

ANNUAL REPORT

2021

CONTENTS

| | |
|--|-----------|
| 1 YEAR IN REVIEW | 6 |
| 1.1 Highlights | 8 |
| 1.2 Message from the Administrator | 10 |
| 1.3 Message from the Interim CEO / Interim Director of Business Services | 11 |
| 2 ROOKWOOD CEMETERY IN PROFILE | 14 |
| 3 OUR ORGANISATION IN PROFILE | 18 |
| 3.1 Identity | 20 |
| 3.2 Official Responsibilities | 21 |
| 3.3 Operating Environment | 21 |
| 4 MEET THE TEAM | 24 |
| 4.1 Organisational Structure | 26 |
| 4.2 Board of Directors | 28 |
| 4.3 Administrator | 28 |
| 4.4 Executive Team | 28 |
| 5 OUR STRATEGY | 30 |
| 5.1 Overview | 32 |
| 5.2 Foundational Pillars | 32 |
| Our People | |
| Governance | |
| 5.3 Operational Pillars | 41 |
| Land Use and Acquisition | |
| Equity Between Communities | |
| Sustainability | |
| Pricing | |
| Heritage and Conservation | |
| Leadership within the Sector | |

| | |
|---|-----------|
| 6 FINANCIALS | 52 |
| 6.1 Administrator's Declaration | 54 |
| 6.2 Independent Auditor's Report | 55 |
| 6.3 Financial Statements | 58 |
| Income Statement | |
| Statement of Financial Position | |
| Statement of Changes in Equity | |
| Statement of Cash flows | |
| Notes to and Forming Part of the Financial Statements | |
| 7 GLOSSARY | 89 |

About this Report

Our 2021 Annual Report provides operational and financial information concerning our organisation for the 2020/21 financial year.

About Rookwood

Established in 1867, Rookwood Cemetery is the world's largest Victorian cemetery and the equal-third largest cemetery in the world by number of interments. As custodians of this historic remembrance land, Rookwood General Cemetery maintains 430 interment grounds, historic and modern memorial areas, culturally specific and non-denominational gardens, chapels, and function venues. As Australia's largest and most experienced multi-faith cemetery, we customise our services to respect the religious and cultural groups of Sydney. We also frequently engage with our communities to ensure we meet their evolving needs.

Contact Information

Rookwood General Cemetery
PO Box 291, Lidcombe NSW 1825
Hawthorne Avenue, Rookwood NSW 2141

02 8575 8100

www.rookwoodcemetery.com.au

[www.facebook.com/
RookwoodCemetery](https://www.facebook.com/RookwoodCemetery)

Hours of Operation

Monday to Friday 0730 – 1600

Saturday 0900 – 1300 *

Sunday 0900 – 1500 *

*In addition to burial and cremation services, a Client Services Representative is available via phone.

ABN 65 959 157 751

Primary Contact

Jeff Brazel,
Chief Executive Officer (Interim)



YEAR IN REVIEW

1 YEAR IN REVIEW

1.1 Highlights



COMMUNITIES SERVICED

- Anglican
- Armenian
- Assyrian
- Catholic
- Chinese
- Druze
- Estonian
- German
- Jewish
- Khmer
- Latvian
- Lutheran
- Macedonian
- Mandaean
- Maori
- Methodist
- Muslim
- Non-denominational
- Orthodox
- Orthodox Eastern
- Orthodox Russian
- Orthodox Serbian
- Presbyterian
- Syrian
- Ukrainian
- Vietnamese



SERVICES

- | | | | |
|-------|--|-----|--|
| 2,091 | Interments conducted | 166 | Monuments repaired to address safety concerns |
| 1,720 | Allotments sold | 14 | Historic monuments conserved and repaired |
| 1,360 | Monumental and inscription permits processed | 14 | Conservation projects completed for external organisations |
| 218 | Basic and special care products purchased | | |
| 625 | New monumental projects completed | | |



DEVELOPMENTS

- 6 New interment areas developed
- 3 Extensions to existing areas



FINANCIALS

- \$234.3 Million net assets
- \$191.9 Million invested in perpetuity fund
- \$6.6 Million net surplus from operations



GOVERNANCE

- 6 Board meetings held
- 6 Audit and Risk Committee meetings held
- 4 Community Advisory Committee meetings held
- 4 Heritage Advisory Committee meetings held



ENGAGEMENT INITIATIVES

- | | | | |
|-----|--|---------|---------------------------------------|
| 15 | Stakeholder/community events | 42 | History talks and tours |
| 609 | Stakeholder meetings (not COVID-19 related) | 521 | Instances of media coverage |
| 42 | Stakeholder/community engagements (COVID-19 related) | 1,343 | New Facebook fans (total 32,209) |
| 8 | New stakeholder networks established | 93 | New Instagram followers (total 4,887) |
| 8 | Public events | 230,080 | Website visits |



OUR PEOPLE

- 80 Employees (52 male and 28 female)
- 514 Employee development opportunities
- 11 Employee engagement events held

1.2 Message from the Administrator



On the 28 May 2021 the Government appointed me as Administrator to take on the functions of the boards of Northern Metropolitan Cemeteries Land Manager, Southern Metropolitan Cemeteries Land Manager, Rookwood Necropolis Land Manager and Rookwood General Cemeteries Reserve Land Manager.

My appointment follows completion of the Statutory Review and acceptance of the recommendations made in the 11th Hour Report. These recommendations are designed to ensure that NSW families and communities have equitable access to affordable burials and that we have a sustainable sector for generations to come. While many of the Report's recommendations are focused on the entire industry, at this time the focus of my work will be on implementation of the recommendations as they apply to four NSW Crown Land cemetery operators.

Since my appointment I have been working with the various Cemeteries under my remit to ensure we continue to deliver our services to our multi-faith stakeholders whilst commencing a smooth transition to a consolidated Crown Land Manager.

On behalf of the Minister and myself I would like to thank the former Boards of Management of the existing cemeteries for their dedication in managing the land managers over many years and thank them for their valued contribution to this essential sector for our communities.

The Crown maintaining a presence in this sector is paramount to ensuring members of our communities have affordable choices of interment into the future. Whilst currently the majority of end-of-life interment choice is around cremation, bodily earth interment remains an essential practice for some religious faiths and cultures. It also remains a clear choice which is exercised by some citizens who are not considered as active participants in a religious organisation or have strong cultural beliefs.

Since May the work to set up the new entity and to begin the process of consolidating resources has been supported by a highly skilled project team. As we commence actual consolidation work we welcome to our team an interim CEO Nick Roberts. Nick brings extensive experience

in establishing Government Corporate entities, based on his long experience with the Forestry Corporation of NSW.

The important work of the team has been supported by an independent Audit Risk and Finance Committee, chaired by Ms Katherine O'Regan, with Ms Melinda Snowden and Ms Robyn Scott as members.

Equally I would like to take this opportunity to thank the members of the Community Advisory Committee and Heritage Advisory Committee for their ongoing support and dedication to this important sector.

Work will continue over the remainder of the financial year to establish One Crown as a Crown Land Manager. It is expected that a skills-based Board will be appointed by the Minister during 2022. Existing operational staff will be transitioned into the new organisation once established. I would like to acknowledge the extraordinary work of our staff within our various Crown Cemeteries. As an essential workforce they have ensured continuity of operations through this challenging year with every care being taken to ensure that services to the public are maintained within the parameters of the Public Health Orders. Each site continues to deliver optimum customer service within those constraints. The extended lock down and Public Health Order provisions associated with the Government's COVID-19 Pandemic response have resulted in restricted access and attendance at services at our sites, however staff have maintained services to the best of their ability. We all look forward to the easing of restrictions in the future.

While COVID-19 restrictions have delayed some aspects of the amalgamation, we have remained committed to our vision and commitments.

I look forward to bringing to fruition the establishment of One Crown in the coming year.

Lee Shearer
ADMINISTRATOR
OneCrown Cemeteries

1.3 Message from the interim CEO / Interim Director of Business Services

It is my pleasure to introduce our Annual Report for 2021, showcasing the resilience of Rookwood General Cemetery (RGC) in serving Sydney's multicultural communities for over 150 years.

Throughout this financial year, RGC has continued to deliver high quality end-of-life services by focusing on the families we support. We have evolved as an organisation to respond to our clients' needs, our legislative requirements and the Public Health Orders throughout the COVID-19 pandemic.

Amongst all of this, our organisation has been undergoing a structural change as we learn more about our role and responsibilities within OneCrown Cemeteries. Our Board's gazetted tenure expired in December 2020, and I would like to thank our Board Members for their efforts over the past three years and wish them all the best with their future endeavours. I also congratulate our former Interim CEO, Ms Lee Shearer, on her appointment to the position of Administrator of OneCrown Cemeteries.

Affordability

RGC has a strong commitment to equity and access and we continue to collaborate with our stakeholders to ensure we meet the current needs of our communities, whilst also considering the long-term perpetuity of the cemetery. Ultimately, our aim is to provide families with equitable services that are both affordable and transparent.

Affordable pricing is vital for Rookwood's religious and cultural groups, many of which face higher interment costs due to their end-of-life requirements, including their need for burial over cremation. We recognise that pricing reform across the industry is critical to ensuring end-of-life services are within financial reach for families and their loved ones. We supported the Independent Pricing and Regulatory Tribunal's (IPART) review of interment costs and pricing in NSW and welcomed its recommendations.

Product Choice

Our product development team continued to work in consultation with the community to ensure we offer product choices for all communities within Sydney. We have continued to bring to market more allotment spaces as new areas have been developed for some communities whilst others received significant extensions to address current demands.

Operational Adaptations

RGC has carefully monitored the evolving COVID-19 crisis and has made service changes

to ensure the safety of both our staff and the community. For the majority of the financial year, as community transmission eased and pre-COVID-19 visitation numbers returned to the cemetery, RGC continued its strict position on hygiene, social distancing and PPE. In the later months of the year, as the outbreak of the Delta strain took hold, RGC tightened operations to ensure we could continue to remain operational at all times.

Strategic Direction

Our collaborative team remains committed to meeting the unique personal, cultural and religious needs of our clients. Our 2021-24 strategic plan, with supporting operational plan, was developed over the past year to ensure we are fulfilling our responsibilities to our families - past, present and future. The structure of this annual report reflects our two new foundational pillars - our people and governance - as well as our six operational pillars - land use and acquisition, equity between communities, sustainability in perpetuity, pricing, heritage and conservation, and leadership within the sector.

Financial Highlights

During the 2020/21 financial year RGC was committed to continuing the financial sustainability of the business, particularly in consideration of the ongoing COVID-19 global pandemic.

RGC's net surplus, including investment income, for the 2020/21 financial year was \$35.4 million, which is significantly higher than the previous year's result of \$1.7 million, whilst the net surplus from operations, at \$6.6 million, was significantly higher than budget, largely due to a reduction in operating expenses.

• Revenue

The 2020/21 budget was set on the basis of analysing past activity to inform the forecasting of future demand at a services and product level. Setting revenue budgets in this way provided more granular tools for tracking activity throughout the year. License revenue for 2020/21 was up on 2019/20 by 11.4%.

• Expenses

An overall reduction in expenses against budget (\$2.4 million) provided the basis for a net surplus



from operations that was a result of careful management of outgoings. All expense categories recorded favourable variances against both budget and the prior year's expenses, with employee expenses being the category that again had the greatest reduction.

Contributors to the reduction in employee expenses included a reduction in employee numbers, postponement of training and conference attendance, careful monitoring of overtime, delay of the EBA increase and a restructure of the Executive team.

- Capital Expenditure

There were no major capital projects completed during the year with capital spending only \$139 thousand. This was mainly due to COVID -19 restrictions and the subsequent difficulties in carrying out major projects.

