



2020

Legacy Brisbane Annual Review



Supporting our veterans' families.





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A tradition spanning 100 years

From the foxholes of Pozières to the battlefields of Afghanistan and Iraq

The story of Legacy has its origins in a foxhole during the battle of Pozières in France in 1916. In that foxhole, one dying digger is said to have asked his mate to pledge to look after his “missus and kids” back home.

In 1923, Legacy made a promise to help families carry on with their lives after the loss or injury of a loved one in military service. It was a simple promise that Legacy keeps today; providing the same stability, guidance and assistance that a partner would normally provide to his or her family.

To this day, we still ensure these families always have someone to turn to for support. Our support and services now extend to include the dependants of members of

today's Australian Defence Force who lose their lives or their health as a result of their military service.

Legacy Brisbane's caring and compassionate service assists 6,808 dependants consisting of more than 5,800 widow(er)s and children living throughout South East and Central Queensland, including the Sunshine Coast, Fraser Burnett and Rockhampton regions.



Legacy is dedicated to enhancing the lives and opportunities of our families through innovative and practical programs aimed at:



Protection of individuals and families' basic needs



Advocating for their entitlements, rights and benefits



Assisting families through bereavement



Helping people thrive, despite their adversity and loss

About Legacy

Legacy is one of Australia's oldest and most trusted charities. For almost a century, we have supported the families of those who gave their life or health for their country. We care for those in need, believing that the loss or injury of a veteran due to their service should not lead to social and financial disadvantage to his or her family.

Our Mission

Legacy Brisbane strives to ensure that the partners and children of veterans who gave their lives or health can fully realise their potential.

Our Vision

No dependant of a veteran suffers financial or social disadvantage as a result of their loved ones' death or injury.

The Legacy Ode

*Fear not that you have died for naught
The torch you threw to us we caught,
And now our hands will hold it high
Its glorious light shall never die,
We'll not break faith with you who lie
On many a field.*

Lest we forget.

The Legacy Brisbane Strategic Plan 2019–23

The Strategic Plan 2019 – 2023 identifies five strategic pillars to guide our operations in fulfilling our charter and achieving our vision of no social or financial disadvantage for the families of our fallen and injured veterans. The pillars are:

1

Service Delivery

Ensure our clients receive relevant, effective and sustainable services.

2

Leadership and Governance

Ensure effective leadership, governance, planning and reporting to achieve organisational goals and regulatory requirements.

3

Sustainability

Ensure current and future organisational capability and sustainability through sound financial management, diversified income and informative reporting.

4

People and Culture

Recruit, train and retain a quality team of Legatees, volunteers and staff imbued with the Legacy culture of service.

5

Communications

Ensure effective communication with internal and external stakeholders to better connect, collaborate and participate.

Our Desired Future in 2023

Service Delivery

Our programs are delivered by an adequately resourced workforce to achieve a planned, sustainable and measurable impact.

Leadership and Governance

We are structured, organised and managed through clear policies, procedures and practices to deliver on the mission.

Sustainability

Our finances are managed effectively with diverse revenue streams and a strong balance sheet to guarantee our future.

People and Culture

Our people are properly developed as a team, reflecting our values and imbued with the Legacy culture of service.

Communications

We have effective, open and purposeful communications that promote collaboration and participation.

Our Impact story

In 2020, we continued to care for our dependants



Over 5,800 Widow(er)s

Currently supported with wellbeing contacts, social activities and linking to relevant support services across South East, Central and Western Queensland.



151 People with a Disability

Participate in social activities and events, combating social isolation and linking to relevant services, such as the NDIS.



217 Legacy Youth

Mentored through leadership and personal development skills, promoting a sense of connectedness and belonging; and assist with their transition from teenagers into adulthood.



Over 60 families supporting an incapacitated Veteran

Engage with Legacy in times of crisis through the Family Assist Program. Legacy provides flexible and practical wellbeing and community support to medically discharged veterans and their families who have an injury or illness due to their service.

Through the work of our committed Legatees and staff who continued to find new ways to respond to the challenges of service delivery...

More than 300 Legatees

Volunteer members who make a personal commitment to assist the families of those who served their country. Legatees are the backbone of Legacy and deliver the vast majority of our services.

53 Laurel and Care Clubs

Groups that bring together Legacy widows in an atmosphere of friendship and caring to combat social isolation and promote peer support.



12,377 contacts to dependants

Through Legatees, staff and through Laurel Clubs and Care Groups.



17 dependant events

Including backyard assists and virtual youth leader workshops. Providing social connection, respite and support to our dependants.

Underpinned by Legacy's vision is to ensure that there is no social nor financial disadvantage to the dependants of our fallen or incapacitated veterans.



Relieving financial hardship

We are there in times of hardship, providing financial support. We provide for basic needs, and advocate for their rights and benefits.

Delivering social connection services

We are there in times of loss and grief, providing ongoing social support to families. We work to ensure the emotional health and wellbeing of those we serve.

Providing developmental opportunities

We are there for the long term, providing for the educational and development goals of families. We help those we serve to grow and thrive despite adversity.

\$1,469,899 spent

On service delivery throughout the year.

President's Report 2020



I'm sure we can all agree that 2020 was an extraordinary year.

Its beginning was marked by drought and bushfires immediately followed by the emergence of the COVID-19 pandemic—an unexpected 'triple whammy' that affected us all.

Under the general imperative of keeping our people safe, we had to re-cast everything we did from service delivery to the operation of Legacy House and the many activities we would ordinarily conduct in the course of the year. This affected everyone—Legatees, volunteers, staff and, of course, those in our care.

It is a testament to the initiative, patience and hard work of the whole Legacy family that we were able to adapt, maintain delivery of our services (albeit with some inevitable modifications), and plan for a future which will contain many changes flowing from the pandemic.

Some changes are already upon us – for example, the use of technology to conduct meetings remotely. Zoom and Teams meetings have become part of our way of life and allowed us all to communicate without having to travel. While I don't think such meetings completely replace face-to-face meetings, they certainly allow us to communicate more easily and frequently and will have, I suspect, a permanent place in our future operations.

