete. Access hatches to be installed
- Design and engineering for Cascade glass screen complete with install due to begin in September 2020
- Air extraction system in northern under-croft installed. Temperature and humidity conditions now acceptable for storage

Building management and maintenance activities carried out during 2019–20 within recurrent budget limitations included the following:

### GENERAL BUILDING WORKS AND CONSERVATION

- 5-yearly conservation clean undertaken on both eastern and western bronze bas reliefs
- Heritage marble floors have had conservation clean undertaken to remove build-up of surfactant and restore lustre. New cleaning regime initiated
- New lectern floor box installed in auditoriums to make presentation in open format easier
- New AV projector installed outside Assembly Room with improved picture and timer to extend working life
- LED lights installed in Dome maintenance space and basement area to replace old fluoro fittings
- Major service on great doors complete. Recommendation for northern doors to be removed and straightened and tracks replaced
- Security oversight of Cascade continues with one security guard designated to monitoring the area 24 hours, 7 days per week.
- Regular servicing of the air-conditioning system, passenger lift, automatic doors, security/audio visual systems, and fire protection systems.
- Regular servicing of electrical and plumbing infrastructure.
- Regular pest inspection and treatment of all areas.
- Continual review of onsite security duties/routines to best support site activity and daily Memorial operations.
- Recertification of installed height safety system and personal fall equipment.
- Repairs to the external roof lighting

### COVID-19

- Hand sanitising stations installed in two locations to assist with virus mitigation efforts
- Clear acrylic screens installed at both reception desks to protect staff from airborne particles

- New sign stands in place to communicate new operating procedures and encourage distancing as required by Commonwealth
- Cleaning regime instigated to clean all touch points following visitation

### CONTINUOUS IMPROVEMENT

The Trustees are committed to ensuring there is an appropriate governance framework to support planning, operations and compliance with NSW Government obligations. The Memorial has continued to develop, implement and review policies and operating procedures and has established a policy matrix to ensure Memorial policies and procedures are maintained.

### INCLUSION AND DIVERSITY

The Anzac Memorial strives to provide best-practice universal design access for staff, the veteran community and members of the public, ensuring accessibility and inclusion is factored into planning and delivery of services through both physical access and access to information.

The Memorial commenced piloting a work placement program in November 2019 designed to support veterans who wish to return to work following a psychological or physical injury. Key staff participate in relevant training programs to support program participants.

An 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 Memorial also contributed to the Department of Communities and Justice Disability Inclusion Action Plan.

The Centenary Extension Exhibition Gallery design follows the recommendations of the Smithsonian Guidelines for Accessible Design and the National Museum of Scotland Accessibility Guidelines and exceeds the statutory requirements of Australian Standard 1428.2.



The Memorial's website ([anzacmemorial.nsw.gov.au](http://anzacmemorial.nsw.gov.au)) has been developed to make content available to the widest possible audience, including readers using assistive technology or accessibility features. By adhering to W3C's Web Content Accessibility Guidelines (WCAG) for accessible web design, we acknowledge the diversity of communication methods, available technologies, and abilities of web-users in the community.

## DIVERSITY

The Trustees are aware of the principles of cultural diversity. Through the Memorial's Collection personal stories of migration, service and community are shared. The Memorial encourages participation through commemoration and the development of tailored programs. Communities may apply to the Trustees for approval to use the Memorial for purposes consistent with the provisions of the *Anzac Memorial (Building) Act*.

The Trustees are committed to ensuring that visitors to the Memorial can enjoy equal access to the Memorial, its programs and collection. During the reporting period there were no requests for translator and/or interpreter services.

Key focus areas for communicating and engaging with multicultural communities included:

### Collaboration and strengthening partnerships

The Anzac Memorial worked with consulates and community groups to deliver a range of commemorative services. In 2019–20, the Memorial supported French, New Zealand, Korean and United States commemorative services. The Memorial also supported the 14th Anniversary of the Aboriginal and Torres Strait Islander Veterans' Commemoration, conducted annually during Reconciliation Week, to ensure Aboriginal and Torres Strait Islander service men and women are appropriately acknowledged and honoured. The Memorial also partnered with the Korean Cultural Centre for onsite and online public programming and the *Australians in the Korean War 1950–1953* exhibition.

### Work place culture

The Anzac Memorial is committed to building a diverse workforce and a culture that values diversity. Staff are encouraged to participate in ongoing cultural capacity training, including the delivery of customer service and visitor engagement training to support a culturally responsive workforce.

Above: Medals of a Korean War Veteran. Photograph by Darryl Charles Photography

## 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. Memorial Management and Trustees monitor and review health through established meetings.

The Trustees of the Anzac Memorial do not accept workplace 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 as outlined in the Anzac Memorial's Code of Conduct.

A range of WHS initiatives were undertaken in the reporting period including:

- Refinement of resources to assist staff better understand their responsibilities under the WHS Act
- Review of WHS systems, safe work procedures and policies
- Monthly incident report review meeting implemented
- Promotion of the Employee Assistance Program
- Management attendance at strategic security seminars
- Providing staff with first aid and situational awareness and emergency planning training
- Facilities awareness training for new plant and equipment
- Management staff participation in mental health in the workplace training
- Review of the Emergency Management Plan and security and safety briefings established for large scale events

## ACCIDENTS AND INCIDENTS

During 2019–20 the Memorial recorded two first aid requests, a 66% decrease from last year. There were three near-miss incidents relating to visitor behaviour and three reports of anti-social behaviour in the Memorial precinct. Recorded trespass incidents relate primarily to public entering the cascade water feature which has seen a minor increase of two additional reports. Site incidents have had a significant increase from last year which include fourteen urination acts, one act of graffiti and behavioural issues. This increase can, in part, be attributed to improved compliance by staff and security with reporting processes. Where appropriate, identified corrective action or preventative measures were implemented. There were no notifiable incidents during the reporting period. Appendix 4.

## WORKERS COMPENSATION

In 2019–20 no claims were lodged for workers compensation.

## PROHIBITION AND IMPROVEMENT NOTICES

No prohibition or improvement notices were issued under the *Work Health and Safety Act 2011* or its Regulation during the year.

## RISK MANAGEMENT ACTIVITIES

The Trustees of the Anzac Memorial are committed to the highest standards of integrity and ensuring the Anzac Memorial conducts its business with efficiency, economy, impartiality and accountability. Staff were involved in a detailed review of relevant policies and plans to ensure awareness of risks, and identify opportunities to improve business and operational practices.

## BUSINESS CONTINUITY AND BUSINESS RISK

The Memorial staff conduct a bi-annual review of the Risk Management and Business Continuity Plans. The process includes a review by the Trustees to ensure awareness of any emerging risks and identified mitigation strategies.

## FRAUD

The Memorial has a fraud control policy that covers planning, prevention, detection and response aspects of fraud and corruption control.

## 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). The Department of Communities and Justice's Audit and Risk Committee supports the review of the Trust's financial statements.

## 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 1977* and requires approval from the Heritage Council of NSW for major changes.

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, completed in 1934, 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 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.*

Date significance updated: 19 Sep 11  
[www.environment.nsw.gov.au/heritageapp/ViewHeritageItemDetails.aspx?ID=5053512](http://www.environment.nsw.gov.au/heritageapp/ViewHeritageItemDetails.aspx?ID=5053512)

The Memorial is also identified as a heritage item in the *Sydney Local Environmental Plan 2012* (Item No 11742 in Schedule 5 Environmental heritage).

The Public Works Advisory, the Office of the NSW Government Architect and Matt Devine & Co completed a detailed review of the Anzac Memorial Conservation Management Plan in June 2020 which takes into consideration the Centenary Project.

# GENERAL DISCLOSURES

## OVERSEAS TRAVEL

The Senior Historian and Curator travelled overseas during September and October 2019 and gave daily lectures and guided tours for the Premiers Anzac Memorial Scholarship Tour of 19th and 20th century battlefields in Germany, Belgium and France.

The Collection Manager travelled at his own expense to England to carry out research relevant to his PhD candidature. This also included attending a single day seminar relating to military music collections throughout the United Kingdom titled *Soldiers' Tales: collecting and sharing military and musical heritage*. Held at the Music Faculty, Oxford University, Oxford, England, 22 August 2019 the seminar was jointly organised by the Army Museums Ogilby Trust (AMOT) and the Musical Instruments Resource Network (MIRN). Visits were also made to the National Archives Kew, the Imperial War Museum and the Yorkshire Air Museum, York.