- Investment Portfolio

The investment returns realised during 2020/21 amounted to \$21.3 million, a favourable variance from budget. This was further increased by market value of \$7.4 million at the end of 30 June 2021.

Our investment portfolio is managed both via Treasury Corporation of NSW (TCorp) (90%) and internally (10%). Looking forward to the 2021/22 financial year, we will continue the liquidation of the remaining internally managed investment portfolio to maximise profits on sale.

- Financial Sustainability

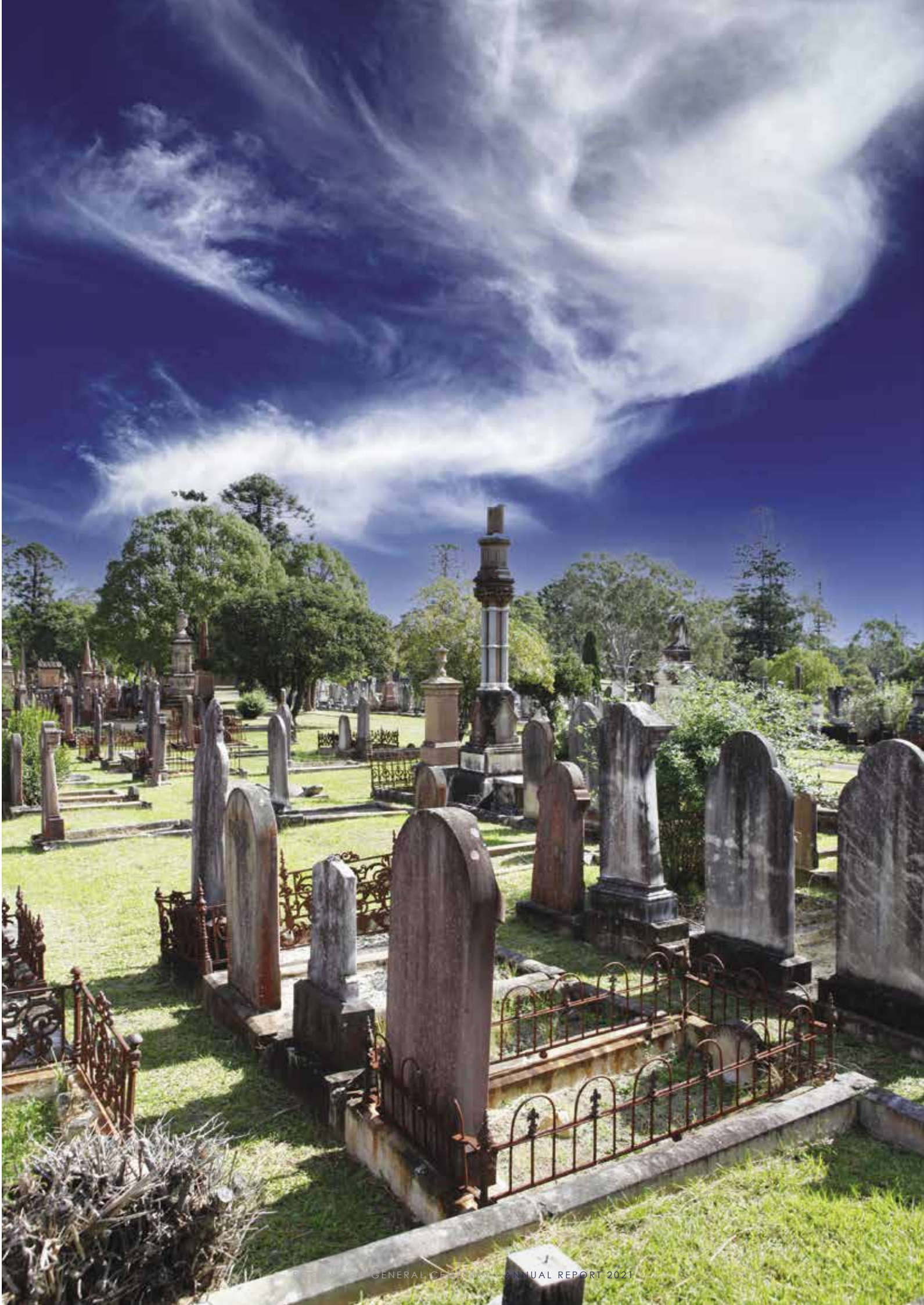
In 2016 KPMG performed an actuarial valuation on RGC. This valuation indicated that we would require a total of \$197.7 million to ensure the perpetual maintenance of Rookwood.

The value of our investments as at 30 June 2021 was \$191.9 million; with our overall net assets amounting to \$234.3 million.

The 2020/21 financial year audit was conducted by Audit Office of NSW, from 2 August 2021 to 8 September 2021.



Jeffrey Brazel
INTERIM CEO / INTERIM DIRECTOR OF BUSINESS SERVICES
Rookwood General Cemeteries Reserve Land Manager

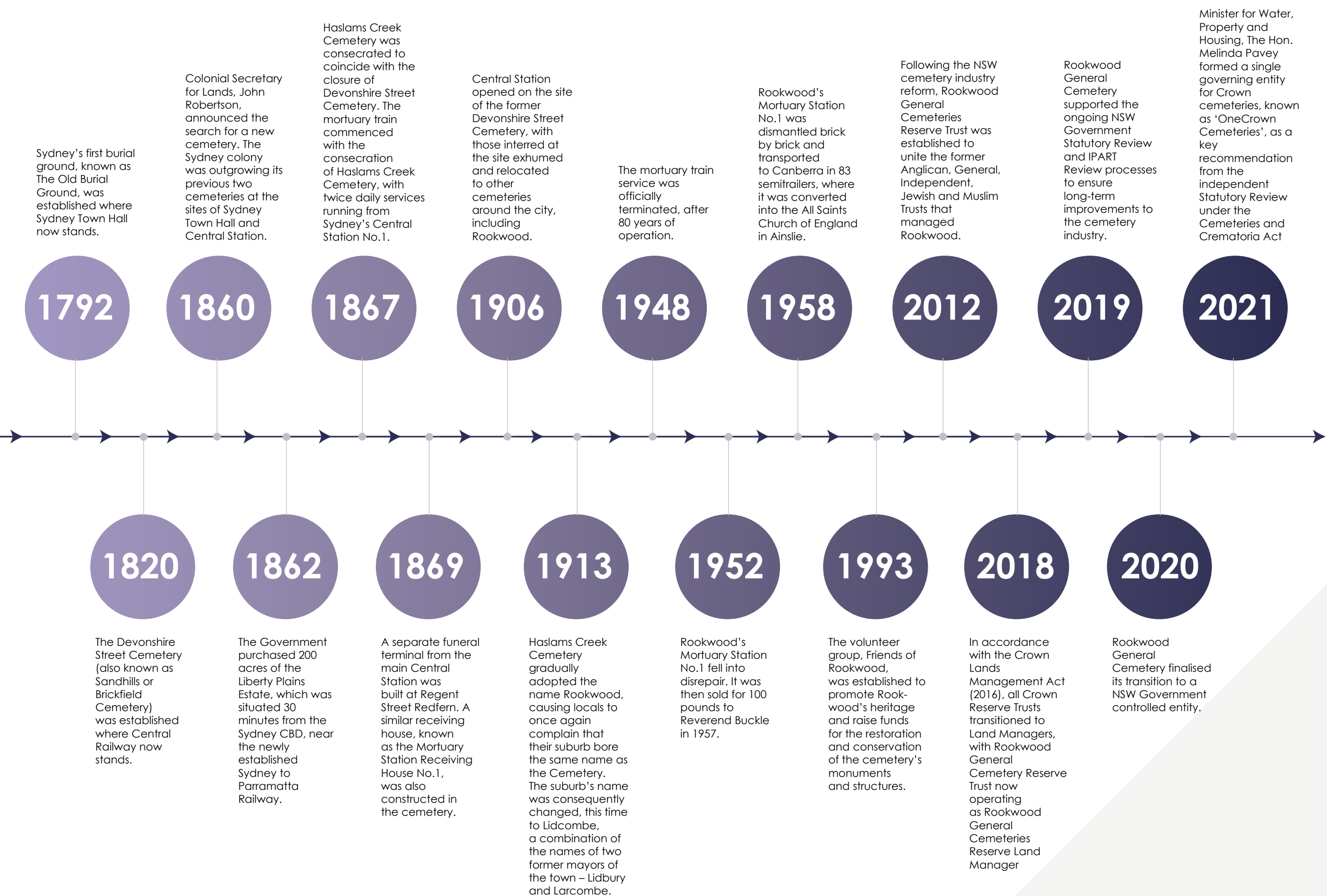


A photograph of the entrance to Rookwood Cemetery. A large, light-colored stone wall features the word "Rookwood" in a large, dark, serif font. In front of the wall is a garden bed with several clumps of green plants and tall, thin stems topped with clusters of small white flowers. To the right of the main wall is a smaller, narrower stone pillar. The background shows a clear blue sky with a few white clouds and some green trees. The image is framed by white diagonal borders in the top-left and bottom-right corners.

Rookwood

ROOKWOOD CEMETERY IN PROFILE

2 ROOKWOOD CEMETERY IN PROFILE





OUR ORGANISATION IN PROFILE

3 OUR ORGANISATION IN PROFILE

3.1 Identity

Purpose

Caring for families - past, present and future.

Vision

To be the Cemetery of choice for our multicultural communities, by offering a complete range of innovative interment related services.

Customer Values

RESPECT

REFLECT

REMEMBER

- We respect our stakeholders by delivering quality services that meet their different needs
- We provide picturesque locations for families to reflect on the memory of a loved one
- We remember our rich heritage and strive to maintain the historic Rookwood Cemetery

Employee Values



**WE RESPECT THE
WORK AND OPINIONS
OF EVERYONE**



**WE ARE OPEN,
HONEST AND
TRANSPARENT**



**WE HELP EACH
OTHER OUT**



**WE OWN OUR
WORDS, ACTIONS
AND OUTCOMES**

3.2 Official Responsibilities

Rookwood General Cemetery (RGC) is responsible for the following Crown Land reserves.

| | |
|---|--|
| Reserve Name | Rookwood General Cemeteries Reserve Land Manager |
| Reserve Numbers | D500912 D500906 D500913 D500903 D500904 |
| Titles – Volume / Folio System Titles* | 535-3000 (Portion only) 876-730 (Portion only) 8631-3000 11864-3000 15399-3000 15782-3000 21071-3000 22156-3000 22159-3000 22791-3000 22926-3000 |
| Titles – Lot / Deposited Plan System Titles** | 1-1184042 3-1140277 4-1140277 10-829656 470-752036 483-47759 485-48201 492-48441 494-48448 506-1016919 7053-1029128 |
| Primary Dedicated Use | Zone Special Purpose 1 (Primary use to be dedicated to cemetery activities) |
| Other Permitted Uses | Other activities with a correlation to cemetery activities permitted |

These titles have been extracted from information published by the Lands Department.

* Titles established under former Volume/Folio system, which was paper-based

** Titles established under the new Lot/Deposited Plan system, which is paper-based and electronic

3.3 Operating Environment

GOVERNMENT FACTORS

At RGC, we consistently work with the NSW Government and its representatives, to ensure continuous improvements within the cemetery industry. We continue to support the need for further cemetery reform, changes to interment pricing and regulation across the industry.

Cemetery Reform in NSW

In 2012 the NSW Government commenced reforms to the Crown Cemetery sector with significant consolidation of Crown Trusts. This was accompanied by the development of the Cemeteries and Crematoria Act 2013 (the Act).

At this time, RGC was established to unite the former Jewish, Muslim, Anglican, General and Independent Trusts that previously managed Rookwood.

Cemetery Industry Review

In accordance with the Act, a statutory review of the cemetery industry is required every five years to determine whether the policy objectives remain valid and whether the terms of the Act are able to continue meeting those objectives.