From my perspective, some of the major features of the year included:

Sale of Legacy House

As the CEO has remarked in his report, this was a significant event in the history of Legacy Brisbane. It provides us with an opportunity to find accommodation more suitable for our future needs and without the increasing liabilities generated by an ageing and not-entirely-fit-for-purpose building. The search continues but I am confident that we will have a way ahead this year.

Service Delivery

We are a service delivery organisation and the way we deliver our services must reflect the needs of our beneficiaries, contemporary community standards, increasingly complex regulatory obligations and the capacity of our Legatees, volunteers and staff. Meeting these challenges requires evolution not revolution.

We were fortunate to gain the pro bono services of Accenture to conduct a detailed review of our operations and make far reaching recommendations to the Board. Some of these were fairly obvious (e.g. the need to update our IT system) and some were less obvious and emerged thanks to Accenture's wide international experience in the not-for-profit sector. The Board is presently considering the report and will come to its conclusions during the first quarter of 2021.

Whatever we do must fit with the broad concepts of our Strategic Plan and, as already mentioned, will be a matter of evolution not revolution.

Support from the Australian Defence Force (ADF)

I wholeheartedly endorse the CEO's remarks about the splendid support we have received from the ADF. We could not have carried out many of our events without it and it was always provided willingly and in full measure notwithstanding the many additional tasks thrust upon the ADF. We are most grateful.

Government House Morning Tea – 18th November

Our Patron, His Excellency the Governor of Queensland, the Honourable Paul de Jersey AC, was kind enough to host a morning tea at Government House for members of the Torch Society. It was a most enjoyable occasion—a bright spot in an otherwise difficult year—and a measure of the wonderful support we get from the Governor.

Our Program of Activities for 2020

Our program of activities for the year was much affected by the pandemic and consequent restrictions and other requirements. This meant that many of our events were held in the (extremely busy) last quarter of the year. I would like to express my thanks to all Legatees, volunteers and staff who rallied to these occasions and allowed us to stage them most successfully.

Financial Situation

This Annual Report shows that we remain in a sound financial situation albeit that the year presented some major financial challenges. The Financial Report contains details.

The combination of drought, bushfires and COVID-19 significantly and adversely affected our fundraising activities. It also became evident that some 'traditional' fundraising activities no longer appeal to the community in the way that they once did. New fundraising

strategies have been put in place and are showing signs of success.

We were able to access various Government assistance programs put in place to mitigate the effects of COVID-19 and these, plus the deposit from the sale of Legacy House, allowed us to show a satisfactory financial result for the year.

Our challenge in 2021 and later years will be to continuously adapt our fundraising activities to meet community expectations. In this, we are competing with many not-for-profit organisations and success will depend on us being agile, entrepreneurial and imaginative in this field.

Finally ... What lies in store for 2021?

A lockdown imposed on Brisbane and environs in January required us to cancel the Summer Camp. A most unfortunate way to start the year but we had no option given the paramount need to keep our people safe whilst adhering to Government direction.

Assuming the pandemic allows us to do so, the following are just some of the activities which will keep us busy in 2021:

- Maintenance of our services and adaptation of them where necessary to meet contemporary requirements;
- Continuation of the search for a new Legacy House;
- Careful analysis of the Accenture report and adaptation of the Strategic Plan (if necessary) to accommodate the recommendations accepted by the Board. It is highly likely that upgrading of the IT system will be of prime importance as will be the acquisition of a suitable Customer Relations Management system to allow much simpler and accurate management of our operational data.

I would like to conclude by again thanking the whole Legacy family for your patience, flexibility and initiative in meeting the peculiar challenges of 2020.

I commend the Annual Report to all Legacy Brisbane members.

Yours in Legacy,



Andrew Craig
President

CEO's Report 2020

2020 will be remembered as one of the most challenging periods of service delivery, connecting with our dependants and fundraising in our Club's history.

As a nation we had dealt with an enduring drought, catastrophic bushfires along the eastern coast and a period of donor fatigue as a result of these significant national events.

Legacy Brisbane commenced the year with numerous activities and events on offer to our dependants as well as a full year of fundraising, marketing and engagement with our corporate and community supporters. We completed the Children's Camp in early January however by late February, with the spread of COVID, it was evident that the remainder of the year was not going to go as we had planned.

In March, the Federal and State Governments announced a series of measures to contain the COVID outbreak which included the cancellation of all public gatherings and in particular, the cancellation of the traditional ANZAC services, ceremonies and activities including all ANZAC Parades. Our major fundraising event, along with numerous planned dependant activities were immediately cancelled.

COVID Planning

At the March Board of Directors Meeting, a special meeting of the Finance and Sustainability Committee was called to assess the full impact of COVID on Club operations. The Committee established that the Club was, at that point, likely to incur a \$1.4M deficit for the year end 2020. Fortunately, the Federal Government also announced support packages



such as Jobkeeper and tax relief to ensure the staff support would remain available to dependants and Legatees throughout 2020. In addition, Legacy Brisbane was able to secure a \$1M grant from Queensland Treasury for the benefit of all Legacy Clubs in Queensland. At that point we were assured that services, in a COVID safe manner, could continue throughout all Legacy Clubs in Queensland for 2020.

COVID Recovery

The Board and Management closely monitored the evolving COVID environment throughout the year. Each major activity was pushed back to the last quarter of the year with the intent to 'plan in the positive and execute the plan on the day' in the environment permitted by government and community agencies. This approach, in the main, worked well with key activities such as the Canungra Combat Challenge, Gala Dinner and Remembrance Campaign all proceeding albeit with significant COVID restrictions.

Legacy House

Another significant event in the Clubs history was the decision to sell Legacy House in South Brisbane. Legacy had been in South Brisbane since 1992 and Legacy House had asbestos and cladding issues that were of concern. In addition, the size of Legacy House was more than what was required and meant there were significant financial outgoings on an annual basis. A favourable condition of sale was negotiated allowing Legacy to remain in Legacy House in South Brisbane for a period of two years rent free. The Board formed a Development Working Group to identify a new Legacy House, ideally within an 8km radius of the CBD and near transport nodes that enabled easy access for dependants, Legatees and staff using the new Legacy House. The search continues.

