



**The Battle of Crete Memorial Committee of
Western Australia**

BCMC (WA)

Terms of Reference

Revision 2.3 10 May 2021



The Battle of Crete Memorial Appeal is administered
and supported by the National Trust of Western Australia

1. Background/Context

Following the Greek Campaign of the Second World War (February to April 1941); depleted elements of the 6th Division, Second Australian Imperial Force (2nd AIF) were redeployed to the island of Crete along with the 2nd New Zealand Division joining up there with an array of British and local Greek forces. At the same time, HMA Ships *PERTH*, *NAPIER* and *NIZAM* were attached to the British Mediterranean Fleet supporting Allied Naval operations in that theatre of the war.

With the German airborne assault on Crete of 20 May 1941, came 10 days of fierce fighting, often involving Cretan civilians. Despite inflicting severe losses on the Germans, the Allied position on Crete became untenable and they were forced to evacuate the main body of their force between 28 May and 1 June 1941. Not all Allied personnel were able to be evacuated during this operation and over 12,000 Allied personnel were captured. Rather than surrender, a number of Allied soldiers chose to attempt to escape and evade the German invaders. Many of these personnel, including members of the 2nd / 11th (City of Perth) Battalion, were sheltered in the months after the main battle and were assisted to evacuation points by Cretan civilians, at great personal risk. Cretan irregular forces and civilians continued to resist the German and Italian occupiers through direct action and support to Allied unconventional forces until the Enemy's withdrawal in 1945.

In advocating a memorial, the Battle of Crete Memorial Committee (BCMC (WA)) seek commemorate the courage, sacrifice and commitment of those who served and endured the Battle of Crete. In particular, Australian service personnel with direct links to Western Australia and the people of Crete, who on so many occasions risked their lives to assist them. 2021 marks the 80th anniversary of the Battle of Crete and it is a significant date to aim for the completion of the Project.

2. Statement of Purpose

The purpose of the BCMC (WA) is to create a specific war memorial befitting the significance that the Battle of Crete has in Australian and Greek military history.

3. Vision.

The Vision of the BCMC (WA) is to memorialise, in perpetuity, the courage, sacrifice and commitment of those who served and endured the Battle of Crete.

4. Mission

The BCMC (WA) is to establish a fitting memorial in Kings Park (or an appropriate place) by 2023.

5. Goals

In the pursuit of its Mission, the BCMC (WA) has set for itself the following Goals:

- Establish wide ranging recognition of the Mission of the BCMC (WA).
- Win support from Key Stakeholders.

- Secure a prominent / fitting location (King's Park or another appropriate place).
- Raise the funds required to build and maintain a fitting memorial into the future.
- Create a design that will evoke emotion and inspiration.
- Deliver a quality build on time and on budget.
- Create and fund a plan to maintain the finished memorial over time.

6. Values

The BCMC (WA) will pursue its Vision and Mission guided by the following set of Values:

- Integrity.
- Accountability.
- Diligence.
- Inclusiveness.
- Openness.
- Respectfulness.
- Commitment.
- Teamwork.

Members of the BCMC (WA) agree to conduct themselves, when on Committee business, in accordance with the Behavioural Ground Rules as listed at Appendix A.

7. Roles and functions of the BCMC (WA)

The role of the Battle of Crete Memorial Committee (BCMC (WA)) is to:

- provide strategic leadership in the promotion, conceptual development, design, fund raising and construction of a fitting memorial to those Australian Military Personnel (from Western Australia in particular) who served, as well as those who fought alongside them, aided them, sheltered them and assisted their escape / ongoing resistance during the German occupation.

In doing so the BCMC (WA) will perform the following functions:

- provide advice, support and assistance in the promotion, conceptual development, design, fund raising and construction activities associated with the Project.
- assist in the promotion of community awareness about the 1941 Battle of Crete and what it means for Western Australians.
- monitor identified and emerging risks to the success of the Project and advise on their prevention, mitigation and management.
- recognise barriers and enablers to the establishment of a fitting memorial, and assist in developing initiatives to address these.
- monitor trends in fund raising, promotion and design / construction for other similar memorials in Australia.
- monitor the memorial budget and expenditure.

8. Role of individual group Members

The role of the individual Members of the BCMC (WA) includes:

- attending regular meetings as required (10 per year) and actively participating in the group's work;
- representing the goals and objectives of the BCMC (WA), as appropriate;
- maintaining a genuine interest in the initiatives and the outcomes being pursued by the committee;
- being an advocate for the BCMC (WA)'s stated goals; and
- being committed to, and actively involved in, pursuing the BCMC (WA)'s objectives.