The Statutory Review, titled "The 11th Hour: Solving Sydney's Cemetery Crisis" was released in early 2021. The outcome of this review has led to an industry-wide focus on affordable interment costs, land availability, consolidation of perpetual funds, and the need to deliver affordable products and

services.

Commencement of OneCrown Cemeteries

As a result of the 11th Hour report, RGC is currently undergoing an amalgamation with four other Crown Land Managers in Sydney - as detailed in the Message from the Administrator.

Interment Costs

The Independent Pricing and Regulatory Tribunal (IPART) completed its review on the costs of interment prices in NSW. At the end of 2020 the final report was released recommending changes to the interment industry to ensure:

- Interment prices are affordable and equitable
- Interment prices allow for the perpetual maintenance of cemeteries into the future
- Interment prices are simple and transparent, enabling families to make informed choices

Controlled Entity Status

RGC is a Crown Cemetery operator with controlled entity status, following the direction given by NSW Treasury in 2017. Accordingly, the state of NSW controls Rookwood General Cemetery in accordance with the Australian accounting standard.

LEGAL FACTORS

The primary documents directing our organisation include:

- Auburn Local Environmental Plan 2010
- Australian Accounting Standards
- AS4204:2019 Headstones and Cemetery Monuments
- The Burra Charter 2013
- Cemeteries and Crematoria Act 2013
- Cemeteries and Crematoria Regulation 2014
- Crown Land Management Act 2016
- Crown Land Management Regulations 2018
- Rookwood Conservation Management Plan 2016
- Disability Inclusion Act 2014
- Environmental Planning and Assessment Act 1979
- Freedom of Information Act 1982
- Government Information (Public Access) Amendment Regulation 2010

- Government Sector Audit Act 1983
- Government Sector Finance Act 2018
- Government Sector Finance Regulation 2018
- Heritage Act 1977
- Heritage Regulation 2012
- Independent Pricing and Regulatory Tribunal Act 1992
- Rookwood Necropolis Trust, Landscape Master Plan 2014
- Privacy Act 1988
- Property Management Plan 2015
- Protection of the Environment Operations Act 1997
- Public Health Act 1991
- Public Health (Disposal of Bodies) Regulation 2011
- Rookwood Necropolis Plan of Management 2014
- Threatened Species Conservation Act 1995
- Threatened Species Conservation Regulation 2010
- Threatened Species Conservation (Biodiversity Banking) Regulation 2008
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011
- Workers Compensation Act 1987

ECONOMIC FACTORS

Affordability

As we operate in an industry where the availability of land is becoming a critical concern, we are conscious of the communities we service for whom earth interment (burial) is the only option. These communities are in a position of more costly end-of-life services, further impeded by the rising cost of living. RGC is investigating strategies to ensure our diverse communities have access to equitable end-of-life services, including developing opportunities for new cemetery land, a new mausoleum, sustainability options and affordable services.

Impact of COVID-19

Many industries have been affected by COVID-19, with restrictions and economic uncertainty impacting the market. Funerals and memorial events faced limits on guests, and all events and

public gatherings required COVID-19 safety plans. RGC saw a decline in pre-purchase allotment purchases, with many families opting not to plan ahead due to economic uncertainty and inability to attend the cemetery due to distance or health.

RGC continued:

- measures to ensure the health and safety of our customers and employees
- processes to manage supply chain delays
- remote offices and work-compounds to support social distancing, whilst ensuring we were safeguarding our operations in the event that one of our work locations may need to go into lockdown.

- carefully monitoring budgets and financial positions.

The pandemic has been difficult for families everywhere. At RGC, changes to our services have ensured we remain committed to keeping the community safe while remembering the lives of their loved ones. Initial service and procedure changes have been refined over time; and careful planning has ensured streamlined processes with flexibility to comply with shifting restrictions.

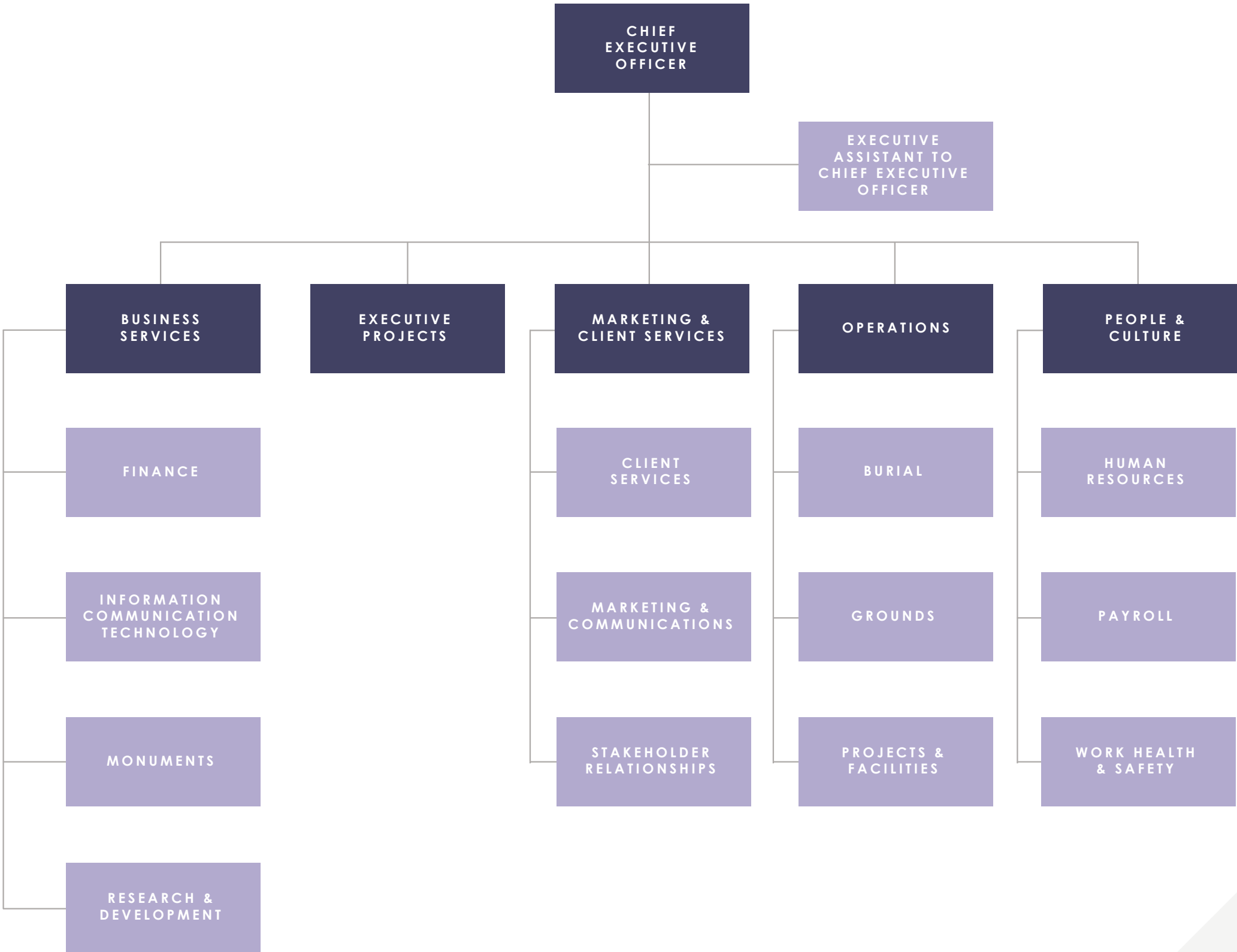




MEET THE TEAM

4 MEET THE TEAM

4.1 Organisational Structure



4.2 Board of Directors

The Rookwood General Cemetery (RGC) Board was appointed by the former Minister for Lands and Forestry, the Honourable Paul Toole, in collaboration with NSW Cemeteries and Crematoria agency (CCNSW). The governance structure consisted of seven Board members with experience across a broad range of industries, including government, public, private and not-for-profit organisations.

The RGC Board was pivotal in leading RGC, by providing strong governance, ensuring the delivery of quality services and driving innovation. The members of the Board were:

- Katherine O'Regan (Chair)
- Penelope Barletta
- Nigel Corne
- Ahmad Kamaledine
- Albert Olley
- Robyn Scott
- Richard Seideman

The Board's tenure was from 20 December 2017 to 20 December 2020. In December 2020 the decision was made to defer all Crown Land Manager Boards responsible for the affairs of Cemeteries and Crematoria, pending the outcome of the Government statutory review of the Cemeteries and Crematoria Act 2013.

4.3 Administrator

LEE SHEARER

Administrator

Lee Shearer has had an extensive career across the public, private and not-for-profit sectors, with a focus on delivering strategy, leading substantial reforms and implementing governance frameworks. Her previous roles include Deputy Secretary and Resources Regulator for the NSW Department of Planning and Environment, Chief Compliance Officer at the NSW Department of Industry, Executive Director for the Compliance and Enforcement Branch Division of Resources and Energy, and Assistant Commissioner for the NSW Police. Currently the Chair of the Juvenile Justice Reform, Lee has held Board positions in government, education, business, law and emergency management.

Lee has qualifications in government, legal,



business and leadership, including Strategic Management of Regulatory and Enforcement Agencies intensive program at Harvard University, Diploma of Government Investigations, Post Graduate Diploma of Legal Practice and Diploma of Company Directors. Lee has received significant awards, including Outstanding Alumni Achiever for the category of 'Exceptional Community Service' from University of Newcastle, NSW Telstra Business Woman of the Year, Newcastle Australia Day Ambassador and the Australian Police Medal for Distinguished Service.

Lee was appointed interim CEO of RGC in early 2020. She was then appointed as Administrator of OneCrown Cemeteries in May 2021 to oversee the amalgamation of Sydney's Crown Cemeteries.

4.4 Executive Team

JEFFREY BRAZEL

Interim CEO / Interim Director of Business Services

Jeffrey (Jeff) Brazel began his career in the cemetery industry in 2003 as a Customer Services Officer within Rookwood's former Anglican and General Cemetery Trust, as part of the monumental business division. By 2005, Jeff had been promoted to senior management as a direct result of his experience in administration and analysis, which later led him to establish and lead the organisation's Research and Development department. He is also a graduate of the Australian Institute of Company Directors. Throughout his years working in the cemetery industry, Jeff has gained substantial experience in monumental design and installation, operational systems, and activity analysis, as well as resource and development planning. Most recently he established RGC's world-first decomposition research, with a patent pending on an innovative new above-ground structure design.

Jeff was appointed Interim Director of Business Services in August 2020 to oversee the Finance department and then additionally, Interim CEO in May 2021.



LINDA KELLY-SMITH

Director of Projects

Linda Kelly-Smith is a specialist in project, product and program management, with comprehensive expertise in leading change, capturing greater cost effectiveness, driving growth strategies and identifying new business opportunities. With over 20 years' leadership and strategy experience growing businesses across Asia Pacific, the United Kingdom and the United States of America, Linda has managed the implementation of major IT solutions, property acquisition and strategy for a range of global, public and private companies, software development companies and technology vendors. Linda's qualifications include a Diploma in Travel and Tourism, along with an array of Management, Project, Program and Product delivery courses. At RGC, Linda is responsible for managing fundamental strategic projects, with a focus on new developments both within and externally to Rookwood. With a key focus on developing an in-depth understanding of Rookwood's communities, whilst managing multiple work streams, Linda continues to transform project management within the business.

At the time of writing this report, Linda transitioned into the role of Interim Chief Operating Officer, responsible for Projects, Burials, Grounds and Maintenance.



and change management strategies. From a business development perspective, she has had a key focus on generating growth, building relationships with stakeholders, and facilitating client retention programs. Crystal holds a Bachelor of Marketing and Information Technology, with further qualifications in stakeholder engagement and copy writing. Within her role at RGC, Crystal manages the delivery of client services, marketing and communications, and stakeholder engagement; this includes developing and implementing the strategy for end-to-end client experience.