Dependant Programs

While COVID restrictions meant that we were unable to visit dependants in their own homes and Care Groups and Laurel Clubs were

not able to run, staff and Legatees stepped forward to ensure that our dependants were well supported through regular telephone calls and advocacy where necessary. The levels of resilience for the majority of our older widows was fantastic to see. The lockdown also meant that the team of staff and Legatees were better able to use technology to meet needs. Staff were able to complete applications for War Widows Pensions and enrolments over the phone and Legatees met remotely using various online platforms such as Zoom and Skype.

Young people at a number of local schools also decided to write to our older widows to connect to them and this was extremely well received. Legacy also supported the changing education needs of our young people as they learnt remotely by supplying IT equipment and additional tutoring where it was necessary, ensuring that education attainment did not suffer through the pandemic.

Fundraising, Marketing and Communications

Legacy Brisbane is fortunate to have a community of dedicated donors, volunteers and corporate partners. With your support, we are proud that we were able to continue with many of our traditional fundraising activities this year including Legacy Week, our Anzac and Remembrance Day campaigns and Canungra Combat Challenge.



With an eye to our future sustainability we also increased our focus on bequests, individual giving, corporate partnerships and Trusts & Foundations. As an organisation that is almost entirely dependent on philanthropic funding, we thank our supporters most sincerely for your ongoing generosity.

People and Culture

2020 was a very busy but productive year within the People and Culture area of Legacy Brisbane. The safety and protection of our people: dependants, Legatees, staff and volunteers were our primary concern throughout the year. Legacy Brisbane established a responsible and proportionate response to the pandemic and a sincere thank you to all our people for assisting us in this endeavour.

Recruitment of staff, Legatees and Volunteers was a key factor for us this year and will continue to be moving in to the new year. Achievements this year included a new employee culture survey and a Legatee Training Needs Analysis which was well received. Thank you all for your contributions which has given us invaluable information and will aid in our planning for the future. The People, Culture and Communication Committee focussed efforts on Legatee Recruitment and Retention, Training and Development, Policy Development and internal communications.

Finance and Sustainability

The complete audited 2020 Financial Statements are available on our website and will be lodged with the ACNC for public access in due course.

Legacy Brisbane closed the year with an operating surplus of \$468,204. Without the financial assistance provided by all levels of government, the deficit of \$1.4M deficit forecasted in March was in fact quite accurate.

Legacy Brisbane's assets include an investment portfolio of \$9.4M. The investments serve to both generate income and to act as a safety net to supplement revenue shortfall. It is likely that 2021 will also be a financially challenging year for the economy and for Legacy Brisbane. The Board and Management will carefully monitor Legacy Brisbane's financial situation throughout the year and where necessary, draw on this safety net to maintain services to Legacy's widows and families.

Stakeholder Engagement

The support of the ADF has once again enabled greater community and corporate engagement while ensuring the modern ADF members are aware of Legacy services in case the worse should ever happen.

Several Backyard Assist programs were conducted, within COVID restrictions, throughout the year. Importantly the Commanders of 1st Division, 7th Combat Brigade, 16 Aviation Brigade, 6th Brigade and 11th Brigade all confirmed their support to Legacy as their respective Commands Charity of Choice.

The support of the ADF is very humbling and greatly appreciated by all at Legacy Brisbane.

Yours in Legacy,

A handwritten signature in black ink that reads "Brendan P Cox". The signature is written in a cursive style.

Brendan Cox
CEO

Our Board of Directors



Mr Andrew Craig

President, Legacy Club of Brisbane & Chairman, Board of Directors

Andrew served for 30 years in the Royal Australian Navy (RAN) as a seaman officer and helicopter pilot retiring with the rank of Captain.

On leaving the RAN he joined Sikorsky Aircraft Australia Limited as Managing Director and subsequently had a multi-faceted career in the public and private sectors including postings as Queensland's Commissioner for the Americas (based in Los Angeles) and the Agent-General for Queensland and Commissioner Europe (based in London).



Col Andrew Moss CSM

Non-executive Director

Colonel Moss is a current serving Army Officer. He commenced his Army career in 1996, commissioning into the Royal Australian Armoured Corps.

Colonel Moss was promoted to his current rank in October 2018 to fulfill the role as Chief of Staff for Joint Task Force 658. Colonel Moss is a graduate of the Australian Defence Force Academy and the Australian Command and Staff College. He holds a Bachelor of Arts and a Master of Arts in Policy and Strategy.



Mr Lee Shimbel

Non-executive Director, Chair - People, Culture and Communications Committee

Lee Shimbel served in the Royal Australian Navy for twenty-seven years and retired as a Commander in 1988. During that time, he held senior appointments including service in the UK, Papua New Guinea and the USA.

Following retirement from the Navy he worked for an international software developer in Australia and the USA reaching the position of Vice President. He was appointed General Manager of a Caterpillar joint venture company and later set up his own company consulting with mining companies and the US Department of Defence including the US Coast Guard.

Soon after retirement he joined Sunshine Coast Legacy in 2009 and has held a variety of roles and is currently Chairman of the group. Lee is passionate about supporting our Legacy dependants and the role of Legatees particularly in support of the disabled and the children.



Dr Annabel McGuire

PhD (Psychology) (ANU), BPSYCH (Hons) (ANU), Grad Dip Psychology (Deakin), Grad Cert Counselling (Institute of Counselling), BA (Prof Writ) (UC), Graduate AICD

Non-executive Director, Chair – Service Delivery Committee

Annabel is a Director of Gripfast Consulting and leads the risk, research and development team working with government, not-for-profit and private-sector clients in Australia and internationally. She and the team also provide advice, development support and validation of community programs. For example, Annabel worked with Department of Aboriginal and Torres Strait Islander Partnerships to monitor and report on the specialised and changing needs of remote Indigenous communities affected by the recent biosecurity restrictions.