## 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

No consultancies in excess of \$50,000 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.

# APPENDICES

## APPENDIX 1

### TRANSCRIPT FOR THE ABORIGINAL AND TORRES STRAIT ISLANDER VETERANS COMMEMORATION

My name is Uncle Harry Allie and today I join with you from the Hall of Service at the Anzac Memorial in Hyde Park Sydney, which is on the land of the Gadigal people of the Eora Nation.

I am descendant of the Gudjala People, and I was born and grew up in Charters Towers in North Qld. In my early years I felt that I needed to improve my opportunities for a better life and enlisted in the Royal Australian Air Force in 1966 at Townsville in North Queensland.

I served 23 years in the Air Force, and was posted throughout Australia, USA and Malaysia. During My career in the Air Force it was an honour to have served my country and applied for discharge in 1989.

For the following 11 years, I worked in the Defence industry then joined the Commonwealth Public Service being involved in Aboriginal and Torres Strait Islander programs and issues.

Currently I am the Chair of the Coordinating Committee of the NSW Aboriginal and Torres Strait Islander Veterans Commemoration that honours the service and sacrifice of Aboriginal and Torres Strait Islander servicemen and women.

Today, when we would have all gathered to pay our respects and honour our Indigenous veterans, I bring this message to you to ensure we continue this tradition during these unique times we find ourselves in.

In 2006 the former Federal Veterans' Affairs Minister, Mr Bruce Bilson was visiting Melbourne for a military ceremony and he met 'Aunty' Dot Peters, a Wurundjeri Elder from Healesville just east of Melbourne.

Aunty Dot asked the Minister if he would consider organising ceremonies across Australia to honour the many Aboriginal and Torres Strait Islander veterans who had served their nation and had suffered the indignity of not receiving the same recognition as the majority of veterans. Mr Bilson agreed and made a commitment to Aunty Dot Peters.

In Sydney the RSL NSW and the Department of Veterans' Affairs combined with representatives from Aboriginal and Torres Strait Islander Veteran and Services Association, Reconciliation NSW, NSW Department of Education, Catholic Schools NSW, Australian Defence Force and Office for Veterans Affairs, and Community Representatives to form a committee in March 2007 to organise a ceremony in the last week of May during Reconciliation Week.

This annual commemoration still continues today 14 years on and is an integral part of our national recognition of Aboriginal and Torres Strait Islanders who have served and continue to serve our country.

Since the Boer War, Aboriginal and Torres Strait Islanders have fought for Australia. It is known at present that at least 1000 First Nation peoples served in the First World War. At present 13 are known to have been killed in action fighting at Gallipoli, five of which have no known graves.

After the First World War, Indigenous veterans found their war service did not bring an end to discrimination.

It is estimated 3,000 Indigenous Australians served in the Second World War, and in proportion to population, no community in Australia contributed more to the war effort than the Torres Strait Islander people. Around 745 of these joined the Torres Strait Light Infantry Battalion formed specifically to defend the Torres Strait.

The number of Indigenous Australians who served in the First and Second World Wars vary greatly. As ethnicity was not noted on enlistment documents an accurate figure will never be known, it has been suggested that more than 3,500 Indigenous Australians served in these conflicts.

Indigenous Australians went on to serve in Korea, Malaya, Borneo and Vietnam in the years after the Second World War. Since Vietnam, Indigenous Australians have served with the Australian Defence Force in conflicts and other operations around the world.

And today Aboriginal and Torres Strait men and women are proudly serving in all branches of the Australian Defence Force.

During the annual commemoration held at the Anzac Memorial, the first wreath is placed in the Pool of Reflection. An elder passes the wreath on to two students and symbolises the traditional connection between the water, the earth and the sky.

This precedes the traditional wreath laying ceremony, where flowers have been laid on graves or memorials to commemorate those that have lost their lives. Laying a wreath of flowers is a way to show respect and an integral part of many commemorative ceremonies.

Today a single floral tribute will be placed in the Pool of Reflection by Denis Tarrant from Alexandria Park Community School and Sienna Allie from Mt St Joseph High School, however due to social distancing the tribute will not be passed on by an elder.

Please take care of yourself and your family and friends in the coming weeks and months ahead. On behalf of the committee we look forward to welcoming you back to the ceremony in 2021.

## APPENDIX 2

### EVENTS AND COMMEMORATION SERVICES

2019	Events and commemorative services
19 July	Commemoration Ceremony of the Battle of Fromelles
25 July	Commemoration Ceremony for the 66th Anniversary of the Battle of the Hook Korean War
13 August	US Congressional Delegation Wreath Laying Ceremony
21 September	4 RAR Wreath Laying Ceremony
26 September	Commemoration of the Centenary for the Third Battle of Ypres
27 September	RSL NSW Women Auxiliary Dedication of Quilts
28 October	New Zealand Wars Service of Commemoration
1 November	<i>Art of War: Veterans in Focus</i> Exhibition Launch
11 November	Remembrance Day Service
2020	Events and commemorative services
25 April	Anzac Day – Live Broadcast
31 May	Aboriginal and Torres Strait Islander Veterans’ Service – Recorded address by Uncle Harry Allie

## APPENDIX 3

### STAFFING

#### Ongoing and temporary staff by gender as at 30 June 2020

Roles	2019–20			2018–19		
	female	male	total	female	male	total
Ongoing full-time	3	7	10	3	6	9
Ongoing part-time	1	1	1	1	–	1
Temporary full-time	–	–	2	1	1	2
Temporary part-time	1	3	2	–	2	2
Casual	8	10	17	6	11	17
<b>Total</b>	<b>13</b>	<b>21</b>	<b>31</b>	<b>11</b>	<b>20</b>	<b>31</b>

#### Staff by Role

Position	2019–20	2018–19
Senior Historian and Curator	1	1
Operations Manager	1	1
Property Manager	1	1
Collections and Content Officer	1	1
Exhibitions and Research Officer <sup>1</sup>	2	1
Head of Learning <sup>2</sup>	2	1
Visitor Services Coordinator	1	1
Administration Officer	1	1
Event Services Officer	1	–
Memorial Guides (full-time)	3	3
Memorial Guides (part-time)	2	3
Memorial Guides (casual)	9	10
Actor Presenter (casual)	9	7

<sup>1</sup> One full-time ongoing position – currently maternity job share

<sup>2</sup> Position temporarily covered job share

## APPENDIX 4

### WORK HEALTH AND SAFETY REPORTS

	2019-20	2018-19*	2017-18*
Site incidents	26	7	8
Near Miss	3	1	–
Recorded incidents in Memorial precinct	3	6	–
Trespass	24	22	–
Notifiable incidents	0	0	0
First Aid	2	6	1

\* Memorial closed 2017 – 20 October 2018

## APPENDIX 5

### CONSUMER RESPONSE

Rating	Trip Advisor Reviews	Google Reviews
Excellent	40	161
Very Good	35	54
Average	0	9
Poor	0	0
Terrible	0	1

The lower rating did not provide detail as to what the experience was that led to this rating.

## APPENDIX 6

### ACQUISITIONS JULY 2019 TO JUNE 2020

Jul–Dec 2019	Events and commemorative services
2019.17	Painting, <i>Hospital Ship MV Manunda</i> , framed, paint on silk, artist unknown (crewman of ship), 1940–1945. Photograph, b&w, Rupert Reginald Robins, in US Merchant Navy uniform, 1940–1945. Gift of Dulcie Davis, 2019.
2019.18	Memorial Plaque relating to 6102 Pte George Maynard, 17th Battalion, AIF, [England], 1922. Purchased, 2019.
2019.19	Memorial Plaque of 2476 Pte William Gunningham Quinn, 54th Battalion, AIF, [England], 1922. Purchased, 2019.
2019.20	Tally band, HMAS Sydney (II), relating to Douglas Spencer Coates, 1937–1941. Gift of John Finlay, 2019.
2019.21	Joseph Henry McGowen Collection, Maps (11), newspaper, telescope, books (12), surveyor's instruments, Joseph Henry McGowen, 1st Battalion Pioneers, AIF, 1916–1919. Gift of Mark Roberts and the estate of Anne McGowen, 2019.
2019.22	War Widows badge, with suspension bar with 3 stars, owner unknown, 1939–1945. Purchased, 2019.
2019.23	Diary belonging to NX59614 Isidore Eason Bloomfield, 1 Corps Special Salvage Unit, 2AIF, POW, 1940–1945. Photographs, b&w (2) and reproduction colour patches (2) attached to card. Gift of Patricia Hull, 2019.
2019.24	Collection relating to William Illingworth (POW WW2) and Jack Illingworth (WW1). Comprising medals (J Illingworth), embroidery, photos and documents. Gift of Graham Illingworth, 2019.
2019.25	Letters, photos and newspaper clippings relating to 640 L/Cpl Edward Mulholland, 6th Light Horse Regiment, AIF, 1914–1919. Gift of Gloucester District Historical Society Inc., 2019.
2019.26	Swords (2), relating to Lieutenant Colonel Lance Pickering OAM, military issue. Gift of Judith Neville, 2019.
2019.27	Medal trio and 3 badges relating to 3146 Dvr James Frederick Davis, 1st Field Artillery, AIF, 1914–1915. Purchased, 2019.
2019.28	Jack Harris Collection – Collection of medals and documents relating to 2251 Pte JAE Harris, 2nd Battalion AIF, 1915. Purchased 2014 (originally Interim Number INT00014).
2019.29	Bugles (2) used at the opening ceremony of Anzac Memorial 1934, silk AIF banner, wooden 3rd Battalion sign, and group of 8 modern white cotton banners of WW1 divisions. Gift of RSL NSW, 2019.