Crystal commenced maternity leave in May 2021, with her role now being covered by Natalie Gane.

ADDITIONAL MEMBERS

The following executives have also contributed to the leadership team during the 2021/21 financial year:

- Dominic Walsh (Director of Operations)
- Natalie Gane (Director of Marketing & Client Services, Interim)

CRYSTAL LINDSAY

Director of Marketing & Client Services

Crystal Lindsay is a marketing, communications and stakeholder engagement professional, with experience across a range of global organisations and marketing agencies; where she has had a focus on rebranding, strategic planning, business development and public relations. Previously specialising in marketing within the Information Technology sector, her previous roles include Marketing and Communications for Australia and New Zealand at Computer Science Corporation (CSC), iSOFT Health and Sophos Computer Security. Throughout her career, Crystal has played a pivotal role in organisational amalgamations, rebrand management, internal communications





OUR STRATEGY

5 OUR STRATEGY

5.1 Overview

Rookwood General Cemetery's (RGC) 2021-24 Strategic Plan was established by the existing RGC Board under s90 of the Cemeteries and Crematoria Act 2013. In 2020/21, RGC's plan was updated to reflect the changing strategic landscape within the cemetery industry given the outcomes of the IPART review and "11th Hour" statutory review. It also takes into consideration the complex legislative context that RGC operates within.

Through the review of RGC's Strategic Plan it was determined that our purpose needed to be updated and employee values, not just customer values, should be included. Additionally, our five former Strategic Priorities have now been recategorised into six new Strategic Pillars. These six pillars have been further defined as being foundational across the organisation or operational for specific functions.

The strategic section of this 2021 annual report has been updated to reflect the new Strategic Plan structure. As the plan came into effect late 2020/21, specific measures of success (KPIs) will be reported against baselines in next year's annual report.

5.2 Foundational Pillars

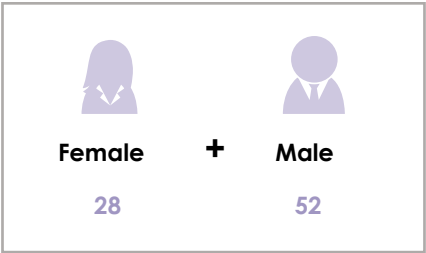
OUR PEOPLE

Workforce characteristics

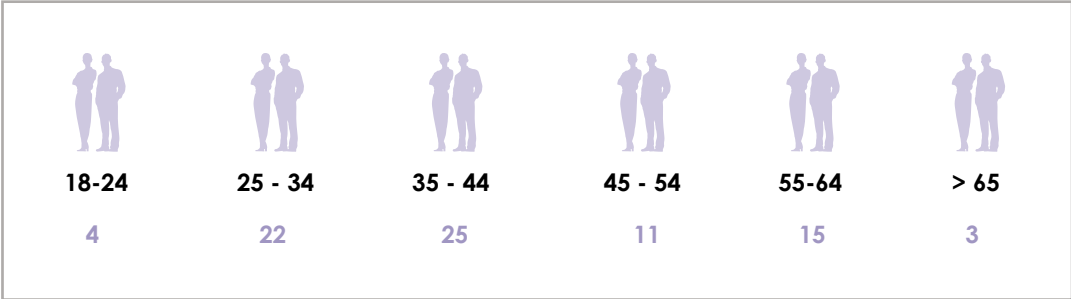
Employees by Department



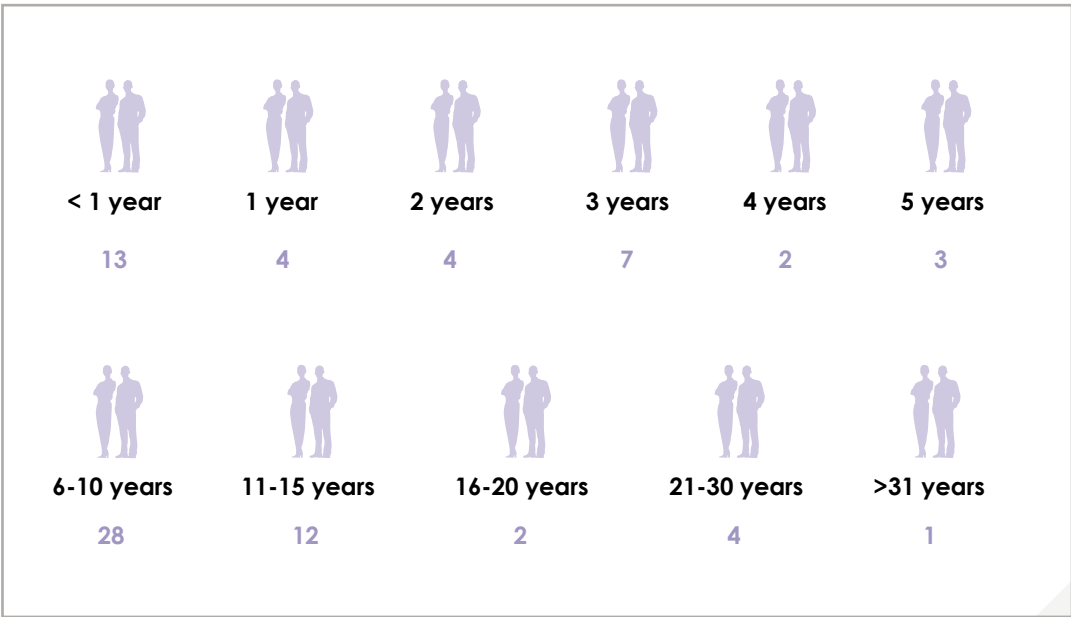
Employees by Gender



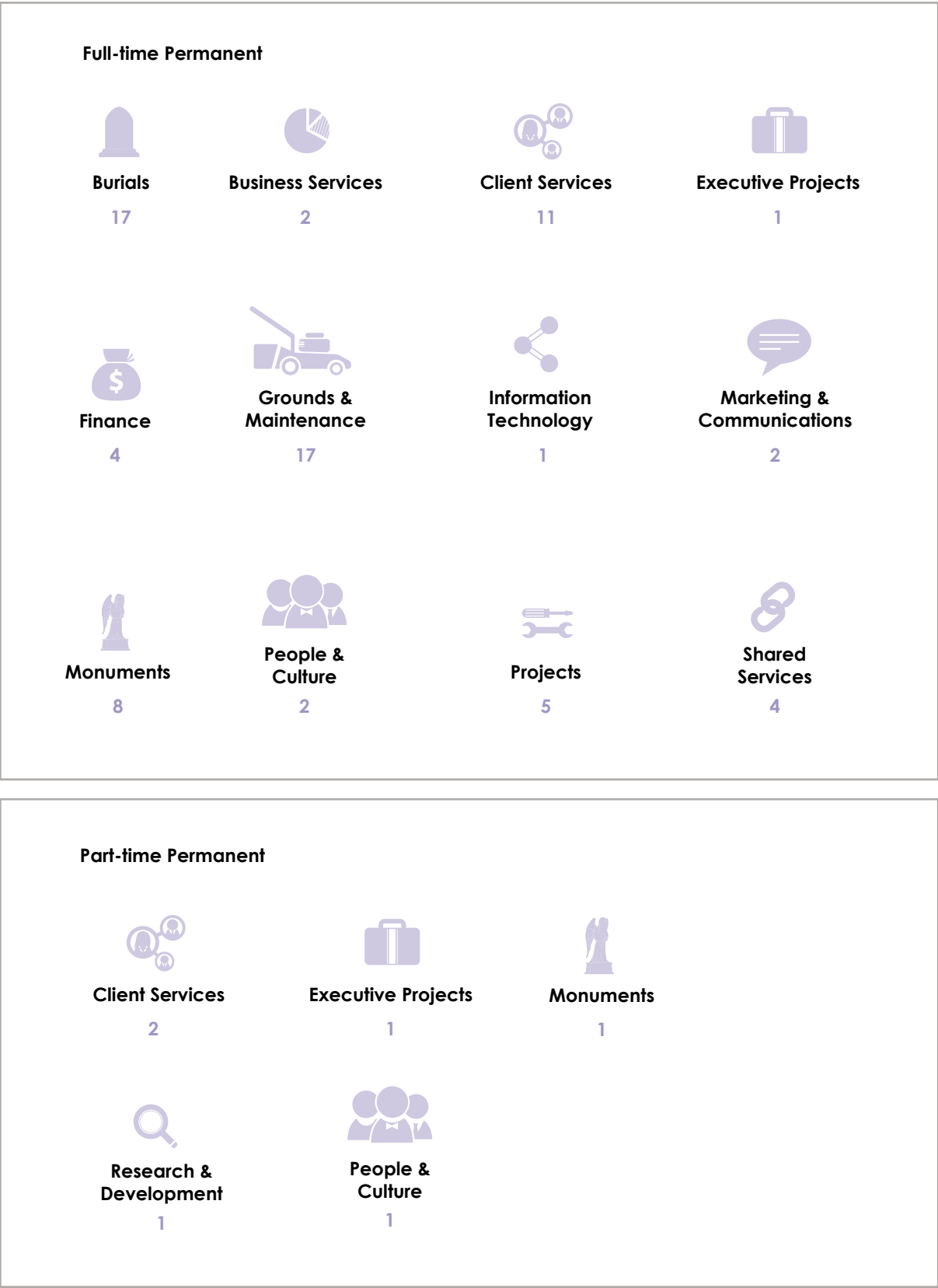
Employees by Age



Employees by Length of Service



Employees by Employment Type



Senior Executive Salaries by Band and Gender

| SOORT* REMUNERATION RANGE | SALARY RANGE | MALE | FEMALE |
|---------------------------|-----------------------|------|--------|
| BAND 4 | \$487,051 - \$562,650 | 0 | 0 |
| BAND 3 | \$345,551 - \$487,050 | 0 | 0 |
| BAND 2 | \$274,701 - \$345,550 | 0 | 0 |
| BAND 1 | \$192,600 - \$274,700 | 1 | 0 |

* Determinations made by Statutory and Other Offices Remuneration Tribunal (SOORT)

Redefining culture

Culture Program Implementation

RGC recognises that development and retention of our teams is crucial to addressing all operational strategy goals. RGC is committed to maintaining a dedicated and caring workforce to deliver on our purpose, vision and values.

During the financial year, RGC implemented a new role within the organisation to drive cultural change and development. Management participated in workshops to refine and implement the new Strategic Plan, which they then cascaded operationally down to their teams with a Plan on a Page. Part of this review meant employees were also involved in redefining their employee values and participated in an employee engagement survey to measure the success of the program's implementation.

Engaging employees

Internal Communication

With the ongoing management of COVID-19, RGC has had to disperse the workforce to provide back -up operational redundancy if one team was positively affected. This has meant that internal communications have continued to be extremely important. RGC delivered messages to employees through weekly in-person meetings (where possible), weekly email CEO updates, online monthly newsletters and via video conferencing for all meetings involving employees in different locations.

Employee Survey

Our employee survey this year produced some very pleasing results with employee alignment and engagement having strengthened since the previous survey. Our engagement had improved significantly, underpinned by a higher sense of employee care and leadership whilst stronger alignment was supported by increased favourability towards senior/team leadership and long-term direction.

Employee Recognition

Every year RGC recognises the hard-working contribution of employees through achievement awards at the end of year function. These awards usually include a CEO's Award, Employee of the Year, Rookie of the Year, Team of the Year and Safety Award. In 2020/21 the Executive made the decision to put these awards on hold and recognise the value of all employees.