Before setting up Gripfast, Annabel was the Director of Research at the Centre for Military and Veterans' Health at The University of Queensland and has published close to 100 peer reviewed papers and reports about physical and health impact of service for veterans and their families. She is on advisory boards for the Defence Health Foundation and The Health of Veterans, Serving Personnel and Their Families, University of Otago.



Barbara Lawrence

BA (NE), LLB (QUT), Grad Dip Legal Prac (QUT), Grad Cert Mgt (C.Sturt), Grad Dip Pub Pol (Deakin), PGDip Cnct Mgt (Macquarie)

Non-executive Director

Barbara is a lawyer admitted by the Supreme Court of Queensland in 2014 and is the Director of CQ Dispute Resolutions Services Pty Ltd (CQDRS).

Barbara has served on a number of Boards including the Charles Sturt University Council and the Board of EEI (a private higher education provider).

Barbara held executive and senior positions during her 30 years in the higher education sector. These appointments have included the Vice-President and Registrar of the International College of Management, Sydney (Manly); Academic Registrar at CQ University and Director at several large regional Universities.

Outside of her consultancy work, Barbara operates "Cottages on the Range", a boutique short term accommodation business in Rockhampton and is the editor of several books.

Barbara's family has a strong military tradition, most notably her father was a stalwart of Legacy in the Goondiwindi region for many years. Barbara considers her family has influenced greatly her desire to support others through Legacy.



Mr Brian Hollins CSC, OAM

Non-executive Director

Brian is a former Legacy ward. He joined the Board of Legacy Brisbane in 2018, bringing more than a decade of experience in providing support to our families. In addition to his role as a Director, Brian is Chair of the Rockhampton and Central Queensland Contact Group and a Level 2 ATDP Well-being Advocate and Mentor.

Central to Brian's journey with Legacy is his commitment to pay it forward, with his other contributions revolving around the recruitment, training and mentoring of younger Legatees.

Brian has been a company director since 2004 and owns and operates two small businesses. He has a Masters-level tertiary qualification in Regional Science and his interests are focused on the support of veterans' families in remote and rural areas.



Ms Melinda McCormack

Non-executive Director

Melinda McCormack works for one of Australia's largest financial companies and has done so for the past 16 years. During this period Melinda has been part of the tactical and operations leadership team of their Natural Disaster Response Team being on ground coordinating events such as Cyclone Larry, Black Saturday Bush Fires and Brisbane Floods.

For the past eight years Melinda has been an operational and strategic leader in their Fraud and Intelligence department leading a team located both in Australia and New Zealand. Melinda has been part of Legacy as a Legatee since 2016 and the Board's Membership Committee since mid-2017.



Mr Paul Power

Non-executive Director, Vice-President

Paul served in the Australian Regular Army for 34 years, retiring in the rank of Colonel in 2005.

Significant senior appointments have included Director of Military Intelligence – Army and Defence Adviser to India and South Africa. Following retirement he served for a further 10 years in the Department of Defence in strategic advisory roles.

Paul is a graduate of the University of Queensland, the Australian Command and Staff College and Joint Services Staff College.



Mr Rick Davies

BA (Mil) (UNSW), LLB (QUT)

Non-executive Director, Chair – Governance Committee

Rick Davies served in the ARA for over 20 years and the ARES for a further 26 years. After graduating from RMC, Rick initially served with the Royal Australian Regiment and as an Army Pilot for the next 40 years in a variety of roles and locations including Papua New Guinea (PNG) and Irian Jaya.

Rick spent 10 years with the Civil Aviation Safety Authority in the Flying Operations management area and then 15 years with the Royal Flying Doctor Service (QLD Section) as the General Manager Aviation and Head of Flying Operations.

Rick is a Graduate of the Australian Command and Staff College, Fellow of the Institute of Managers and Leaders, a JP, Fellow of the Chartered Institute of Logistics and Transport, a Master Air Pilot of the London Guild the Honourable Company of Air Pilots, Vice President of the QUT Law Alumni and Member of the Aviation Law Association.



Mr Rex Isherwood

Non-executive Director, Treasurer

Rex worked for the National Australia Bank for 37 years and gained extensive management experience in a broad range of areas including corporate, international, commercial and retail banking. During this time he became a Fellow of Financial Services Institute of Australasia.

More recently Rex worked in a Chartered Accounting Firm undertaking reviews of businesses and assisting the business owners to identify how they could run their business more efficiently. His interest is in financial matters, risk and corporate governance.