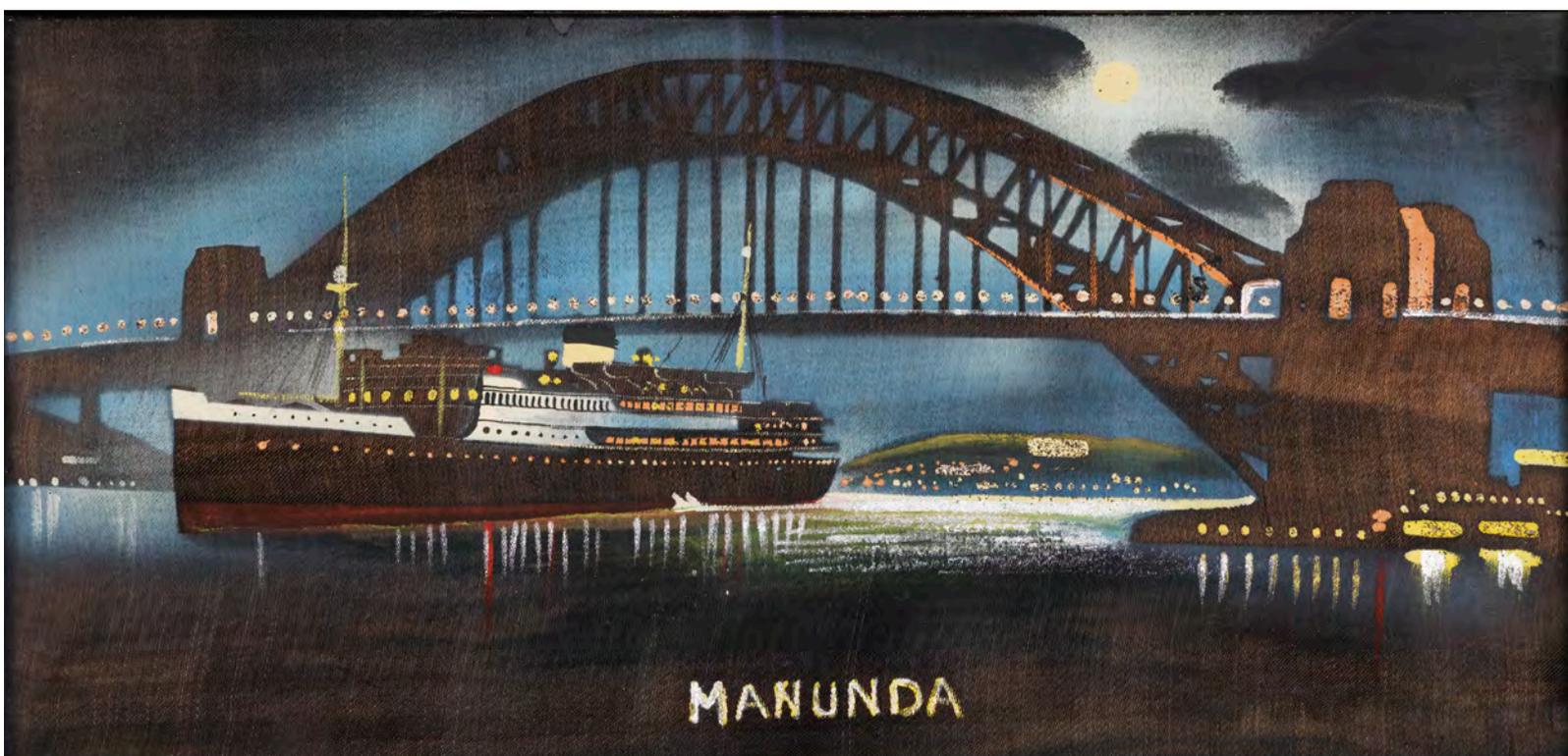
From left: Memorial Plaque relating to 6102 Pte George Maynard, 17th Battalion, AIF, [England], 1922. Purchased, 2019. (AM No:2019.18

Memorial Plaque of 2476 Pte William Gunningham Quinn, 54th Battalion, AIF, [England], 1922. Purchased, 2019. (AM No: 2019.19)

Photos by Rob Tuckwell



Jan-Jun 2020	Events and commemorative services
2020.1	Commemorative medals and badges (10) including Anzac Day & Peace 1919 medals, Returned From Active Service badge and Silver Wound Badge from the Great War, Royal Jubilee and Coronation medals. Gift of Lifeline (Northern Beaches), 2020.
2020.2	Collection of medals, memorial plaques, badges, photographs and memorabilia relating to the Haskew and Spencer families, 1914–1918 and 1939–1945. Gift of Beverley Ponton, 2020.
2020.3	Badges (43), fundraising, Australia, c.1920–1980. Gift of Terence Mooney, 2020.
2020.4	Uniform, tunic and skirt with assorted loose badges, relating to Lt Jean Garling, AAWMS, 1939–1945. Gift of Lorraine Foster, 2020.
2020.5	Badges, documents and equipment relating to the Second World War service of NX3433 Gunner Edwin Howard Judd, 2/1st Field Regiment, 2nd AIF, 1939–1942. Gift of Ron Ferguson, 2020.
2020.6	Medals, photos and documents relating to 745 Pte William David Scott, 5th Light Horse, AIF, 1914–1919. Assorted items relating to FAH Farmer, THA Melhuish, and AB TCS 'Cliff' Arthur RAN, 1916–1945. Gift of Ruth Farmer and Irene Scott, 2020.
2020.7	Alex King Sketches (7) and Peter Worner collection comprising badges, documents and souvenirs, Morotai, Rabaul, Ambon, 1945. Gift of Geoff King and Gail Worner, 2020.
2020.8	Uniform comprising tunic, breeches, leggings, Sam Brown and braces. Saddle and girth strap. All relating to Captain George Redfearn Hamilton, AAMC, 1916–1920. Purchased, 2020.
2020.9	Memorial plaque, letters and documents relating to Pte GJ Waldron, 13th Battalion, AIF, 1915–1917. Purchased, 2020.
2020.10	Painting, <i>Farmland, Corbie</i> , 2017, oil on canvas, by Amanda Penrose Hart, 2017. Gift of Amanda Penrose Hart through the Federal Government's Cultural Gifts Program, 2020.
2020.11	British War Medal awarded to 2514 Dve JG Sherringham, 1 Sig Sqn, AIF, 1915–1920. Gift of Paul Falconer, 2020.



Painting, Hospital Ship  
MV Manunda, artist unknown  
(crewman of ship), 1940–45.  
Gift of Dulcie Davis, 2019.  
(AM No: 2019.17). Photograph  
by Rob Tuckwell





## 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 Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement 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 2020, 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 (including Independence Standards)' (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.

#### Other Information

The Entity's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Trustees of the Entity are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by Trust Members.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Trustees' Responsibilities 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 are responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities 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.

The scope of my audit does not include, nor provide assurance:

- that the Entity carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- 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.