Developing capabilities

Team Building Engagements

With the easing of COVID-19 restrictions, RGC were able to reinstate the following employee engagements:

- * 8 Staff BBQs
- * 1 Melbourne Cup event
- * 1 End of Year event

Performance Reviews

Following the employee engagement survey, the performance management system underwent a review by People and Culture. The new measures will be rolled out later in 2021 and will focus on employee performance in relation to meeting our objectives under the new Strategic Plan.

Training Opportunities

| TRAINING NAME | TRAINING PROVIDER | DEPARTMENT | TOTAL |
|--|-------------------------------------|------------------------|-------|
| Risk Assessment Training | In-House Training | Multiple Departments | 59 |
| Accidental Counsellor Training | CCA NSW | Administrative | 2 |
| Managing Conflict Training | CCA NSW | Administrative | 2 |
| Stress Management / Burnout Prevention | CCA NSW | Administrative | 2 |
| John Norton - Machinery Training - Remington B/S, Gary B/E/S | Newcastle Assessment and Training | Operational | 2 |
| John Norton Verification Of Competency Machinery Training | Newcastle Assessment and Training | Operational | 6 |
| John Norton Verification Of Competency Machinery Training | Newcastle Assessment and Training | Operational | 5 |
| John Norton Verification Of Competency Machinery Training | Newcastle Assessment and Training | Operational | 6 |
| John Norton Verification Of Competency Machinery Training | Newcastle Assessment and Training | Operational | 4 |
| Chemcert - Chemical Application Training | ChemCert Australia | Operational | 13 |
| Chainsaw Training - Use Hand-Held Chainsaws | Allens Training | Operational | 12 |
| 2021 End of Financial Year Compact TAPs Seminar | Payroll Specialists | People & Culture | 2 |
| Strategy Training day - Leadership Team | In-House Training | Executive & Management | 29 |
| All Staff Safety Re-Inductions | In-House Training | Multiple Departments | 49 |
| Executive Strategy Workshop | Big Shift | Executive | 5 |
| Engagement Essential Training | IAP | Client Services | 1 |
| Project Management Course - the Master Class | University of Sydney | Executive Projects | 1 |
| Customer Service Skills Workshop | Customer Service Training Australia | Client Services | 12 |
| Web Writing Course | Media Survival | Marketing | 1 |
| Leading from the Front Course | Rise Consulting | Multiple Departments | 8 |
| Graduate Certificate in Cemetery Practice | Deakin University | Executive | 1 |
| 2021 FBT Seminar | NTAA | Finance | 2 |
| Managers & Supervisors Leadership strategy Training | In-House Training | Multiple Departments | 29 |
| Employee Conversation Workshop | In-House Training | Multiple Departments | 71 |

| TRAINING NAME | TRAINING PROVIDER | DEPARTMENT | TOTAL |
|--|-------------------|----------------------|------------|
| Setting Meaningful Goals - Leadership Session | In-House Training | Multiple Departments | 30 |
| Policy Training Workshop | In-House Training | Executive | 8 |
| Budget Training Workshop | In-House Training | Executive | 5 |
| AFEI Employment Seminar | AFEI | People & Culture | 1 |
| Executive Strategy Workshop | Greg Field | Executive | 7 |
| Conflict Management Training | Cahoot Learning | People & Culture | 1 |
| Influencing Culture at Work to Improve Performance Seminar | Cahoot Learning | People & Culture | 1 |
| Culture Workshop | Rise Consulting | Multiple Departments | 33 |
| Operational Manual -Planning Workshop | Greg Field | Executive | 7 |
| Risk Management Workshop | Greg Field | Executive | 7 |
| Workplace Discrimination Bullying and Harassment Training | Safetrac | Multiple Departments | 90 |
| Total Training 2020-2021 | | | 414 |

Leadership Development

RGC's management team participated in several workshops under a new "Leading from the Front" program. This program developed their awareness on leadership behaviours and values, capabilities, accountability and communication strategies.

Career Progression

A development planning system has been prepared to support the annual performance reviews and will be implemented in the latter half of 2021. The purpose of this is to link individual performance and behaviour to Rookwood's strategy; enable regular opportunities for communication and feedback; and provide occasions to discuss development opportunities.

Managing change

OneCrown Cemeteries & COVID-19

With the ongoing uncertainty around COVID-19, as well as the announcement of the amalgamation, it was crucial that RGC's employees were consulted in a timely manner. There has been transparency at every level to ensure employees feel fully informed and supported, particularly by senior management.

GOVERNANCE

Managing risk

Risk Management

RGC operates within a risk management framework that manages and mitigate risks to our business, our employees, contractors and visitors to Rookwood Cemetery. Risk management plans are reviewed monthly by the Executive and Management team, with reports submitted to the Audit & Risk Committee on a quarterly basis.

WHS

• Safety Initiatives

RGC has a dedicated WHS Coordinator, supported by four Health & Safety Representatives to oversee the implementation of RGC’s WHS program. The focus for 2020/21 has been predominantly on COVID-19 safety, management of on-site processes and incidences. RGC also has seven fire wardens and checks the fire systems monthly and fire extinguishers every six months.

• Injury Statistics

| WHS / INJURIES | YTD ACTUALS 2020/2021 |
|---|--------------------------|
| Lost Time Injuries (1 or more days off work) | 6 |
| Medical Treatment Injuries (treatment but no time off work) | 7 |
| New Worker's Compensation Cases Opened | 6 |

Complying with regulations

Control Framework

The internal control framework used by our organisation is defined by a suite of policies and procedures that employees and contractors must adhere to when performing their roles. During the 2020/21 financial year we complimented our policy and procedures system (MAUS) by establishing an IT Access Register and a Legislative Compliant Register.

Board & Committee Attendance

| BOARD | | | | | | |
|---|----------------|---------------|----------------|---------------|----------------|----------------|
| | 28 Jul 2020 | 1 Sep 2020 | 29 Sep 2020 | 1 Dec 2020 | 28 May 2021 | 30 Jun 2021 |
| Katherine O'Regan BOARD CHAIR (2020) ARC CHAIR (2021) | YES | YES | YES | YES | | |
| Albert Olley BOARD DIRECTOR & ARC CHAIR (2020) | YES | YES | YES | APOLOGY | | |
| Nigel Corne BOARD DIRECTOR | YES | YES | YES | YES | | |
| Penelope Barletta BOARD DIRECTOR | APOLOGY | YES | YES | YES | | |
| Robyn Scott BOARD DIRECTOR | YES | YES | YES | YES | | |
| Richard Seidman BOARD DIRECTOR | APOLOGY | YES | YES | YES | | |
| Ahmad Kamaledine BOARD DIRECTOR | YES | YES | YES | YES | | |
| Lee Shearer INTERIM CEO (until 27 May 2021) & ADMINISTRATOR (from 28 May 2021) | YES | YES | YES | YES | YES | YES |
| Samantha Stewart BOARD SECRETARY & EXECUTIVE ASSISTANT | YES | | YES | YES | YES | YES |
| Greg Field KIRJALA | YES | | APOLOGY | APOLOGY | | |
| Dianne Banks GILBERT & TOBIB | | YES | | | | |
| Jeff Brazel INTERIM DIRECTOR BUSINESS SERVICES (until May 2021) & INTERIM CEO (from June 2021) | | | YES | YES | APOLOGY | YES |

• Audit & Risk Committee

The Audit and Risk Committee (ARC) assists the Board or Administrator to discharge their responsibilities under the regulation and legislation relating to financial management, external audit, internal audit, insurance and risk management, and to ensure an accounting and risk management framework is in place to support decision making and operations.

| AUDIT & RISK COMMITTEE (ARC) | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| | 14 Jul 2020 | 15 Sep 2020 | 17 Nov 2020 | 22 Mar 2021 | 17 May 2021 | 19 May 2021 |
| Albert Olley BOARD DIRECTOR & ARC CHAIR (2020) | YES | YES | YES | | | |
| Katherine O'Regan BOARD CHAIR (2020) ARC CHAIR (2021) | YES | APOLOGY | YES | YES | YES | YES |
| Robyn Scott BOARD DIRECTOR | YES | YES | YES | YES | YES | YES |
| Abby Bloom ARC INDEPENDENT MEMBER | YES | YES | YES | | | |
| Melinda Snowden ARC INDEPENDENT MEMBER | YES | YES | YES | YES | YES | YES |
| Lee Shearer INTERIM CEO (until 27 May 2021) & ADMINISTRATOR (from 28 May 2021) | YES | YES | YES | YES | YES | YES |
| Samantha Stewart BOARD SECRETARY & EXECUTIVE ASSISTANT | YES | YES | YES | YES | YES | YES |
| Jeff Brazel INTERIM DIRECTOR BUSINESS SERVICES | YES | YES | YES | YES | YES | YES |
| Les Proud THOMAS NOBLE & RUSSELL | YES | APOLOGY | APOLOGY | YES | APOLOGY | |
| Geoff Dwyer THOMAS NOBLE & RUSSELL | YES | YES | APOLOGY | YES | YES | |
| Gearoid Fitzgerald AUDIT OFFICE NSW | YES | YES | APOLOGY | APOLOGY | APOLOGY | |
| Min Lee AUDIT OFFICE NSW | APOLOGY | YES | APOLOGY | APOLOGY | APOLOGY | |
| Greg Field KIRJALA | YES | YES | YES | YES | YES | |
| Judith Brooks KIRJALA | | | | | YES | |
| Nadeeka Liyanage RGC FINANCE MANAGER | | | | | YES | |

• Community Advisory Committee

The Community Advisory Committee (CAC) ensures Rookwood is operated and maintained in accordance with reasonable community standards. The committee assists management with strategies to promote effective stakeholder engagements, advise of priority areas of concern or interest, and identify changing demographics and trends.

| COMMUNITY ADVISORY COMMITTEE (CAC) | | | | |
|---|----------|-----------|-----------|-----------|
| | 3-Sep-20 | 19-Nov-20 | 18-Mar-21 | 10-Jun-21 |
| Penelope Barletta BOARD DIRECTOR | YES | YES | YES | YES |
| Fr John Grillis CAC INDEPENDENT MEMBER | APOLOGY | APOLOGY | APOLOGY | |
| Rev Dr Manas Ghosh CAC INDEPENDENT MEMBER | YES | YES | YES | YES |
| Virginia Flitcroft CAC INDEPENDENT MEMBER | | YES | YES | YES |
| Samantha Stewart BOARD SECRETARY & EXECUTIVE ASSISTANT | YES | YES | APOLOGY | YES |
| Crystal Lindsay DIRECTOR MARKETING & CLIENT SERVICES | YES | YES | YES | |
| Dimity d'Arbon RGC STAKEHOLDER RELATIONSHIP MANAGER | YES | YES | | YES |
| Stephen O'Regan FRIENDS OF ROOKWOOD | YES | | | |
| Mark Hawken RGC CLIENT SERVICES ADVISOR SALES | | | YES | |
| Raymond Chan RGC BUSINESS DEVELOPMENT MANAGER | | | YES | |
| Saini Loughlin RGC STAKEHOLDER RELATIONSHIP COORDINATOR | | | YES | |
| Kristina Tito CUMBERLAND COUNCIL | | | | YES |
| Natalie Gane INTERIM DIRECTOR MARKETING & CLIENT SERVICES | | | | YES |

• Heritage Advisory Committee

The Heritage Advisory Committee (HAC) is focused on maintaining the historical, scientific, cultural, social, archaeological, architectural, natural and aesthetic significance of Rookwood. The HAC also monitors the Monumental Safety and Conservation Program (MSCP), Jewish Monumental Project, escalated internal heritage approvals and grant funding acquittals.