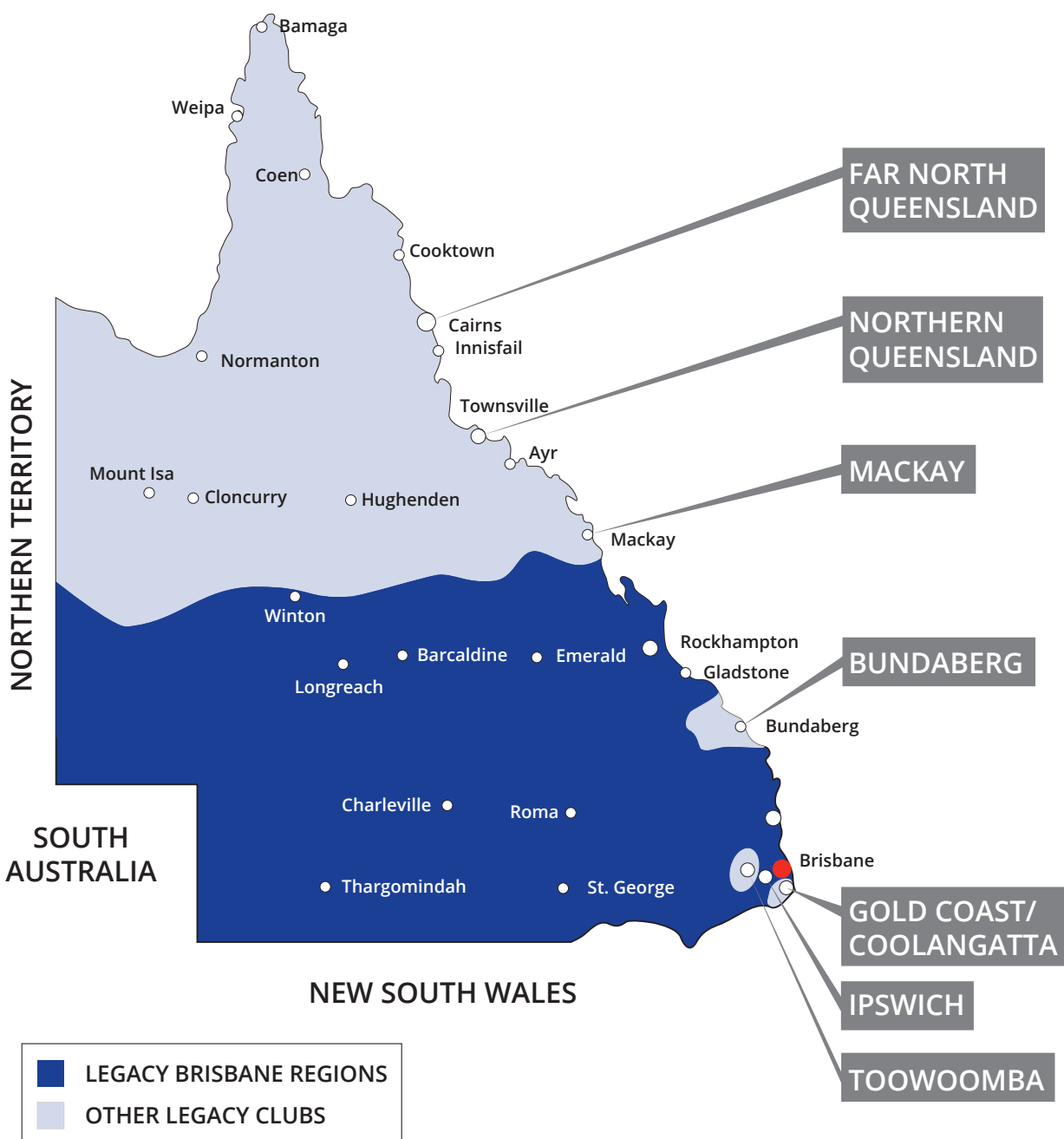


Our Programs

In one of the most disruptive years in living memory, you helped us to adapt and evolve our programs to meet the needs of our dependants.

Our focus was on ensuring the families, widows and widowers received the support they needed. Conscious of the increased risk of social isolation we found new ways to connect with each other despite the constraints caused by COVID-19. Legacy serves its mission in the lounge rooms of our families, widows and widowers; and through the joint efforts of Legatees, volunteers and staff were able to continue to serve the more than 6,000 people in our care.

On the following pages we share some of their stories.



Queenie reflects on 50 years of support from Legacy

Queenie 'June' Budd has been part of the Legacy Family for more than 50 years.

Now 92, Queenie was 38 when her husband died leaving her with four children aged from 2 to 16.

Those were especially tough times for a single parent, and Queenie would turn to Legacy for support within months of her husband's passing.

Queenie's husband Raymond (known as Ray) served in the British Army before and during the second World War. Ray was captured during the fall of Singapore. "This was the start of three and a half years of hell", he would later be quoted to say. He would serve the remainder of the war as a Prisoner of War (POW) and endure shocking hardship and cruelty.

A British-born couple, Queenie met Ray in England after the war and married in 1949. In 1953 they immigrated to Australia and eventually settled in Logan where Queenie still lives today.

They had four children together, three girls and one boy. Cecelia, Linda, George and Moia.

Queenie said Ray rarely talked about his time in the POW camp but suffered nightmares during their marriage.

Sadly, the brutal treatment Ray endured in the POW camps took its toll. He passed away at the young age of 46 of cancer. As Ray served with overseas forces, Queenie was not eligible for the War Widows Pension.

Financially and emotionally, Queenie desperately needed support. Legacy was there to provide that and have played an important role in the family's life.

When the children were younger, Legacy paid and organised for family holidays at the Legacy Holiday Home. As Queenie worked hard to support her family on her own, holidays were largely out of the question without Legacy's support. She also recalls Legacy giving financial aid so that her youngest child, Moia, could take music lessons.

Later, concerned that her son was growing up without a male influence

(George was only 8 when Ray died), Legacy arranged for him to stay with another Legacy family while he was attending technical college.

As Queenie has gotten older and the kids have grown, Legacy has continued to provide support. To ensure Queenie could stay in her home for as long as possible, Army and Legacy volunteers transformed her backyard as part of the Backyard Assist program and her Legatee continues to assist Queenie, with odd jobs around the home.

"Across all those years, Legacy was always there for me and the children. I don't know what we would have done without them."

Queenie



Javas gets a helping hand with his school work

Sometimes the smallest gesture has the biggest impact.

That's how Yulia felt when she received financial assistance to purchase a laptop for her son Javas to use for his schooling.

Yulia's husband and Javas' dad, Norm, tragically passed away in 2017 from cancer as a result of his war service.

"Javas was just six when his daddy died," Yulia remembers. "And it has been a real struggle for my little boy because he was very close to his father. Javas was the apple of his daddy's eye."

Norm, a Vietnam veteran, had his own struggles in life due to his time

on the frontline. While he would not discuss the war, he would often talk to Yulia about Legacy.

"Not long before he passed, I remember Norm telling me again: 'Don't worry honey – Legacy will look after you and Javas when I am not here'."

"And Norm was right! Legacy has been there for me and Javas and it has taken so much off my shoulders."

Like many families this year, Yulia and Javas felt the impacts of social isolation and financial distress caused by COVID-19.

Yulia is incredibly grateful for the support of her Legatee Tracey, and the many team members of Legacy who she says has gone 'above and beyond' to support her family.