Michael Kharzoo  
A/Director, Financial Audit

Delegate of the Auditor-General for New South Wales

14 October 2020  
SYDNEY

# FINANCIAL STATEMENTS

## **The Trustees of the Anzac Memorial Building STATEMENT BY TRUST MEMBERS**

for the year ended 30 June 2020

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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 2020 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 Act), the *Public Finance and Audit Regulation 2015* and the Treasurer's Directions issued under the Act.
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



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**Veterans' Representative Trustee**  
The Trustees of the Anzac Memorial Building

13 October 2020



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**Deputy Chair**  
The Trustees of the Anzac Memorial Building

13 October 2020

**The Trustees of the Anzac Memorial Building  
STATEMENT OF COMPREHENSIVE INCOME**

for the year ended 30 June 2020

	Notes	2020 \$	2019 \$
<b>Expenses excluding losses</b>			
Personnel services expenses	2(a)	1,753,209	1,671,451
Operating expenses	2(b)	2,163,807	1,524,101
Depreciation	2(c)	1,943,649	1,351,091
<b>Total expenses excluding losses</b>		<b>5,860,665</b>	<b>4,546,643</b>
<b>Revenue</b>			
Sale of goods and services	3(a)	-	93,056
Revenue from contracts with customers	3(a)	85,512	-
Contribution from NSW Government	3(b)	3,422,000	4,422,000
Contribution from Federal Government	3(b)	7,436,364	2,000,000
Volunteer Services	3(b)	75,502	-
Investment revenue	3(c)	26,869	37,129
Other revenue	3(d)	114,419	180,108
<b>Total revenue</b>		<b>11,160,666</b>	<b>6,732,293</b>
<b>Operating result</b>		<b>5,300,001</b>	<b>2,185,650</b>
Loss on disposal of plant and equipment	4	(3,288)	(499,214)
<b>Net result</b>		<b>5,296,713</b>	<b>1,686,436</b>
<b>Other comprehensive income</b>			
<i>Items that will not be reclassified to net result in subsequent periods</i>			
Changes in revaluation surplus of property, plant and equipment	8	3,424,251	11,830,255
<b>Total other comprehensive income</b>		<b>3,424,251</b>	<b>11,830,255</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>8,720,964</b>	<b>13,516,691</b>

The accompanying notes form part of these financial statements.

**The Trustees of the Anzac Memorial Building**  
**STATEMENT OF FINANCIAL POSITION**

for the year ended 30 June 2020

	Notes	2020 \$	2019 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	6,832,345	3,040,515
Receivables	6	282,070	130,438
<b>Total current assets</b>		<b>7,114,415</b>	<b>3,170,953</b>
<b>Non-current assets</b>			
Inventories	7	44,419	-
Property, plant and equipment			
Land and buildings	8	87,737,531	82,872,646
Plant and equipment	8	2,281,794	5,504,652
Memorial Collection	8	1,115,116	735,603
Total property, plant and equipment		91,134,441	89,112,901
<b>Total non-current assets</b>		<b>91,178,860</b>	<b>89,112,901</b>
<b>Total assets</b>		<b>98,293,275</b>	<b>92,283,854</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	10	5,115,030	7,870,142
Provisions	10	304,624	263,712
<b>Total current liabilities</b>		<b>5,419,654</b>	<b>8,133,854</b>
<b>Non-current liabilities</b>			
Provisions	10	11,980	9,323
<b>Total non-current liabilities</b>		<b>11,980</b>	<b>9,323</b>
<b>Total liabilities</b>		<b>5,207,787</b>	<b>8,143,177</b>
<b>Net assets</b>		<b>92,861,641</b>	<b>84,140,677</b>
<b>EQUITY</b>			
Reserves		35,697,277	32,273,026
Accumulated Funds		57,164,364	51,867,651
<b>Total equity</b>		<b>92,861,641</b>	<b>84,140,677</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 2020

Notes	Accumulated funds \$	Asset revaluation surplus \$	Total equity \$
<b>Balance at 1 July 2019</b>	51,867,651	32,273,026	84,140,677
<b>Net result for the year</b>	<b>5,296,713</b>	-	<b>5,296,713</b>
<b>Other comprehensive income</b>			
Net change in revaluation surplus of property, plant and equipment	-	3,424,251	3,424,251
<b>Total other comprehensive income</b>	-	<b>3,424,251</b>	<b>3,424,251</b>
<b>Total comprehensive income for the year</b>	<b>5,296,713</b>	<b>3,424,251</b>	<b>8,720,964</b>
<b>Balance at 30 June 2020</b>	<b>57,164,364</b>	<b>35,697,277</b>	<b>92,861,641</b>
<b>Balance at 1 July 2018</b>	50,181,215	20,442,771	70,623,986
<b>Net result for the year</b>	<b>1,686,436</b>	-	<b>1,686,436</b>
<b>Other comprehensive income</b>			
Net change in revaluation surplus of property, plant and equipment	-	11,830,255	11,830,255
<b>Total other comprehensive income</b>	-	<b>11,830,255</b>	<b>11,830,255</b>
<b>Total comprehensive income for the year</b>	<b>1,686,436</b>	<b>11,830,255</b>	<b>13,516,691</b>
<b>Balance at 30 June 2019</b>	<b>51,867,651</b>	<b>32,273,026</b>	<b>84,140,677</b>

*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 2020

	Notes	2020 \$	2019 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Personnel service expenses		(3,587,592)	-
Suppliers for goods and services		(2,252,276)	(1,689,992)
<b>Total payments</b>		<b>(5,839,868)</b>	<b>(1,689,992)</b>
<b>Receipts</b>			
Contribution from NSW Government	3(b)	3,422,000	5,132,796
Contribution from Federal Government	3(b)	7,436,364	2,000,000
Department of Communities and Justice recoupment		-	1,851,220
Interest received		26,869	37,129
Services and Retail sales		97,399	93,056
Other		364,217	78,708
<b>Total receipts</b>		<b>11,346,849</b>	<b>9,192,909</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	11	<b>5,506,981</b>	<b>7,502,917</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for development costs of property		(1,715,151)	(11,937,444)
<b>NET CASH FLOWS USED IN INVESTING ACTIVITIES</b>		<b>(1,715,151)</b>	<b>(11,937,444)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>NET CASH FLOWS USED IN FINANCIING ACTIVITIES</b>		<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>			
		<b>3,791,830</b>	<b>(4,434,527)</b>
Opening cash and cash equivalents		3,040,515	7,475,042
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	5	<b>6,832,345</b>	<b>3,040,515</b>

*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 2020

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### 1. STATEMENT 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 currently has no cash generating units. The entity is considered a going concern on the basis of the support provided by the NSW Government.

The financial statements for the year ended 30 June 2020 have been authorised for issue by The Trustees on 13 October 2020.

#### (b) Basis of preparation

The entity's financial statements are general purpose financial statements which have been prepared on an accrual basis and 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 and the Memorial Collection are measured at fair value. Other financial statement line items are prepared in accordance with the historical cost convention except where specified otherwise.

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

All amounts are rounded to the nearest dollar and are expressed in Australian currency, which is the entity's presentation and functional 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 entities. 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 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 is 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 2020

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### 1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### (f) Personnel Services Expense

Effective from 1 April 2017, the *Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2017* the entity's staff became employees of the Department of Communities and Justice.

The Department of Communities and Justice (Department) recovers the Trustees employee related expenses (including entitlement and leave accruals) from the Trustees. The employee related expenses paid or payable to the Department are classified as "Personnel Services" in the statement of comprehensive income, and are calculated by the Department using the following recognition and measurement criteria:

- (i) Salaries and wages (including non-monetary benefits), and annual leave expenses are recognised and measured at undiscounted amounts of the benefits in the period which the employees render the service.
- (ii) Superannuation – the expense for certain superannuation schemes (Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.
- (iii) On-costs, such as payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as expenses where the employee benefits to which they relate have been recognised.

#### (g) Income recognition

Until 30 June 2019, income is recognised in accordance with AASB 111 *Construction Contracts*, AASB 118 *Revenue* and AASB 1004 *Contributions*. Income is measured at the fair value of the consideration or contribution received or receivable.

From 1 July 2019, income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15 *Revenue from Contracts with Customers*.

Additional comments regarding the accounting policies for the recognition of income are discussed below.

#### (i) Contributions

Until 30 June 2019

Income from grants (other than contribution by owners) is recognised when the Trustees obtain control over the contribution. The Trustees are deemed to have assumed control when the grant is received or receivable.

Contributions are recognised at their fair value. Contributions of services are recognised when and only when a fair value of those services can be reliably determined and the services would be purchased if not donated.