| HERITAGE ADVISORY COMMITTEE (HAC) | | | | |
|---|-----------|----------|----------|----------|
| | 25-Aug-20 | 3-Nov-20 | 9-Mar-21 | 8-Jun-21 |
| Nigel Come BOARD DIRECTOR & HAC CHAIR | YES | YES | YES | YES |
| Julie Rusten HAC INDEPENDENT MEMBER | YES | YES | YES | YES |
| Mary Dewar Dutailis HAC INDEPENDENT MEMBER | YES | YES | YES | YES |
| Samantha Stewart BOARD SECRETARY & EXECUTIVE ASSISTANT | YES | YES | YES | YES |
| Jeff Brazel INTERIM DIRECTOR BUSINESS SERVICES | YES | YES | YES | APOLOGY |
| Sach Killam RGC HERITAGE SPECIALIST | YES | YES | YES | YES |
| Natalie Gane RGC R&D PROJECT MANAGER (until 22 May 2021) & INTERIM DIRECTOR MARKETING & CLIENT SERVICES (from 24 May 2021) | | | YES | YES |

5.3 Operational Pillars

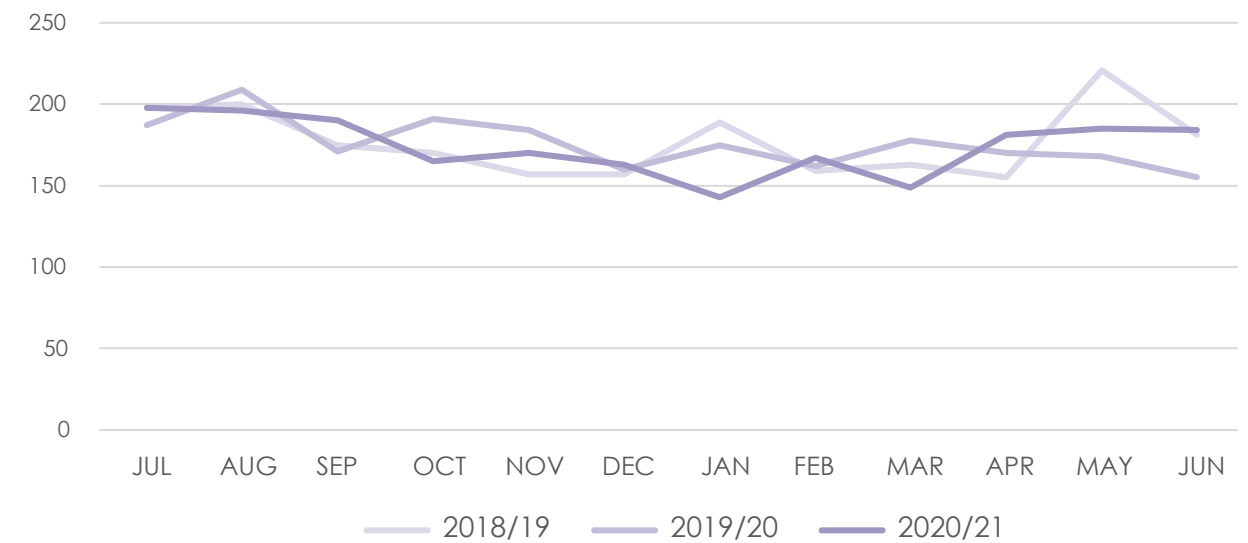
LAND USE AND ACQUISITION

Managing ongoing business operations

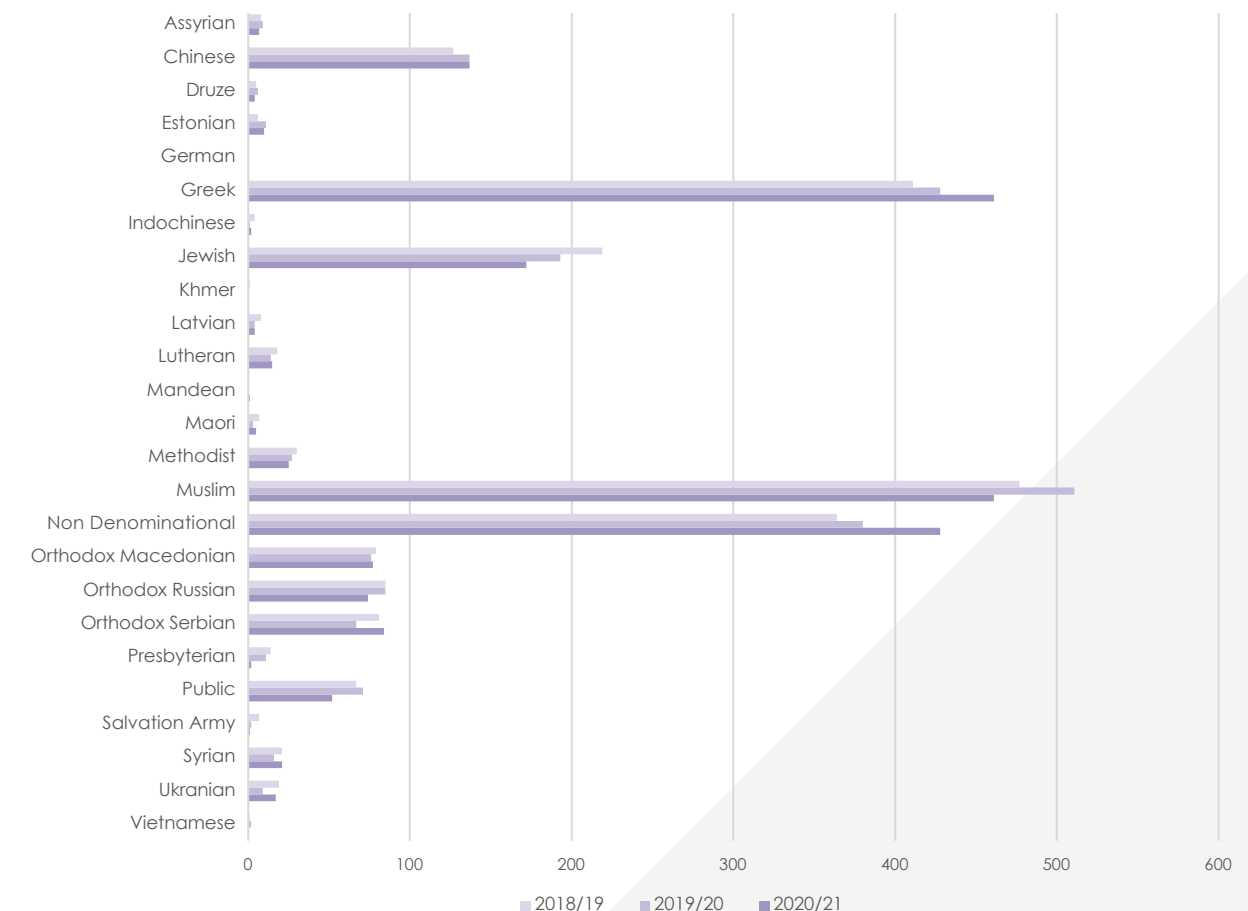
Interment Services

At RGC, we perform burial processes to meet the needs of all of our different religious and cultural groups. During 2020/21 we conducted 2,091 interments across 25 different communities.

Interments Conducted by Month



Interments Conducted by Community



Servicing those with Limited Means

In line with our commitment to affordability and equity, we are the only cemetery in Sydney to offer free (public) burials to those without financial means. This year, we provided 52 public burials.

Optimising land within Rookwood

Land Strategies

It is critical that land shortage be addressed to cater for the earth interment needs of major community groups in Sydney, including Chinese, Jewish, Muslim, and Orthodox communities. RGC is in the last 3% of the useable land remaining for earth interments before having to remove infrastructure and review conservation areas. Estimates of our earth allotment stocks indicate that several of our key communities will be without land for burial in this decade.

Within the gates of Rookwood, strategies to maximise land usage include re-purposing existing buildings, car parks and unused roadways; auditing older areas to identify unused interment spaces; and researching new innovations. The Strategic Plan's focus on the sustainability of Rookwood has plans to develop:

- an ultra-modern mausoleum
- a unique above-ground structure that will offer an earth-style interment
- a revolutionary decomposition project that could enable families to re-use their graves for generations.

Cemetery Improvements

In 2020/21 RGC, we also improved the cemetery with developments of:

- 525 new allotments in Muslim 8 Block H
- 392 new allotments in Muslim Blocks A & E
- 48 new allotments in Serbian Orthodox 4A
- 40 new allotments in Serbian Orthodox Lawn 2
- 220 new allotments in Luk Fook On Yat Yuan - Chinese Lawn 3.
- 64 new allotments in Monumental Lawn D

There were also extensions to existing areas in the following sections:

- 64 new allotments in Jewish Lawns
- 84 new allotments in Assyrian Lawns
- 367 new allotments in Eastern Orthodox LOL-P

Driving innovation

Decomposition Project & Above Ground Structure

The composition of soil within Rookwood is not conducive to the re-use of graves. To address this, RGC is continuing its ongoing long-term decomposition project that is being conducted in collaboration with Dr Boyd Dent (consultant geologist), along with the Australian Facility for Taphonomic Experimental Research (AFTER) facility and the University of Technology Sydney.

The project, now in its fourth year, is researching ways to influence soil composition by exploring safe ways to accelerate the decomposition process, including different soil mixes, water, oxygen, oxidising compounds and varying temperatures. In 2020/21, RGC commenced the third phase of the project with three donors interred at the AFTER facility.

Despite COVID-19 restrictions and lockdowns, ongoing monitoring and testing of groundwater levels, recording of temperature, moisture levels, soil composition and gases continued at all experiment sites throughout the year. Furthermore, the Above Ground Burial structure (patent pending status on the design) is providing some encouraging results.

Spoil Processing Plant

The Spoil Processing Plant is designed to give RGC the ability to completely manage not only our soil, but also our green and organic waste. All soil generated from burial operations is being processed onsite in dry and safe conditions, thus reducing waste by producing a higher volume of reusable soil, which we have called 'Rookwood Soil'. The site also acts as a central point for all waste management, improving safety and clearing up other areas throughout the cemetery.

Due to the COVID-19 challenges, along with significant weather events, the plant was not operating to its full capacity this year. A full time Spoil Plant Manager was appointed in June 2021 and full reporting will be available in the 2021/22 financial year.

UTS

RGC's strategic partnership with the University Technology Sydney (UTS) has provided the opportunity to engage a research fellow and engineering students to assist with a WH&S challenge – the safe movement of coffins within monumental areas. Initial research commenced with UTS's Mechanical and Mechatronic Design Department (MMD) Studio Program. This program is for high performing UTS students to gain industry experience by exploring possible concepts and technologies for future development.

The first team of students completed their work in June 2021 and provided a project report that offered conceptual designs for potential machines/devices to aid burial workers carrying coffins down narrow pathways, as well as manoeuvring coffins around monuments and other obstacles during the interment process.

The second group of students will commence their work in August 2021, utilising the findings of the first group to inform the focus of their project. The work completed by these students will then clarify the direction of Phase Two of the project - the Primary Scoping Study. This study will be led by a research fellow and is scheduled to begin in May 2022.

EQUITY BETWEEN COMMUNITIES

Maintaining fair access to burial sites

Product Development Taskforce

RGC have a dedicated team that meets fortnightly to review current stock levels and future demand. This ensures that all communities are considered equally for additional burial space. Representatives from operations, stakeholders, client services, projects and finance all have input to determine priorities for new section developments and to review the status of projects in construction.

Service Delivery

• Client Services

RGC has a department dedicated to the care of our families. The Client Services team are available every step of the process, whether families are looking to plan ahead by pre-purchasing or for immediate needs. The team is committed to high-quality service delivery and clients are encouraged to provide feedback which is promptly actioned.

• Interment Services

Our interment offerings include monumental and lawn areas, above-ground crypts and mausolea. With non-denominational areas and culturally specific areas tailored to cultural and religious requirements, we have 430 modern and heritage locations for burial.

