



SHRINE OF REMEMBRANCE
MELBOURNE

14 February 2020

Ref: CS01-0220 GPO Box 1603 Melbourne
Victoria 3001 Australia

Mr Warren McCann
Chair
Victorian Independent Remuneration Tribunal
Suite 1, Ground Floor
1 Treasury Place
MELBOURNE VIC 3002

T +61 3 9661 8100
F +61 3 9662 9411
W www.shrine.org.au

ABN 97 827 162 519

Dear Chair

Thank you for the invitation to make a submission on behalf of the Shrine of Remembrance to the Tribunal in relation to setting the values of remuneration bands for executives employed in prescribed public entities.

As I am sure you appreciate, the Shrine Trustees and staff are charged under the *Shrine of Remembrance Act* (1978) (as amended), with the care, management, maintenance and preservation of the Shrine of Remembrance as a memorial to honour the service and sacrifice of Victorians and Australians in war, conflict, peacekeeping and peacemaking; and as a site of national, State and cultural significance. Also included is the development, promotion, management and the staging of ceremonial activities to commemorate service and sacrifice. Finally, and particularly since the development of the Galleries of Remembrance which were dedicated on 11 November 2014, an important element has been the development, promotion, management and implementation of public programs to inform, educate and promote understanding among Victorians and visitors about the history, experience, service and sacrifice of Victorians and Australians through exhibitions, lectures, publications, school learning and outreach programs.

To achieve these objectives, the Shrine employs a relatively small staff of 30 FTE, supported by a volunteer base of 110 who support the Shrine operations. The CEO is responsible to the Board for the day to day operation of all aspects of the Shrine and ensuring that the key accountabilities of Stewardship and Commemoration are met. The CEO is supported by three subordinate executive officer directors, responsible for Visitor Experience, Corporate Service and Public Programs. In my eight years as Chair, the CEO has changed once, in 2015, following 14 years of service by the previous incumbent; and all three executive directors have changed once following service ranging from five to seventeen years.

Clearly the Shrine organisation is relatively unique, with attraction and retention relying largely on empathy for the notion of commemoration and a level of remuneration that reflects a recognition of its importance to the community. Given the relatively limited size of the organisation, recruiting of the CEO and executive directors is predominantly from the external market and consequently remuneration is a significant discriminator. For example, in recruiting the CEO in 2015, from some 165 applicants, three were short listed and the unanimous selection required GSERP approval for a total remuneration package at the higher

end of the recommended range. Importantly in an organisation as lean as the Shrine, particular care will be required to ensure remuneration bands adequately recognise the opportunity for progression and the need to adequately differentiate between the CEO and executive directors.

Again, thank you for the opportunity to comment and I look forward to close engagement on this matter in the coming months.

Yours sincerely

A handwritten signature in cursive script that reads "Chris Spence".

Chris Spence, AO
Air Vice-Marshal (Retd)
Chairman
Shrine of Remembrance Trustees