From 1 July 2019

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the Trustees is recognised when the Trustees satisfies its obligations under the transfer. The Trustees satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed.

Income from grants without sufficiently specific performance obligations is recognised when the Trustee obtains control over the granted assets (e.g. cash).

Income from grants with sufficiently specific performance obligation is recognised when Trustee satisfies its obligation under contract, and income is only recognised to the extent it is highly probable that a significant reversal will not occur.

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined and the services would have been purchased if not donated. Volunteer services are measured at fair value.

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

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**1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(g) Income recognition (cont'd)**

**(ii) Investment revenue**

Interest revenue is calculated using the effective interest method and is separately disclosed in the statement of comprehensive income. For financial assets that becomes credit impaired, the effective interest rate is applied to the amortised cost of the financial asset (i.e. after deducting the loss allowance for the expected credit losses).

**(iii) Sale of goods**

Until 30 June 2019

Revenue from sale of goods is recognised as revenue when the entity transfers the significant risks and rewards of ownership of the goods, usually on delivery of the goods.

From 1 July 2019

Revenue from sale of goods is recognised as when the entity satisfies a performance obligation by transferring the promised goods upon completion of the sale.

**(h) Property, plant and equipment**

**(i) Acquisition of Property, plant and equipment**

Assets are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. 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 the 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. deferred payment amount is effectively discounted at an asset-specific rate.

**(ii) Capitalisation threshold**

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

# The Trustees of the Anzac Memorial Building

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

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### 1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### (h) Property, plant and equipment (cont'd)

##### (iii) Revaluation of Property, Plant and Equipment and the Memorial Collection

Physical non-current assets 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*.

Property, Plant and Equipment and the Memorial Collection is measured at the highest and best use by market participants that are 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 and the Memorial Collection 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 for further information regarding fair value.

The entity revalues each class of property, plant and equipment at least every five 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 most recent comprehensive revaluation of the entity's land, building, infrastructure and other assets was completed as at 31 March 2019 by three external professional qualified valuers. A comprehensive revaluation was performed on the Memorial Collection in 2020. The Memorial Collection which consists of heritage assets are carried at fair value, which is measured at depreciated replacement cost or market selling price (for items where a market exists).

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

Non-specialised assets with short useful lives are measured at depreciated historical cost, which for these assets approximates fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

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 recognised in other comprehensive income and credited directly to the revaluation surplus in equity. To the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except that to the extent that it offsets an existing revaluation surplus in respect of the same class of assets, in which case, the decrement is debited directly to the 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. When 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.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Where the income approach or market approach is used to revalue assets, any accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

## The Trustees of the Anzac Memorial Building NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

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### 1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### (h) Property, plant and equipment (cont'd)

##### (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 at fair value, or an amount that approximates fair value, impairment can only arise in rare circumstances where the costs of disposal are material.

The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in net result and is treated as a revaluation increase. However, to the extent that an impairment loss on the same class of asset was previously recognised in net result, a reversal of that impairment loss is also recognised in net result.

##### (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 separately 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	9% to 25%
Separately depreciable components of the building	1.67% to 10%

##### (vi) Maintenance

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

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2020

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**1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(i) Receivables**

Receivables, including trade receivables, prepayments etc. are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Subsequent measurement is at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

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

**(j) Liabilities**

**(i) Payables**

Payables 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.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Refer Note 9 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(h) (iii).

**(ii) Accumulated funds**

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

## The Trustees of the Anzac Memorial Building NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

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### 1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### (I) Change in accounting policies, including new or revised Australian Accounting Standards

##### (i) Effective for the first time in 2019-20

The entity applied AASB15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-Profit Entities*, and AASB 16 *Leases* for the first time. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

Several other amendments and interpretations apply for the first time in FY2019-20, but do not have an impact on the financial statements of the entity.

#### **AASB 15 Revenue from Contracts with Customers**

AASB 15 supersedes AASB 111 *Construction Contracts*, AASB 118 *Revenue* and related interpretations and it applies, with limited exceptions, to all revenue arising from contracts with customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires relevant disclosures.

In accordance with the transition provisions in AASB 15, the entity has adopted AASB 15 retrospectively with the cumulative effect of initially adopting the standard recognised at the date of initial application, i.e. 1 July 2019. The entity has used the transitional practical expedient permitted by the standard to reflect the aggregate effect of all the modifications that occur before 1 July 2018 when:

- Identifying the satisfied and unsatisfied performance obligations
- Determining the transaction price
- Allocating the transaction price to the satisfied and unsatisfied performance obligations

The impact of applying the above practical expedients is not expected to significantly affect the financial statements. The adoption of AASB 15 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows for the financial year.

#### **AASB 1058 Income of Not-for-Profit Entities**

AASB 1058 replaces most of the existing requirements in AASB 1004 *Contributions*. The scope of AASB 1004 is now limited mainly to contributions by owners (including parliamentary appropriations that satisfy the definition of contribution by owners), administrative arrangements and liabilities of government departments assumed by other entities.

AASB 1058 applies to income with a donation component, i.e. transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives; and volunteer services. AASB 1058 adopts a residual approach, meaning that entities first apply other applicable Australian Accounting Standards (e.g. AASB 1004, AASB 15, AASB 16, AASB 9, and AASB 137) to a transaction before recognising income.

Not-for-profit entities need to determine whether a transaction is/contains a donation (accounted for under AASB 1058) or a contract with customer (accounted for under AASB 15).

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2020

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**1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(I) Change in accounting policies, including new or revised Australian Accounting Standards (cont'd)**

**(i) Effective for the first time in 2019-20 (cont'd)**

**AASB 1058 Income of Not-for-Profit Entities (cont'd)**

AASB 1058 requires recognition of receipt of an asset, after the recognition of any related amounts in accordance with other Australian Accounting Standards, as income:

- When the obligations under the transfer is satisfied, for transfers to enable an entity to acquire or construct a recognisable non-financial asset that will be controlled by the entity.
- Immediately, for all other income within the scope of AASB 1058.

In accordance with the transition provisions in AASB 1058, the entity has adopted AASB 1058 retrospectively with the cumulative effect of initially applying the standard at the date of initial application, i.e. 1 July 2019. The entity has adopted the practical expedient in AASB 1058 whereby existing assets acquired for consideration significantly less than fair value principally to enable the entity to further its objectives, are not restated to their fair value.

The adoption of AASB 1058 did not have an impact on Other Comprehensive Income and the Statement of Cash Flows for the financial year.

**AASB 16 Leases**

AASB 16 supersedes AASB 117 *Leases*, Interpretation 4 *Determining whether an Arrangement contains a Lease*, Interpretation 115 *Operating Leases – Incentives* and Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of Lease*. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on balance sheet.

**Lessee accounting**

AASB 16 requires the entity to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under AASB 117. As the lessee, the entity recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the lessee's incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right-of-use asset is measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for dismantling and removing the asset or restoring the site on which it is located.

The entity has adopted the partial retrospective option in AASB 16, where the cumulative effect of initially applying AASB 16 is recognised on 1 July 2019 and the comparatives for the year ended 30 June 2019 are not restated.

In relation to leases that had previously been classified as 'operating leases' under AASB 117, a lease liability is recognised at 1 July 2019 at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate at the date of initial application. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 1.42%.

The Trustees elected to use the practical expedient to expense lease payments for lease contracts that at their commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is valued at \$10,000 or under when new (low-value assets).

The adoption of AASB 16 did not have an impact on the Statement of Financial Position.

**The Trustees of the Anzac Memorial Building  
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

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**1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

**(l) Change in accounting policies, including new or revised Australian Accounting Standards (cont'd)**

**(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 new Accounting Standards have not been applied and are not yet effective as per NSW Treasury Circular NSW TC 20/01:

- AASB 1059 Service Concession Arrangements: Grantors
- AASB 2018-5 Amendments to Australian Accounting Standards – Deferral of AASB 1059
- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material
- AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework
- AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059
- AASB 2019-7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations.

The Trustees have assessed the impact of the new standards and interpretations on issue but not yet effective where relevant and considers the impact to be not material.