"All my family are in Indonesia, so I have no immediate or extended family here in Australia," Yulia said. "In Legacy I found the other family that I don't have. It's just Javas and me and Legacy."

Early in 2020, Javas was struggling as he only had an old computer and couldn't access some of the school programs he needed.

"I was shocked – and Javas was over the moon – when Legacy provided financial assistance so we could purchase a laptop for Javas to use for his schooling," Yulia says.

"That laptop; it is more than a computer for Javas. It's love. It's support. Looking at it reminds him of Legacy and that connects him to his father. It is more than a computer: it is a connection with his daddy."



Legacy helps youth succeed

Emily was 6 and James 8 when they lost their father, a serving member of the Australian Defence Force.

James and Emily met Legatee Brian Hollins not long after they lost their father and he has played a very special role in their lives.

As a former Army Officer, Brian understood the children's pain all too well. He too had lost his ADF father when he was child and he and his brother were cared for by Legacy.

In the 15 years since Brian became James and Emily's Legatee, he has become a close family friend; encouraging and mentoring the siblings as they have grown into adulthood and supporting their mother Kerrie whenever she needed it.

Brian also introduced Emily and James to Legacy Youth Camps where they

were able to connect with peers who offered support, acceptance and understanding.

The first Legacy Camp left an indelible imprint on the mind of the then ten-year-old Emily. She was only in Grade One when her father died: and the years that followed were a difficult and bewildering time.

"I remember always feeling different at school... being the kid whose father had died," she recalls.

"By the end of that first Legacy Camp, I realised that everyone there had lost a parent who had served. From that day on, there was a real sense of finally being understood. At Legacy, I felt 'normal'."

James and Emily credit Legacy with so much more than helping them to endure the pain of losing their dad. Knowing that they could always turn to their Legatee, or to friends from their Legacy family has also helped them navigate many of life's challenges.

Feelings of being different from peers can have serious consequences for young people. Without support, these feelings can lead to issues such as anxiety and depression and increased risk of destructive behaviour like substance abuse and even self-harm.

"It could have all gone so differently without Legacy's support and influence," James says.

"Due to our connection with our Legatee and the many other volunteers we met through Legacy Camps and activities, we have had many strong role models come into our lives."

Today, James 24 and Emily 22 are part of the Legacy Youth Leader program. This program focuses on the development of youth aged 18 to 25 with opportunities to attend workshops on leadership skills, self-reflection and personal growth. Through this program, Emily and James have been able to 'pay it back' now attending camps as youth leaders.



A special ANZAC Day for Kathy



Like everyone in the Legacy family, Anzac Day is an important day for Legacy Explorer, Kathy.

When COVID-19 restrictions changed the planned commemorations for Anzac Day, Kathy and her mother Joan joined thousands of other Australians in creating their own special driveway ceremony.

Kathy has been enrolled with Legacy since 2007 and is an active member of our Explorers program for dependants who are living with a disability.

"My Dad served in World War II in the Middle East and New Guinea, and Legacy has cared for my Mum and me since he passed away," Kathy said. "I feel like I am at home at Legacy. I have made lifelong friends here."

"I am a proud Legacy Explorer, and I volunteer for Legacy whenever I can. I want to give back for all they have done for us."

Legacy Brisbane is proud to share this heartfelt letter received from Kathy on Anzac Day.

2020

Hello Everybody at Legacy,

Why ANZAC DAY is special to me.

Every Anzac Day is special to me. And especially so with my New Legacy friends. My Father never, ever missed a March on Anzac Day. He did 3 services in 1 day. Yes 3. Every year as long as I can remember.

I cannot remember the year. But my father was in Hospital for a few months (first time ever). But on that Anzac Day, a week before, I said, I would love to March beside him, or if he cannot, I would be honoured to March in Dad's place. I wasn't badgering Dad. But I kept on saying to him. Dad said, He was going to do it. We got on the Train. Had morning tea at Central Station. Dad said to me. He couldn't walk that far all the way around the city. He took off his medals, Mum placed them on me, on my right side. As soon Mum put them on me, I took off. Before Dad changed his mind.

Dad and his Regimental Mates, always met up at Aveens Park, before the March. And I knew this before the Day.

So I marched very proudly. Up straight and tall. And with his Mates. I felt very proud and honoured that I marched in his place. And where all family marched during WWI & WWII.

When Anzac Day came around, I knew where Mum & Dad were standing on and I and anybody else, whoever came to the city. We always stood at the same spot.

I was full of pride the rest of the Day. We always get together at the Old Irish Club in Elizabeth St, till 3-4pm.

I am still full of pride and proud of my Dad.

My Dad is my Hero. Dad served in the 2/4th Field Regiment and the 2/7th Cavalry Regiment in WWII.

Signed, and thank you for reading this

Kathy

Family Assist program reaches out

Family Assist is Legacy Brisbane's innovative program that provides support to the families of veterans who have sustained a service related wound, illness or injury.

Senior Community Services Officer, Christina Davidson, has worked with the families since the program started and shares her reflections on what has been a very difficult year.

"Life is often very challenging for our Legacy families where the veteran has a service related illness or injury. The role of parent is challenging at times even for those whose health and wellbeing are on an even keel

and have the finances and social support to ease their way in the world," Christina said.

"Some families seek short term support by way of information, referrals and emotional support and with their own levels of resilience, they are on their way, engaging positively with services that are there to help them. However, for families where mental ill-health plays a more defining role, there is an added element that can deeply impact every member of that family."

"Post-traumatic stress disorder (PTSD) is understandably common in our families and this, often combined with the veteran's physical injuries, substance abuse and poor help seeking behaviours results in some very complex and intensive support needs for partners and children. Of course, COVID-19 only added an extra layer of stress."

"This year has been the straw that broke the camel's back for several families. I have walked alongside some very frightened, exhausted and overwhelmed women this year who still managed to amaze me with their resilience and strength in forging new lives for themselves and their children. In a sector overloaded with services and funding for veterans, I am proud to say that despite very limited resources, Legacy alone continues to honour its pledge to care for the women and children effected by the veteran's war service."