9. General

9.1. Patronage

The Committee is proud to have the support of His Eminence Archbishop Makarios, Primate of the Greek Orthodox Archdiocese of Australia who accepted an invitation to be patron of our organisation in its endeavours. Additionally, Mr Richard Sandover has agreed to be co-patron of our committee and cause. (The Sandover name is well known to the Western Australian community and in Australian military history with Brigadier R L Sandover DSO ED, serving various appointments during the second world war including Commanding Officer of the 2nd/11th Battalion 1941-43 and Commander 6th Brigade 1943-45.)

9.2. Membership

The BCMC (WA) shall be comprised a wide range of individuals who have a genuine interest in the initiatives and the outcomes being pursued by the Committee. Members may represent other community groups or committees that have an interest in the Committee's vision.

Membership is honorary.

A Member may resign at any time, however at least month months' notice would allow any handover of any responsibilities to another Committee Member.

The list of Members is shown in Appendix B.

9.3. Chairperson and Office Bearers

The Committee will be controlled by a Chairperson. Meetings will be convened by the Chairperson and supported by a Coordinator and a Treasurer.

The Chairperson may appoint additional Members as required with the general agreement of the Committee. Any new Members are to be inducted into the Committee via an explanation of these Terms of Reference and any other applicable documents by the Chairperson / Coordinator.

The Chairperson, with the formal support of the Committee, may expel any Member who fails to behave in an acceptable manner or brings the Committee into disrepute.

9.4. Agenda items

All agenda items will be forwarded to the Coordinator by close of business ten working days prior to the next scheduled meeting.

The agenda, with attached meeting papers, will be distributed at least seven working days prior to the next scheduled meeting.

9.5. Minutes and meeting papers

The minutes of each BCMC (WA) meeting will be prepared by the Coordinator.

Full copies of the minutes, including attachments, will be provided to all BCMC (WA) Members no later than five working days following each meeting.

By agreement of the group, out-of-session decisions will be deemed acceptable. Where agreed, all out-of-session decisions will be recorded in the minutes of the next scheduled meeting.

9.6. Frequency of meetings

The BCMC (WA) will meet on a monthly basis approximately ten times per year. Additional meetings may be called as agreed by the Committee.

9.7. Proxies to meetings

Members of the BCMC (WA) may nominate a proxy to attend a meeting if the Member is unable to attend.

The Chairperson is to be informed of the substitution at least five working days prior to the scheduled nominated meeting.

The nominated proxy will provide relevant comments/feedback about the attended meeting to the BCMC (WA) Member they are representing.

9.8. Quorum requirements

A quorum will be half the regular membership plus one.

10. Corporate Governance

10.1. Sub-committees

The BCMC (WA) will maintain two sub-committees:

- Marketing, Fundraising and Communications, and
- Design and Build.

Each sub-committee is to draft its own plan and present it to a meeting of the full BCMC (WA) for endorsement. These plans are to be 'living' documents and will guide the achievement the Sub-committee's objectives. The plans will also be required to be 'informed' by the plans of the other BCMC (WA) Sub-committees, so some coordination between the Sub-committees will be required.

At every BCMC (WA) meeting, each Sub-committee is to report on its progress and what assistance they may require to achieve their objectives.

A membership list for the BCMC (WA) Sub-committees is included at Appendix C.

A 'first cut' allocation of Goals to support the development of Sub-committee Objects and plans has been included at Appendix D.

10.2. Confidentiality

Committee Members are to treat the discussions of the Committee, its documents and artefacts with discretion. All matters pertaining to the inner workings and finances of the BCMC (WA) are to remain confidential and are not to be shared outside of the Committee without the consent of the Chairperson or a meeting of the full Committee. Communications and Marketing messaging is to be promoted by the Members, once ratified by the Committee.

10.3. Pecuniary Interest

In accordance with the BCMC(WA) Values of Integrity and Openness listed at paragraph six, the Committee will ensure that its decision making is will not be influenced by any pecuniary interest/s of Committee Members or influential stakeholders. To ensure that this occurs, the Committee will abide by the Pecuniary Interest Statement included at Appendix E.

10.4. Donations

During the course of the Project the Committee will seek donations from appropriate donors. In early 2020, the BCMC (WA) became a Member of the National Trust of Australia (WA). The Committee will raise its funds under the Deductible Gift Recipient (DGR) Status of the National Trust (WA) and all monies collected will be managed and disbursed under their governance mechanisms.

11. Review

These Terms of Reference shall be reviewed every six months.

Any proposed changes to these Terms of Reference once accepted is to be via a majority vote by Committee Members at a meeting of the full Committee with the results recorded in the Minutes. A revision of the Terms of Reference is then to be raised and circulated for comment before being approved at the next meeting of the full Committee.

The effectiveness and membership of the BCMC (WA) will be reviewed every 12 months.