**(m) Comparative information**

Except when the 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 2020

	2020	2019
	\$	\$
<b>2. EXPENSES EXCLUDING LOSSES</b>		
<b>(a) Personnel service expenses</b>		
Salaries and wages (including annual leave)	862,399	930,952
Superannuation	144,131	134,246
(Reversal of) / Long service leave expense	18,631	(41,178)
Payroll tax	90,820	86,201
Contractors and short term staff	637,227	561,230
<b>Total</b>	<b>1,753,209</b>	<b>1,671,451</b>
<b>(b) Operating expenses</b>		
Audit fees	71,500	41,500
Bank fees	693	1,022
Merchandise cost	40,006	33,380
Cleaning	146,148	105,504
Electricity, telephone and water	141,766	147,643
Valuation fees	38,000	27,350
Food and catering	4,754	402
Collection	68,827	34,035
Retail consultancy fees	1,200	24,450
Department of Communities and Justice - administration fees	80,772	64,491
Insurance	45,310	43,380
Maintenance	270,017	97,163
Printing and stationery	4,514	11,244
Security services	1,098,945	742,919
Travel	1,964	4,584
Volunteer services provided by City of Sydney Council	75,502	-
Other	73,889	145,034
<b>Total</b>	<b>2,163,807</b>	<b>1,524,101</b>
<b>(c) Depreciation</b>		
Buildings	1,159,240	835,096
Plant and equipment	784,409	515,995
<b>Total</b>	<b>1,943,649</b>	<b>1,351,091</b>

**The Trustees of the Anzac Memorial Building  
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

	2020	2019
	\$	\$
<b>3. REVENUE</b>		
<b>(a) Revenue from contracts with customers / sale of goods and services</b>		
Retail sales - Shop	85,512	93,056
<b>Total</b>	<b>85,512</b>	<b>93,056</b>
<b>(b) Contributions</b>		
Contribution from NSW Government	3,422,000	4,422,000
Contribution from Federal Government	7,436,364	2,000,000
Volunteer Services	75,502	-
<b>Total</b>	<b>10,933,866</b>	<b>6,422,000</b>

The City of Sydney provides maintenance costs in and around the Memorial Building. The cost of maintenance of the Pool of Reflection, gardens, trees and pavements is expenditure of \$75,502 this year.

The City of Sydney over many years has provided services in and around the footprint that the Memorial Building is situated upon free of charge. The City of Sydney provides these services as part of their normal maintenance around the grounds of the Hyde Park precinct. These services include:

- Park maintenance in curtilage areas
- Pool of Reflection maintenance
- Garbage disposal services
- Tree planting and maintenance

<b>(c) Investment revenue</b>		
Interest revenue	26,869	37,129
<b>Total</b>	<b>26,869</b>	<b>37,129</b>
<b>(d) Other revenue</b>		
Other revenue	114,419	180,108
<b>Total</b>	<b>114,419</b>	<b>180,108</b>

**(e) Deemed Appropriation**

Deemed appropriation money is government money that the Trustee receives or recovers (including from the Commonwealth or NSW Communities and Justice) or a kind prescribed by the regulation that is not appropriated under the authority of an Act.

<b>Section 4.7 GSF Act - deemed appropriations:</b>	<b>2020</b>	<b>2019</b>
	\$	\$
Opening Balance at 1 July 2019	3,040,515	7,475,042
Add: additions of deemed appropriations	11,016,180	9,192,909
Less: expenditure charged against deemed appropriations	(7,224,350)	(13,627,436)
<b>Closing Balance at 30 June 2020</b>	<b>6,832,345</b>	<b>3,040,515</b>

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2020

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**4. (LOSS) ON DISPOSAL**

	2020	2019
	\$	\$
Plant and equipment	(3,288)	(499,214)
<b>Net loss on disposal of plant and equipment</b>	<b>(3,288)</b>	<b>(499,214)</b>

The loss on disposal represents the written down value of multimedia assets scrapped as a result of the new building extension.

**5. CURRENT ASSETS - CASH AND CASH EQUIVALENTS**

	2020	2019
	\$	\$
Cash at bank and on hand	6,832,345	3,040,515
<b>Total</b>	<b>6,832,345</b>	<b>3,040,515</b>

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank and on hand. Cash and cash equivalent assets recognised are the same in both the Statement of Financial Position and the Statement of Cash Flows. Refer to note 12 for details regarding credit risk and market risk arising from financial instruments.

**6. CURRENT ASSETS – RECEIVABLES**

	2020	2019
	\$	\$
GST receivable	279,460	16,376
Trade receivables	2,610	114,062
<b>Total</b>	<b>282,070</b>	<b>130,438</b>

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business.

Details regarding credit risk of trade receivables that are neither past due nor impaired are disclosed in note 12.

**7. CURRENT ASSETS – INVENTORIES**

	2020	2019
	\$	\$
Inventories	44,419	-
	<b>44,419</b>	<b>-</b>

Inventories held for sale are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value.

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

**8. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT**

(a) Total property, plant and equipment

	Land and Building \$	Plant & Equipment \$	Memorial Collection \$	Total \$
<b>At 1 July 2019 - fair value</b>				
Gross carrying amount	84,497,290	6,080,355	735,603	91,313,248
Accumulated depreciation and impairment	(1,624,644)	(575,703)	-	(2,200,347)
<b>Net carrying amount</b>	<b>82,872,646</b>	<b>5,504,652</b>	<b>735,603</b>	<b>89,112,901</b>
<b>At 30 June 2020 - fair value</b>				
Gross carrying amount	91,239,184	2,884,858	1,115,116	95,239,158
Accumulated depreciation and impairment	(3,501,653)	(603,064)	-	(4,104,717)
<b>Net carrying amount</b>	<b>87,737,531</b>	<b>2,281,794</b>	<b>1,115,116</b>	<b>91,134,441</b>
<b>At 1 July 2018 - fair value</b>				
Gross carrying amount	67,132,079	162,817	695,603	67,990,499
Accumulated depreciation and impairment	(1,116,746)	(66,752)	-	(1,183,498)
<b>Net carrying amount</b>	<b>66,015,333</b>	<b>96,065</b>	<b>695,603</b>	<b>66,807,001</b>
<b>At 30 June 2019 - fair value</b>				
Gross carrying amount	84,497,290	6,080,355	735,603	91,313,248
Accumulated depreciation and impairment	(1,624,644)	(575,703)	-	(2,200,347)
<b>Net carrying amount</b>	<b>82,872,646</b>	<b>5,504,652</b>	<b>735,603</b>	<b>89,112,901</b>

(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. A comprehensive revaluation was carried out as at 31 March 2019 by Scott Fullarton Valuations Pty Ltd (land and building), Andrew Nock Pty Ltd (contents) and McWilliam & Associated 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 14-01: 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.

(ii) Memorial Collection Revaluation

The Memorial Collection consists of memorabilia from various theatres of conflict. A comprehensive revaluation has been performed on the Memorial Collection by Australian Valuers Pty Limited as at 31 March 2020. Subsequent additions and revaluations now value this collection at \$1,115,116.

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2020

**8. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT (CONT'D)**

**(a) Total property, plant and equipment (cont'd)**

**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:

	<b>Land and Building</b>	<b>Work in Progress</b>	<b>Plant &amp; Equipment</b>	<b>Memorial Collection</b>	<b>Total</b>
	\$	\$	\$	\$	\$
<b>Year ended 30 June 2020</b>					
Net carrying amount at 1 July 2019	82,872,646	-	5,504,652	735,603	89,112,901
Additions	-	563,766	-	45,000	608,766
Disposals	-	-	(3,288)	-	(3,288)
Net revaluation increments	2,989,017	-	100,721	334,513	3,424,251
Reclassification	211,487	-	(211,487)	-	-
Asset Transfers	2,324,395	-	(2,324,395)	-	-
Others	(64,540)	-	-	-	(64,540)
Depreciation expense (note 2(c))	(1,159,240)	-	(784,409)	-	(1,943,649)
<b>Net carrying amount at 30 June 2020</b>	<b>87,173,765</b>	<b>563,766</b>	<b>2,281,794</b>	<b>1,115,116</b>	<b>91,134,441</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:

	<b>Land and Building</b>	<b>Work in Progress</b>	<b>Plant &amp; Equipment</b>	<b>Memorial Collection</b>	<b>Total</b>
	\$	\$	\$	\$	\$
<b>Year ended 30 June 2019</b>					
Net carrying amount at 1 July 2018 restated	28,061,693	37,953,640	96,065	695,603	66,807,001
Additions	6,886,407	4,813,898	585,646	40,000	12,325,951
Disposals	(498,908)	-	(307)	-	(499,215)
Net revaluation increments	11,830,255	-	-	-	11,830,255
Other - WIP transfers	37,428,295	(42,767,538)	5,339,243	-	-
Depreciation expense (note 2(c))	(835,096)	-	(515,995)	-	(1,351,091)
<b>Net carrying amount at 30 June 2019</b>	<b>82,872,646</b>	<b>-</b>	<b>5,504,652</b>	<b>735,603</b>	<b>89,112,901</b>

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 9.