• Cremation Services

To provide affordable cremations for families during difficult times, we have continued our partnership with an off-site cremation facility to keep costs to a minimum.

• Concierge Services

All services are provided with complimentary concierge services although the impact of COVID-19 has meant that these have been offered in a limited capacity. Since early 2020, services have also included additional comprehensive health and safety measures to protect the community during the COVID-19 crisis.

• Ceremonial Venues

A beautiful and iconic location, we have several venues to suit the needs of our families. These venues offer an intimate setting in which to farewell a loved one. Due to COVID-19, attendance numbers for funerals and memorial services have been restricted and we have offered the live streaming of funerals in our venues to enable families to remain connected.

• Condolence Venues

To meet the needs of our community groups, we manage cultural and non-denominational venues that cater for wakes and memorial services. Village Functions at Rookwood consists of two elegant function rooms and an outdoor courtyard. The centre is fully serviced by a team of hospitality specialists.

• Exhumation Service

Our exhumation service allows families to organise for remains to be removed or transferred to another site. This service must have written approval from NSW Health.

• Genealogy Services

As custodians of Rookwood's historic data, we are committed to providing information on the interments that have taken place at Rookwood. This information is available via our website and our onsite research facility.

• Monumental Services

Physical memorials, from small plaques and headstones to full monuments, are an important part of our culture – as they not only enable the deceased to be acknowledged, but they also provide the living with a place to reflect on their loved ones. We offer families monuments that reflect their loved one's personal, religious, or cultural values.

• Monumental Care

Our Grounds and Maintenance team work hard during the year to maintain the cemetery's serene garden landscape. For families looking for additional care options, we offer special care (an annual program of washing down and preserving the monument) and one-off care (for families looking for a one-off deep clean, ideal for anniversaries and special occasions).

• Heritage Restoration and Conservation

We specialise in heritage restoration and conservation, with our team working to ensure the longevity of historic monuments, memorials and architecture. These services are also available outside of Rookwood.

Engaging with stakeholders

RGC values the contributions from stakeholders and are appreciative of their involvement in ensuring that Rookwood is continually evolving to best serve the changing needs of our communities. The strength of our stakeholder relations is a testament to the time and effort invested by all parties over the years.

We continue to be guided by our multicultural plan, which has been approved by Multicultural NSW. This plan defines how we connect with and ensure equity for the diverse communities that utilise our services.

Over 2020/21, we have engaged with our many stakeholders in a proactive, structured and relevant way to influence and shape RGC's business environment.

Industry Stakeholders

- Funeral Directors
- Stonemasons
- Government
- Cemetery & Crematoria Associations

Devonshire Street Cemetery Service - September 2020

Archaeologists discovered fragmented human remains from the Devonshire Street Cemetery during the 2018-19 excavations for the CBD and South-East Light Rail at Central Station. These remains are associated with the large-scale re-interments to Rookwood at the turn of the 20th century. RGC peacefully reinterred them at Rookwood Cemetery, in view of the original Devonshire Street Cemetery Gates. In this service, we reflected on all of the souls who have been re-interred from Devonshire Street Cemetery within our grounds.

Community Stakeholders

We engage with the following groups regularly:

- Anglican / Church of England
- Armenian
- Assyrian
- Australian First Nations
- Buddhist
- Catholic
- Chinese
- Cuban
- Druze
- Estonian
- Italian
- Jewish
- Korean
- Maori
- Muslim
- Non-denominational
- Orthodox (Greek, Macedonian, Russian, Serbian, Syrian)
- Presbyterian
- Uniting (non-continuing Presbyterian, Methodist and Congregationalists)

The following groups remain an area of focus:

- Asian other (Vietnamese, Indochinese, Khmer)
- Baptist
- Hindu
- Latvian
- Lutheran
- Orthodox (Lebanese, Coptic, Ukranian, Croatian, Romanian, Yugoslavian, Albanian)
- Pacific Islander (Samoan, Tongan, Fijian)
- Pentecostal / Hillsong
- The Salvation Army

Live Streaming for Funerals - Available year-round

While nothing can replace saying goodbye in person, live streaming helps to bridge the gap. To ensure the safety of the community the NSW Government have implemented restrictions on funerals and other memorial services. To assist families who are unable to attend a service due to health or distance, we offer live streaming from the All Souls ceremonial venue. This has been particularly helpful to our communities with loved ones overseas or interstate.

Virtual Meetings with Client Services - Available year-round

To assist families that need to utilise our services during the COVID-19 lockdown, we have implemented virtual meetings. Virtual meetings, which remain in place, enable families who are unable to visit the cemetery to meet with our Client Services team to research their options, with a focus on minimising stress and the pressure to make decisions.

Public Stakeholders

- Grave Owners
- Cemetery Visitors
- Arts Community
- School Groups
- Recreationalists
- Environmental Groups
- Community Activists
- Special Interest Groups
- Volunteer Groups
- Local Businesses
- Media

History Tours - Available year-round

We offer free cemetery tours to the public and community groups to showcase our favourite aspects of Rookwood. By attending these tours, participants have the opportunity to journey back 150 years, discover fascinating cemetery history and visit the graves of notables.

Tour groups are encouraged to support the Friends of Rookwood through donations that are put towards heritage restoration projects.

Rookwood Cemetery Uncovered - August 2020

As a part of Dying to Know Day, we partnered with The Groundswell Project to host an event focused on starting healthy conversations around the process of losing a loved one. Topics focused on how a cemetery operates, what to do if a loved one passes away, utilising a celebrant, Buddhist death perspectives, planning ahead by pre-purchasing a grave and lifelong connections at Rookwood after one's passing. The event was live-streamed and recorded.

Unveiling: Memorial for William Tipple Smith - September 2020

Branded a rogue and a fraud for his claims on the first discovery of gold in NSW, William Tipple Smith died in poverty with an unmarked final resting place in Rookwood Cemetery. With support from BlueScope Steel, NSW Government and crowdfunding from the public, our Monumental-Heritage team have created a memorial befitting the contributions William Tipple Smith made to Australia. Due to the COVID-19 crisis, this was a private event with William Tipple Smith's descendants.

Remembrance Event - November 2020

We have identified over 1,800 service men and women from WWI that are memorialised in Rookwood's unofficial war graves. As a mark of respect to these people we continue to share their stories, care for their graves and in some cases provide a memorial where the grave was previously unmarked.

In 2020, we connected with the Russian community to recognise five "Russian Anzacs" – Russian nationals who enlisted with the Australian Imperial Forces. The Friends of Rookwood also identified Australia's official war artist. The event that culminated in this project enabled the community to unite and recognise all veterans that served in the armed forces to improve the lives of others.

Community Open Days - March & April 2021

In lieu of our large-scale Open Day, we piloted inviting smaller community groups to the cemetery. We held two events – one for the Jewish community (9 March) and one for the Chinese community (27 April). These open days provided an intimate and in-language setting to learn about the history of our important site, relevant to each specific community, as well as client services employee who was available for questions about planning ahead. The event included tours of Rookwood and current selling areas.

Stonemason Carving Competition - March 2021

The inaugural Stonemason Carving Competition showcased the talent of Sydney stonemasons. We had 12 stonemasons exhibit unique creations. Stonemasons were invited to hand carve a snapshot of an existing or original architectural detail, feature or profile within stone. The carvings submitted depicted a geometric architectural detail in a variety of scales and forms. Set within the picturesque gardens of the cemetery, visitors were invited to view and appreciate the unique hand carving skills of these talented stonemasons.

Unveiling: Memorial for David Jones - May 2021

Celebrating the contributions of David Jones, retail pioneer and philanthropist, RGC unveiled the significant heritage conservation work completed on the David Jones family monument. The event was attended by descendants of David Jones and those who provided support for this project.

SUSTAINABILITY IN PERPETUITY

Preparing for the future

Perpetual Fund

There is a general expectation by the public that the cemetery will be maintained in perpetuity. Prior to the amalgamation into OneCrown Cemeteries, RGC had one of the largest perpetual maintenance funds in Australia. It was estimated in 2016 in the KPMG report that RGC would need \$197.7 million invested by the time its last interment license was sold.

As at the end of 2020/21, RGC has a total of \$191.9 million invested to ensure we can meet our future obligations long after Rookwood is closed. This fund, which in future will be combined with the resources of OneCrown Cemeteries, will ensure that the significant maintenance costs to care for the cemetery are accounted for.

PRICING

Benchmarking for longevity

Cost Recovery

In late 2020/21 RGC commissioned a 'full cost recovery' analysis of all licenses and services to market. This base line data will be used to inform future price setting.

Maintaining affordability

Pricing Strategy

RGC has a strong commitment to equity and access having collaborated with our stakeholders to implement a pricing strategy that meets the needs of our communities, whilst taking into account the long-term perpetuity of the cemetery.

Affordable pricing is vital for Rookwood's religious and cultural groups, many of which face higher interment costs due to their end-of-life requirements, including their need for burial over cremation. RGC recognises that pricing reform across the industry is critical to ensuring end-of-life services are within financial reach for families and their loved ones, particularly disadvantaged families that risk 'funeral poverty' from going into debt to give their loved ones a dignified burial or cremation. For families and loved ones, the ritual of a funeral is a necessary part of their grieving process. It is therefore our responsibility to make the burial or cremation experience as easy as possible. This means providing them with affordable and equitable services and making pricing transparent.

HERITAGE AND CONSERVATION

Protecting the past

Inside the Gates

• Monumental Safety and Conservation Program

RGC continued the long-term Monument Safety & Conservation Program with the in-house industry-leading Monumental-Heritage team completing heritage conservation and monument safety work at Rookwood. Projects included the annual survey, emergency works, and annual safety and conservation projects.

2020/21 safety works focused on addressing safety problems with recent monuments in areas of relatively high visitation. This included working with other stonemasons, supervising repairs to their own monuments where they were found to be non-compliant with Australian Standards, as well as completing a special project with two masonry companies to address safety priorities in recent monuments. Combined with repairs completed by RGC's Monumental-Heritage team, 2020/21 saw a transformative improvement in the safety of recent monuments at Rookwood, and will act as a pivot point, accelerating progress in improving the safety and conservation of the monuments which make up the cemetery.

Employee shortages and COVID-19 restrictions impacted on the availability of the Monumental-Heritage team in 2020/21, as did the commitments to the Jewish Monument Project. Despite these challenges, the Monumental-Heritage team have continued to make the cemetery safer each year, while providing industry leadership in both monument safety programs and cemetery conservation.

The MSCP will remain a major focus for 2021/22, with goals including completing the remaining area of Chinese Section 3 (deferred from 2020/21), catching up on survey data and consolidating the progress with recent monument safety to ensure additional improvement in areas of relatively high visitation.

• Works Completed with the Friends of Rookwood

The Monumental-Heritage team were proud to work with the Friends of Rookwood and families to complete important maintenance, conservation, and repair projects on three highly significant monuments from the old Sydney Burial Ground at Devonshire Street (now Central Railway Station).

The maintenance works to the c1873 David JONES family monument included fine hand lettering to re-paint the faded and deteriorated inscriptions, in addition to complex stone conservation work and renewal of the traditional lime-washing, with an historical interpretation plaque funded by the Friends of Rookwood.

The 1842 DALTON altar monument was likewise repaired with funding from Friends of Rookwood, preserving the rare monument which was at high risk of catastrophic collapse.

The 1842 FARRELL monument, whose significance was identified in the State of Vaults Project with Friends of Rookwood volunteers, was conserved with family funding. The team worked on proactively stabilising the cross and rare slate (St Anne's limestone) inscription plaque and maintaining the gravesite.

The column of World War One AIF doctor Major Gladstone Montague HUNT monument was also reinstalled with funding from the Friends of Rookwood, restoring the monument of the Military Cross recipient, who was killed in action in France in October 1917, at 28 years of age.