Feedback from families

"Legacy Brisbane provide genuine emotional support. Listening without judgement and providing trusting and facilitative relationships with professional case workers."

"Constant, reliable, knowledgeable support, financial assistance and networking."

"The case management approach is flexible and tailored to each client's and their family's complex needs."





Stories from our Legatees

Legatees are volunteer members who deliver the vast majority of our services.

Legatees are part of Legacy's proud traditions and actively live its values. These traditions and values have been passed on from generation to generation of Legatees in caring for the families of veterans.

Historically, Legatees were returned servicemen. Today, Legacy welcomes membership enquiries from people from all walks of life. There are currently approximately 4000 Legatees throughout Australia, some having served Legacy for more than 50 years.

Legacy Brisbane is grateful for the support of the more than 300 active Legatees who serve within our club. They support our dependants in a number of ways including providing practical support, mentorship and advocacy and also assist with fundraising and help promote Legacy in their local communities.

Legatees Tamara, Brett and John share what being a Legatee means to them.

Tamara Wharton

"Having a military background, and extended family and a wide network of friends who are currently serving, I knew of services that assist veterans. But what about the families that are left behind? When I discovered Legacy and what they stand for, it resonated with myself as it's the families that will need the support and guidance when tragedy occurs.

As a Legatee, I have 10 widows within my community that I either visit or phone on a regular basis to

have a chat with. During that time, I am able to find out if they are requiring any assistance that Legacy may be able to help with. Most times, it's just a lovely, friendly catch up hearing about their families.

By being a Legatee I feel that I am giving back to my military community and supporting those trying to move on in life without their loved one."

Brett Green

"As a young boy my parents used to joke that I was their little soldier. I joined the Army in 1997 at the age of 17 and had a fulfilling and rewarding career in the Army for many years.

In late 2013 my world was turned upside down when I was diagnosed with brain cancer and whilst I am now cancer free, I was medically discharged by the Army in 2016 due to developing epilepsy as a side-effect of treatment.

Being a Legatee means that I have the opportunity to continue to serve something bigger than myself in order to better our community; whilst also linking me with a network of like-minded people similar to that I used to have though my work in the Army.

Legatees are assigned a number of Legacy dependants who we look out for. Our primary function is to ensure that they are not being disadvantaged socially or financially by the loss of their loved one. Typically, this involves semi-regular phone calls and/or visits.

I have also taken on responsibilities for facilitating Legatee recruitment on the Sunshine Coast and am helping out with updating our Legatee training and development program."

John Holder

"My first involvement with Legacy was in Inverell in 1991 during the floods. I heard a call to action on the local radio for Legatees to assist with the Legacy Units which had been flooded. I had a couple of mates from the Vietnam War who were Legatees so I went down to see how I could help.

In 1996 I was inducted into the Legacy Inverell Club as a Legatee and in 2006 - 2009 I served as their President. In 2013, my wife Sue and I moved to Brisbane and we became part of the Legacy Brisbane Club.

I've done many different roles as a Legatee, these days I am the Liaison Officer for the Redcliffe Laurel Club which involves attending their meetings every month and being available to the widows if they need support with anything.

I also assist Legacy Brisbane with fundraising. Sue and I regularly sell Legacy merchandise at the Redcliffe Markets and assist in Legacy Week every year. I really enjoy the opportunity to interact with the public and increase awareness of Legacy. I feel enormously proud of the work we do as volunteers for a charity that is unique to Australia."

How you can support Legacy

Become a Legatee

Legatees are individually assigned to the partners and children of veterans who have lost their lives or health. You can be there personally for these individuals who need it most.

Make a donation

Donated funds to Legacy are greatly appreciated and are used in a variety of ways. This includes things like providing child care assistance to a widow so she can continue to go to work, helping with school fees or social activities like gymnastics classes for families, or providing meals for kids at Legacy Youth Camps.

Leave a gift in your Will

A gift in your Will to Legacy is a special way to remember the fallen and care for the living. Your generosity means Legacy can be there for veterans' families when their loved one no longer can.

Become a regular giver

You can support Legacy with a regular donation by direct debit, credit card or directly through your pay. Your regular support will help Legacy ensure the partners and children of our veterans' do not suffer socially or financially.

Fundraise

Fundraising with friends, family or colleagues is a fantastic way to make an impact to the families of our servicemen and women. You can participate in one of our events or fundraise for Legacy at any time of year.

Become a Corporate Partner

We look for long term relationships that deliver real benefits.

Your organisation's efforts will support the families of Australian Defence Force servicemen and women who have lost their lives or their health as a result of their service.