**(b) Property, plant and equipment held and used by the entity**

All Property, plant and equipment included in Note 8(a) above is held and used by entity.

**(c) Property, plant and equipment where entity is lessor under operating leases**

There are nil Property, plant and equipment where the entity is a lessor.

**The Trustees of the Anzac Memorial Building  
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

**9. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS**

**(a) Fair value hierarchy**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

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 (unadjusted) prices in active markets for the 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 levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

<b>Year ended 30 June 2020</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total fair value</b>
<b>Property, Plant and Equipment and Memorial Collection (Note 8)</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Land and buildings	-	-	87,737,531	87,737,531
Plant and Equipment	-	-	2,281,794	2,281,794
Memorial collection	-	-	1,115,116	1,115,116
<b>Total</b>	<b>-</b>	<b>-</b>	<b>91,134,441</b>	<b>91,134,441</b>

<b>Year ended 30 June 2019</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total fair value</b>
<b>Property, Plant and Equipment and Memorial Collection (Note 8)</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Land and buildings	-	-	82,872,646	82,872,646
Plant and Equipment	-	-	5,504,652	5,504,652
Memorial collection	-	-	735,603	735,603
<b>Total</b>	<b>-</b>	<b>-</b>	<b>89,112,901</b>	<b>89,112,901</b>

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

**Level 3 Land**

**Valuation techniques and inputs**

Market value: Qualified valuers from Scott Fullarton Valuations Pty Ltd (SFV) were engaged in 2019 to carry out the valuation of land as at 31 March 2020. SFV have performed a desktop valuation for the 2020 year. The value of 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 setting 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.

Using the range of sales evidence collected, a rate of \$3,750 per m<sup>2</sup> has been determined appropriate to value the land.

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

**9. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS (CONT'D)**

**(b) Valuation techniques, inputs and processes (cont'd)**

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.

Valuation technique	Significant unobservable inputs	Sensitivity of the fair value measurement to changes in unobservable inputs
<p>Depreciated replacement cost:            Qualified valuers from Scott Fullarton Valuations Pty Ltd were engaged in March 2020 to carry out the valuation of the building. An interim valuation was undertaken as at 31 March 2020. This indicated the asset carrying value had increased to \$87,173,765(2019: \$82,872,646). There had been a transfer in of \$2,324,395 assets reclassified and transferred to the building stage 2.</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>The "Centenary Project" was substantially in use from November 2018 and the interim valuation at 31 March 2020 indicated its carrying value is reflective of its fair value.</p>	<p>Replacement cost per square metre and other inputs for the following building asset components including the refurbishment to the existing basement and ground floor levels to restore original layouts, where possible, together with an underground extension that would accommodate education and interpretation facilities.</p> <p>These alterations have been reflected in the comprehensive valuation.</p>	<p>The estimated fair value would increase (decrease) if the replacement cost per square metre for the assets were higher / (lower).</p>

**The Trustees of the Anzac Memorial Building  
NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

**9. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS (CONT'D)**

**(b) Valuation techniques, inputs and processes (cont'd)**

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

Valuation technique	Significant unobservable inputs	Sensitivity of the fair value measurement to changes in unobservable inputs
<p>Qualified valuers from Colin McWilliam Pty Ltd (CMV) were engaged in March 2020 to carry out the valuation of the Heritage building assets. An interim valuation was undertaken as at 31 March 2020. While these assets are part of the building they are valued separately due to their specific heritage and cultural significance.</p> <p>These heritage assets are not depreciated.</p>	<p>CMV has been prepared following research including updating the existing records relating to the costs associated with construction and installation and the use of digital on-line subscription databases and in-house library resources. Investigations locally arrive at maximised unobservable inputs, where observable inputs are not available. In measuring fair value all assessments have been undertaken on the basis of highest and best use as qualified by the asset's characteristics</p>	<p>Assets were assessed, as in accordance with TPP14-01 section 7.4, CMV has assumed measurement using the cost approach where relevant.</p>

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

Valuation technique	Significant unobservable inputs	Sensitivity of the fair value measurement to changes in unobservable inputs
<p>Qualified valuers from Andrew Nock Pty Ltd (ANV) were engaged in March 2020 to carry out the valuation of the Plant and equipment. An interim valuation was undertaken as at 31 March 2020. This indicated the asset carrying value had decreased* to \$2,281,794 (2019: \$5,504,652).</p> <p>*There has been a transfer out of assets to the value of \$2,324,395 as they have been reclassified as part of the building stage 2.</p>	<p>ANV has conducted market investigations locally to arrive at maximised observable inputs. In measuring fair value, highest priority is given to quoted prices in active markets for identical assets and lowest priority is given to unobservable inputs. All assessments have been undertaken on the basis of highest and best use as qualified by the asset's characteristics</p>	<p>Assets were assessed, as in accordance with TPP14-01 section 7.3, ANV has assumed measurement using market approach or cost approach where relevant.</p>

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**

for the year ended 30 June 2020

**9. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS (CONT'D)**

**(b) Valuation techniques, inputs and processes (cont'd)**

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

Valuation technique	Significant unobservable inputs	Sensitivity of the fair value measurement to changes in unobservable inputs
<p>Qualified valuers from Australian Valuers Pty Ltd (AV) were engaged in March 2020 to carry out the valuation of the Memorial Collection. The last comprehensive valuation was completed in March 2015. This valuation indicated the asset carrying value has increased to \$1,115,116 (2019: \$735,603).</p> <p>The Collection list pertains to highly regarded culturally and historically significant objects. The collection list is based on individual assets based on their homogeneity and their collection nature. The collection is not depreciated.</p>	<p>AV has conducted appropriate market investigations to derive their opinion and conclusion of value. Museum collection objects have both local and global relevance and AV have researched local and international marketplaces to arrive at maximised observable inputs. All assessments have been undertaken on the basis of highest and best use as qualified by the asset's characteristics</p>	<p>Assets with heritage restrictions, as in accordance with TPP14-01 section 7.4, AV has assumed measurement using market approach or cost approach where relevant.</p>

**(c) Reconciliation of recurring Level 3 fair value measurements**

	Land and building	Plant and Equipment	Memorial collection	Total Recurring Level 3 Fair Value
	\$	\$	\$	\$
<b>Year ended 30 June 2020</b>				
Fair value as at 1 July 2019	82,872,646	5,504,652	735,603	89,112,901
Additions	-	-	45,000	45,000
Disposals	-	(3,288)	-	(3,288)
Depreciation	(1,159,240)	(784,409)	-	(1,943,649)
Net revaluation increments	2,989,017	100,721	334,513	3,424,251
Reclassification	211,487	(211,487)	-	-
Asset Transfers	2,324,395	(2,324,395)	-	-
Other - WIP transfers	499,226	-	-	499,226
<b>Fair value as at 30 June 2020</b>	<b>87,737,531</b>	<b>2,281,794</b>	<b>1,115,116</b>	<b>91,134,441</b>
<b>As at 30 June 2019</b>				
Fair value as at 1 July 2018	28,061,693	96,065	695,603	28,853,361
Additions	6,886,407	585,646	40,000	7,512,053
Disposals	(498,908)	(307)	-	(499,215)
Depreciation	(835,096)	(515,995)	-	(1,351,091)
Net revaluation increments	11,830,255	-	-	11,830,255
Other - WIP transfers	37,428,295	5,339,243	-	42,767,538
<b>Fair value as at 30 June 2019</b>	<b>82,872,646</b>	<b>5,504,652</b>	<b>735,603</b>	<b>89,112,901</b>

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2020

**10. CURRENT / NON-CURRENT LIABILITIES**

**Current Liabilities - Payables**

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Sundry creditors *	213,684	90,266
Sundry Creditors - Capital *	2,833,630	3,683,882
GST payable	1,851,141	2,024,268
Personnel services - Department of Communities and Justice	16,084	1,894,036
Other	200,491	177,690
<b>Total</b>	<b>5,115,030</b>	<b>7,870,142</b>

Details regarding liquidity risk, including a maturity analysis of the above payables, are disclosed in note 12.

\* 2019 and 2020 Sundry Creditors has been split to include amounts that are of a capital nature.