Appendix A

The Battle of Crete Memorial Committee (WA)

Code of Conduct / Behavioural Ground Rules.

The work of this Committee is predicated on ideas and concepts. Therefore, all Members are encouraged to openly participate and offer their ideas and suggestions.

The Members of the BCMC agree to conduct themselves, when on Committee business, in accordance with the following Rules.

Members shall:

- observe the confidentiality requirements of the Committee
- be punctual for meetings and other events
- control their electronic devices to avoid disruption of meetings or events
- remain focused, and
- behave in accordance with the values of the Committee.

Where appropriate, a 'Parking Lot' may be used during meetings to capture useful points that may not be exactly on the topic of the meeting.

Appendix B

The Battle of Crete Memorial Committee

Membership

The Membership of the BCMC (WA) is as follows:

Serial	BCMC (WA) Role	Name	Remarks
1.	Chairperson	Mr Bill Evangel	Greek Australian RSL (WA)
2.	Coordinator	Dr John Yiannakis OAM	
3.	Treasurer	Mr John Dombrose	Greek Australian RSL (WA)
4.	Member	Dr Ken Michael AC	
5.	Member	MAJ Michael McDonald RAINF (Ret'd)	
6.	Member	CMDR Phil Orchard AM RAN (Ret'd)	Representing RSL WA
7.	Member	Mrs Catherine Papanastasiou	
8.	Member	Mr Manoli Yeroyianakis	Representing the Cretan Community
9.	Affiliate	Mr Tony Tsourdalakis	

Correct as at 10 May 2021.

Appendix C

The Battle of Crete Memorial Committee

Sub-Committee Membership

The membership of the BCMC (WA) Sub-committees is as follows:

Serial	BCMC (WA) Role	Name	Communications, Fundraising and Marketing	Design & Build
1.	Chairperson	Bill Evangel	X	X
2.	Coordinator	Dr John Yiannakis		X
3.	Treasurer	John Dombrose		X
4.	Member	Dr Ken Michael		X
5.	Member	Manoli Yeroyianakis	X	
6.	Member	Catherine Papanastasiou	X	
7.	Member	Michael McDonald	X	
8.	Member	Phil Orchard		X
9.	Affiliate	Mr Tony Tsourdalakis	X	

Correct as at 10 May 2021.

Appendix D

The Battle of Crete Memorial Committee

Sub-committee Allocation of Goals.

The BCMC (WA) has identified seven high level Goals to be achieved. The table below lists those goals and allocates roles to the various Sub-committees to support follow on planning and coordination.

Serial	BCMC (WA) Goals	Communications, Fundraising and Marketing	Design & Build
1.	Establish wide ranging recognition of the Mission of the BCMC (WA).	Lead	Support
2.	Win support from Key Stakeholders.	Lead	Inform
3.	Secure a prominent / fitting location (King's Park or another appropriate place).	Support	Lead
4.	Raise the funds required to build and maintain a fitting memorial into the future.	Lead	Inform
5.	Create a design that will evoke emotion and inspiration.	Support	Lead
6.	Deliver a quality build on time and on budget.	Support	Lead
7.	Create and fund a plan to maintain the finished memorial over time.	Lead	Inform

Explanation of Terms

The following explanations are provided for the terms used in the table above:

- **Lead** – The Sub-committee with this role is responsible for the coordination and overall achievement of the Goal. Other Sub-committees with Support or Inform roles do so to achieve the Objectives of the Lead Sub-committee.
- **Inform** - The Sub-committee with this role is responsible for the provision specific conceptual, technical or financial information to the Lead Sub-committee for its pursuit of the Goal.
- **Support** – A Sub-committee in a Support role is to be prepared to liaise with the Sub-committee in the Lead role to provide such assistance required within the scope of the supporting Sub-committee's role.

Sub-committees with a Lead role are to take responsibility for the overall planning and management required to achieve the Goals allocated. Sub-committees in Inform and Support roles are to ensure they have the capacity to meet these responsibilities whilst achieving their Lead roles.

Appendix E

The Battle of Crete Memorial Committee Pecuniary Interest Statement.

In keeping with the Values of the Committee, Committee Members must declare any pecuniary interest/s that may arise during the course of the Project.

During a meeting the Chairperson may ask any person/s who have a pecuniary interest in any matter under discussion to leave the room whilst the matter is considered. Person/s with a pecuniary will be allowed to state their case before leaving the room.

Should a vote be required to determine the outcome of any matter under consideration, person/s with a pecuniary interest must leave the room before the voting process commences.

Person/s in the context of this clause includes, Committee Members, invited guests, representatives of any organization or committee and any individual or body contracted by the Committee to perform a particular task.