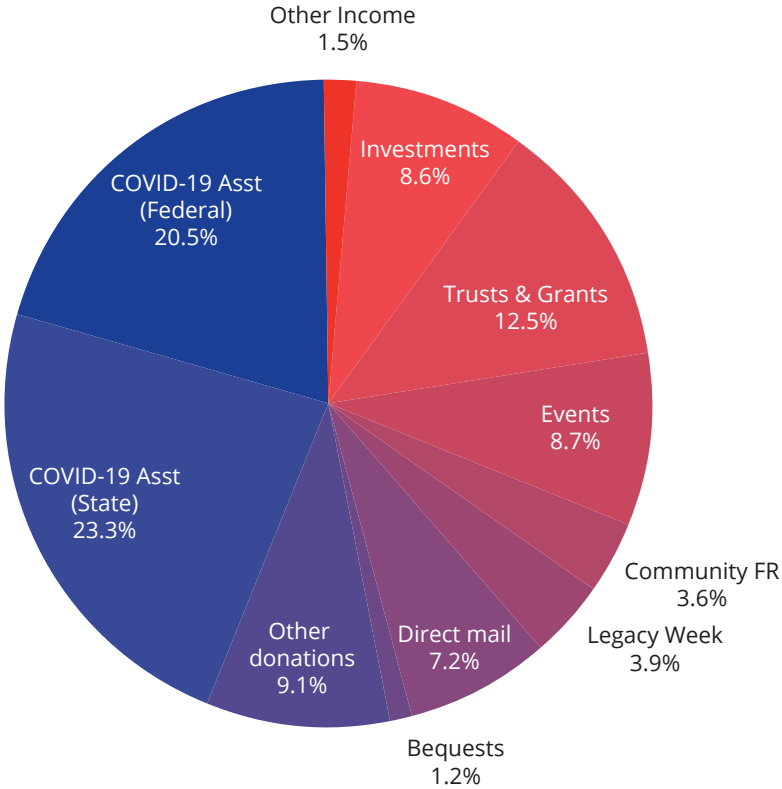
Volunteer with us

There are so many ways to get involved and help Legacy keep the promise to the families of those who served our country. Legacy offers a range of short and long-term volunteer opportunities. Find a role that suits you today.

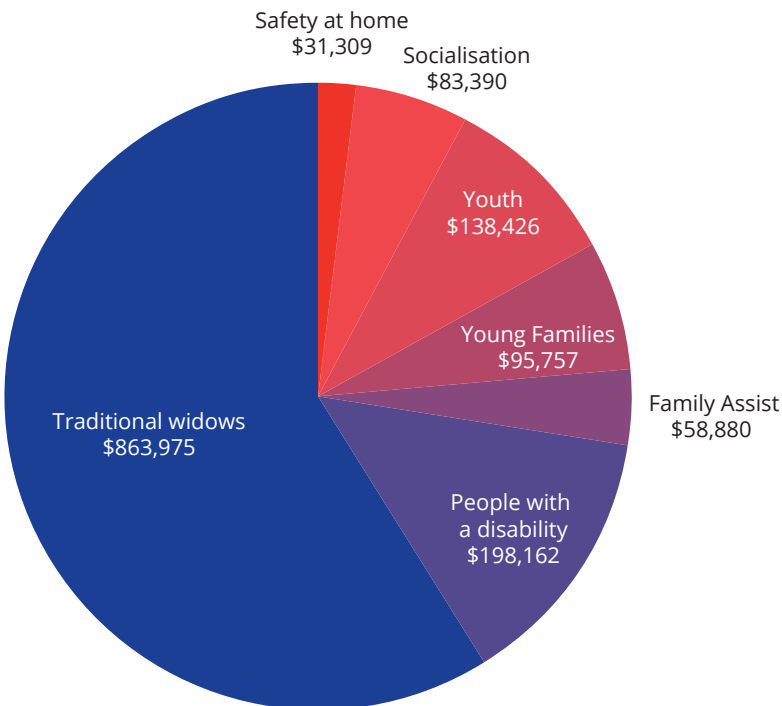


Financials

2020 Income Sources



2020 Community Services Program Funding



“I am proud to say that despite very limited resources, Legacy alone continues to honour its pledge to care for the women and children effected by the veteran’s war service.”
Christina Davidson

Financial Report

Report of the Independent Auditor on the Summary Financial Statements

OPINION

The accompanying summary financial statements, which comprises the summary statement of financial position as at 31 December 2020 and the summary statement of comprehensive income for the year then ended are derived from the audited financial report of The Legacy Club of Brisbane Ltd (Legacy Brisbane') for the year ended 31 December 2020. In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial report on the basis described in the summary financial statements.

SUMMARY FINANCIAL STATEMENTS

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The summary financial statements and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

THE AUDITED FINANCIAL REPORT AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial report in our report dated 26 February 2021.

MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY

Management is responsible for the preparation of the summary financial statements on the basis described in the summary financial statements.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL REPORT

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

UHY Haines Norton
Chartered Accountants



Darren Laarhoven
Managing Partner

Brisbane, 15 March 2021

Liability limited by a scheme approved under the Professional Standards Legislation. UHY Haines Norton, a partnership in Brisbane (ABN 76 898 082 094) is an independent member of UHY Haines Norton an association of independent firms in Australia and New Zealand and a member of UHY, an international association of independent accounting and consulting firms.

Not your average
bean counters...

Summary Statement of Comprehensive Income
For the Year Ended 31 December 2020

	2020	2019
	\$	\$
Total revenue from operating activities	4,296,067	3,230,857
Total expenses from operating activities	(3,816,703)	(4,433,374)
Operating Surplus/ (Deficit) for the year	479,364	(1,202,517)
Other income and expenses	(11,160)	495,759
Surplus/ (Deficit) for the year	468,204	(706,758)
Other comprehensive income	(131,451)	924,189
Total comprehensive income	336,753	217,431

Summary Statement of Financial Position
For the Year Ended 31 December 2020

	2020	2019
	\$	\$
Total current assets	1,426,450	1,114,946
Total non-current assets	14,905,023	14,296,136
Total assets	16,331,473	15,411,082
Total current liabilities	553,312	578,751
Total non-current liabilities	662,551	53,474
Total liabilities	1,215,863	632,225
Net assets	15,115,610	14,778,857
Total equity	15,115,610	14,778,857

These summary financial statements have been derived from The Legacy Club of Brisbane Limited's annual financial report. The summary financial statements do not contain all the disclosures required by Australian Accounting Standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of The Legacy Club of Brisbane Limited. The Legacy Club of Brisbane Limited's annual financial report is available on our website at <https://www.legacy.com.au/clubs/qld/brisbane/about-us/>.

As a result of the COVID-19 pandemic, the state and federal governments implemented support funding to businesses and not-for-profits. The Legacy Club of Brisbane Limited's 2020 income was significantly supplemented by JobKeeper, Cash Flow Boost and a Queensland Government grant.



Supporting our veterans' families

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admin@legacybrisbane.org.au

LEGACY SUNSHINE COAST

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LEGACY ROCKHAMPTON & CENTRAL QUEENSLAND

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LEGACY FRASER BURNETT

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 [@legacycares](https://twitter.com/legacycares)

legacy.com.au/brisbane