Payables 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.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

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

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 service are recognised and measured at 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 using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated 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. All annual leave is classified as a current liability even where the entity does not expect to settle the liability within 12 months as the entity does not have an unconditional right to defer settlement.

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 the present value of expected future payments to be made in respect of services provided up to the reporting date in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors (specified in NSW TC 18/13) to employees with five or more years of service using expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using Commonwealth government bond rates at the reporting date.

Payment 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.

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2020

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**10. CURRENT / NON-CURRENT LIABILITIES (CONT'D)**

**Current / Non-current liabilities – Provisions**

	\$	\$
<b>Employee benefits and related on-costs</b>		
Annual leave	140,338	114,141
On-costs	44,849	35,085
Long service leave	119,437	114,486
<b>Total</b>	<b>304,624</b>	<b>263,712</b>
	\$	\$
Provisions - current	304,624	263,712
Provisions - non-current	11,980	9,323
<b>Total</b>	<b>316,604</b>	<b>273,035</b>

The non-current provisions are long service leave and are expected to be settled after more than 12 months.

**11. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT**

	2020	2019
	\$	\$
Net Cash Flows from Operating Activities	5,506,981	7,502,917
Depreciation	(1,943,649)	(1,351,091)
(Decrease) in receivables	(104,501)	(2,924,455)
Increase in inventories	44,419	-
Decrease/(increase) in payables	1,840,320	(1,098,310)
(Increase)/decrease in provisions	(43,569)	56,589
Net loss on disposal of plant and equipment	(3,288)	(499,214)
<b>Net Result</b>	<b>5,296,713</b>	<b>1,686,436</b>

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
 for the year ended 30 June 2020

**12. FINANCIAL INSTRUMENTS**

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

The Trustees main risks arising from financial instruments are outlined below, together with the Trustees 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 reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Trustees, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Trustees on a continuous basis.

The Trustees' principal financial instruments are outlined below. These financial instruments arise directly from the entity's operations.

**(a) Financial instrument categories**

<b>Class</b>	<b>Note</b>	<b>Category</b>	<b>Carrying amount 2020 \$</b>	<b>Carrying amount 2019 \$</b>
<b>Financial assets</b>				
Cash and cash equivalents	5	N/A	6,832,345	3,040,515
Receivables (excludes statutory receivables and prepayments)	6	Amortised cost	2,610	114,062
<b>Financial liabilities</b>				
Payables (excludes statutory payables and unearned revenue)	10	Financial liabilities measured at amortised cost	3,263,889	5,845,874

**De-recognition of financial assets and financial liabilities**

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Trustees transfers their rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the Trustees have transferred substantially all the risks and rewards of the asset; or
- the Trustees have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control.

When the Trustees have transferred their rights to receive cash flows from an asset or have entered into a pass through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

Where the Trustees have neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Trustees continuing involvement in the asset. In that case, the Trustees also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Trustees have retained.

## The Trustees of the Anzac Memorial Building NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

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### 12. FINANCIAL INSTRUMENTS (CONT'D)

#### (a) Financial instrument categories (cont'd)

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

#### Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

#### (b) Credit risk

Credit risk arises when there is the possibility of the Trustees' receivables defaulting on their contractual obligations, resulting in a financial loss to the Trustees. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses or allowance for impairment).

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

The Trustees consider a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Trustees may also consider a financial asset to be in default when internal or external information indicates that the Trustees are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Trustees.

#### *Cash and Cash equivalents*

Cash comprises cash on hand and bank balances. Interest is earned on daily bank balances.

#### *Receivables - trade receivables*

Collectability of receivables is reviewed on an ongoing basis.

The Trustees apply the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on the ability of the customers to settle the receivables.

Receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments.

There are no receivables which are currently past due and impaired.

The Trustees are not materially exposed to concentrations of credit risk to a single trade receivable or group of receivables as at 30 June 2020.

## The Trustees of the Anzac Memorial Building NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

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### 12. FINANCIAL INSTRUMENTS (CONT'D)

#### (c) Liquidity risk

Liquidity risk is the risk that the Trustees will be unable to meet their payment obligations when they fall due. The Trustees continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets.

During the current year and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The Trustees' exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

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 TC11-12. 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. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Head of an authority (or a person appointed by the Head of an authority) may automatically pay the supplier simple interest.

The Trustees have financial liability of \$5,115,030 at 30 June 2020 (\$7,870,142 at 30 June 2019), all of which are non-interest bearing, with maturity dates of less than 1 year.

#### (d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Trustees' exposures to market risk are primarily through interest rate risk on the Trustees' cash at bank. The Trustees have no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Trustees operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis is performed on the same basis for 2019. The analysis assumes that all other variables remain constant.

#### (e) Interest rate risk

The Trustees do not have exposure to interest rate risk through interest bearing liabilities. The Trustees do not account for any fixed rate financial instruments at fair value through profit or loss or as at fair value through other comprehensive income. 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 Trustees' exposure to interest rate risk is set out below.

**The Trustees of the Anzac Memorial Building**  
**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 30 June 2020

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	Carrying amount \$	-1% Net Result \$	Equity \$	+1% Net Result \$	Equity \$
<b>2020</b>					
<b>Financial assets</b>					
Cash and cash equivalents	6,832,345	(68,323)	(68,323)	68,323	68,323
<b>2019</b>					
<b>Financial assets</b>					
Cash and cash equivalents	3,040,515	(30,405)	(30,405)	30,405	30,405

**(f) Fair Value Measurement**

**(i) Fair value compared to carrying amount**

Financial instruments are 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 do not hold financial assets and financial liabilities where the fair value differs from the carrying amount.

**(ii) Fair value recognised in the Statement of Financial Position**

Management assessed that cash, trade receivables and trade payables approximate their fair values, largely due to the short-term maturities of these instruments.

The Trustees do not hold financial assets and liabilities that are valued at fair value using valuation techniques.

**13. CONTINGENT LIABILITIES**

The total contingent liabilities at balance date were \$342,000 arising from the end of project contract management and defects in the building. (2019: \$800,000).

**14. COMMITMENTS**

The aggregate capital expenditure contracted for at balance date in respect of Anzac Memorial Centenary project is \$2,561,327 (2019: \$3,683,882). The aggregate operating expenditure contracted for at balance date not provided for in respect of Anzac Memorial account is \$219,664 (including GST) (2019: \$246,993). 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 \$411,592 (including GST) (2019: \$546,995) is due over 12 months less than 5 years. GST input tax credits for total commitments is \$19,969 (2019: \$16,376) that are expected to be recovered from the Australian Tax Office.

## The Trustees of the Anzac Memorial Building NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2020

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### 15. 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 other Trustees. During the year the entity incurred \$ nil (2019:\$ nil) in respect of the key management personnel services that are provided by a separate management entity, the Department of Communities and Justice.

#### (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 parties

There have been no transactions reported with key management personnel.

The Trustees entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by the NSW Government. These transactions include:

- Payments and invoices with Infrastructure NSW in relation to the construction of the Anzac Memorial Centenary project of \$0 (2019: \$6,749,126)
- Payments for the provision of personnel and corporate service to the Department of Communities and Justice
- Payments into the Treasury Managed Fund for workers' compensation insurance and other insurances.

There are no loans or advances due to the Trustees by officers or employees.

There are no amounts due by way of loan or otherwise to the Trustees by a corporation, a director of which is an officer or employee of the entity.

### 16. COVID -19

As at 30 June 2020, the pandemic has prevented the Trustees from operating since early April 2020 as the building has been closed to public access. There has not been any significant financial impact not already disclosed. The pandemic may result in an interest rate change of +/- 1% in future years, however this change cannot be reasonably ascertained by the Trustees as at 30 June 2020.

### 17. EVENTS AFTER THE REPORTING PERIOD

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Trustees of the Anzac Memorial Building, the results of those operations, or the state of affairs of The Trustees of the Anzac Memorial Building in future financial years.

The Personnel Services from the Department of Communities and Justice includes 2.5% for annual leave provisions. The NSW government initiated action to suspend the annual increase from 1 July 2020. A decision was made by the Industrial Relations Commission on 1 October 2020 that the wage rise rates will be revised to 0.3%. The impact of this change is not considered to be material.

**End of audited financial statements.**



Able Seaman Racheal Byrnes,  
RAN Band Sydney sounds the  
Last Post on Anzac Day, courtesy  
NSW Government



ANZAC MEMORIAL  
HYDE PARK SYDNEY