Funding

RGC received a grant of \$273,700 (inc GST) from Cemeteries and Crematoria NSW in April 2021 to develop several minor capital works and maintenance projects supporting Work Health & Safety (WH&S), community engagement and heritage restoration throughout the cemetery:

- Renovation of the main office gardens
- Installation of 10 aluminium picnic tables
- Installation of 20 wooden benches
- Installation of 147 cemetery directional and section signs
- Installation of 20 history interpretation signs
- Restoration and conservation works on Gravediggers' Hut
- Safety repairs on 100 monuments across Rookwood
- Replacement of pathways

LEADERSHIP WITHIN THE SECTOR

Collaborating within the industry

OneCrown Cemeteries

Where appropriate, RGC adopts a leadership role among the public cemetery operators in relation to coordination/collaboration, resource sharing and amalgamation.

Our expertise in searching for suitable land, conducting due diligence, and engaging with stakeholders were developed during our intensive efforts to secure additional land. The IPART report recommended that the NSW Government be responsible for acquiring land for cemetery use, not the individual Land Managers. Now under OneCrown Cemeteries, RGC is no longer solely responsible for acquiring land, but is working with collective expertise and pooled resources to address this issue.

Diversifying

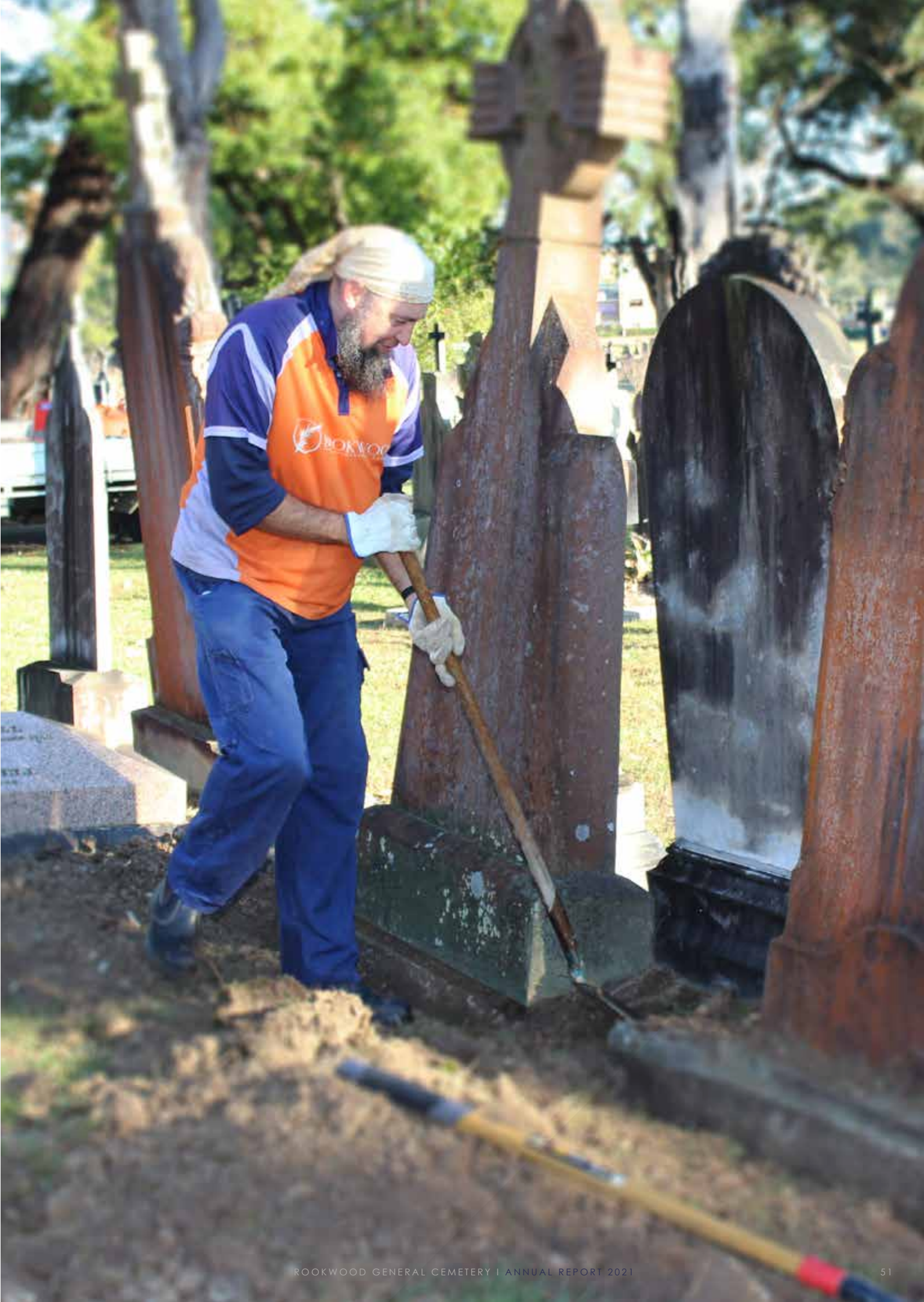
Outside the Gates

The Monumental-Heritage team continued offsite works with numerous councils, churches, and community groups, with most external works being monument safety programs or War Memorial conservation. Major restoration and conservation works were completed on the Woy Woy War Memorial and the Gosford (Christ Church) Celtic Cross War Memorial.

The team provided and expanded external contracts for cemeteries and councils to complete Monument Safety & Conservation programs and works based on the Rookwood MSCP. Many of these projects are ongoing and established, with the Monumental-Heritage team close to being fully booked through to 2026. Additional conservation work continued in Maitland, with the East Maitland Glebe Cemetery CMP Implementation, as well as repairs for families at Hiland Crescent Cemetery in Maitland and for St Matthew's Church in Windsor.

The team completed 14 conservation projects outside the gates of Rookwood during 2020/21 and have deferred three to Quarter 1 of 2021/22 due to COVID-19 restrictions.

| Location | Organisation | Project Synopsis |
|--|---|--|
| Sir Henry Parkes Gravesite, Faulconbridge | Blue Mountains City Council | Mortar repairs, safety work, and re-gilding of monuments and enclosure of Sir Henry PARKES gravesite. |
| Woy Woy War Memorial | Central Coast Council | Lead lettering repairs and complex stone conservation to the highly significant Woy Woy War Memorial in Wondabyne sandstone. |
| Glebe Cemetery | Maitland City Council | Repair of 24 monuments and stabilisation of 2 vaults in CMP Stage 3 Implementation for East Maitland Glebe Cemetery: one of the earliest cemeteries outside the greater Sydney region. |
| Vaucluse House | Sydney Living Museums | Complex lime-based stone conservation work to early sandstone courtyard walls. |
| Glenbrook Bills Horse Trough | Blue Mountains City Council | Safe relocation and essential conservation work to the Bills Horse Trough at Glenbrook, including report outlining future additional conservation options. |
| Gosford Celtic Cross War Memorial | The Poppy Project volunteer & Gosford Christ Church | Cleaning, lime mortar maintenance, and inscription restoration work to the first WWI War Memorial in Gosford. |
| Woronora Memorial Park | Southern Metropolitan Cemeteries | Monument safety and conservation program for Woronora including survey and emergency safety repair works. |
| Farrell Monument | Family | Conservation of the highly significant 1842 FARRELL family sandstone pedestal and cross monument which was originally in the early Sydney Devonshire Street Cemetery |
| Hiland Crescent Cemetery Maitland | Families | Cleaning and inscription maintenance work to two historic gravestones at Hiland Crescent Cemetery for two different families through Maitland City Council. |
| St Thomas Enfield | St Thomas Church | Quarterly monument work days for St. Thomas Church |
| St Matthews Cemetery Windsor | St Matthews Church | Repair of vandalised monument and historic gravestones at relatively high safety risk throughout the early cemetery. |
| Captain WILSON Monument | Family at St Johns Anglican, Ashfield | Cleaning and repair work to notable sandstone stele monument of shipping Captain WILSON. |
| Rookwood Catholic Mortuary 1 | Catholic Cemeteries + Crematoria | Year Two of a major 5-year project to survey Mortuary 1 and repair ~200 monuments per year: conserving significant heritage fabric while making the cemetery demonstrably safer. |
| Blackheath Cemetery | Blue Mountains City Council | Safety repair of high-risk historic monuments throughout Blackheath Cemetery including a rare early concrete-rendered brick column. |



FINANCIALS

6 FINANCIALS

6.1 Administrator's Declaration



Statement by the Accountable Authority

Pursuant to section 7.6(4) of the Government Sector Finance Act 2018 ('the Act'), I state that these financial statements:

- 1) have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the Government Sector Finance Regulation 2018 and the Treasurer's directions, and
- 2) present fairly Rookwood General Cemeteries Reserve Land Manager's financial position, financial performance and cash flows.

DocuSigned by:
Signed by: *Lee Shearer*
49405EB79D1C4B3...

Name: Lee Shearer
Title: Administrator
Date: 09-2021

6.2 Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

Rookwood General Cemeteries Reserve Land Manager

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Rookwood General Cemeteries Reserve Land Manager (the Land Manager), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, 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:

- has been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions,
- presents fairly the Land Manager's financial position, financial performance and cash flows

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 Land Manager 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.

6.2 Independent Auditor's Report (cont'd)

Administrator's Responsibilities for the Financial Statements

The Administrator is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulations and Treasurer's Directions. The Administrator's responsibility also includes such internal control as the Administrator determines 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 Administrator is responsible for assessing the Land Manager'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. The description forms part of my auditor's report.

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

- that the Land Manager carried out its activities effectively, efficiently and economically
- 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.



Min Lee
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

22 September 2021
SYDNEY



6.3 Financial statements

Rookwood General Cemeteries Reserve Land Manager

Statement of Comprehensive Income for the Year Ended 30 June 2021

| | NOTE | 30 JUNE 2021 \$'000 | RESTATED ¹ 30 JUNE 2020 \$'000 |
|---|-------|------------------------|---|
| CONTINUING OPERATIONS | | | |
| Expenses excluding losses | | | |
| Employee-related expenses | 2 (a) | (7,968) | (8,398) |
| Operating expenses | 2 (b) | (8,960) | (8,382) |
| Depreciation and amortisation | 2 (c) | (1,511) | (1,538) |
| Total expenses excluding losses | | (18,439) | (18,318) |
| Revenue | | | |
| Sale of goods and services from contracts with customers | 3 (a) | 23,787 | 21,358 |
| Investment revenue | 3 (b) | 29,092 | (2,082) |
| Grants and other contributions | 3 (c) | 1,038 | 820 |
| Total revenue | | 53,917 | 20,096 |
| Operating result | | 35,478 | 1,778 |
| Gains / (losses) on disposal | 4 | 7 | (13) |
| Net result from continuing operations | | 35,485 | 1,765 |
| OTHER COMPREHENSIVE INCOME | | | |
| Changes in revaluation surplus of property, plant and equipment | | - | 521 |
| Total other comprehensive income | | - | 521 |
| TOTAL COMPREHENSIVE INCOME | | 35,485 | 2,286 |

¹ See note 20 for details regarding the restatement as a result of a change in accounting policy. The accompanying notes form part of these financial statements.

Rookwood General Cemeteries Reserve Land Manager

Statement of Financial Position as at 30 June 2021

| | NOTE | 30 JUNE 2021 \$'000 | RESTATED ¹ 30 JUNE 2020 \$'000 | RESTATED ¹ 1 JULY 2019 \$'000 |
|--------------------------------------|------|------------------------|---|--|
| CURRENT ASSETS | | | | |
| Cash and cash equivalents | 5 | 2,645 | 2,868 | 787 |
| Receivables | 6 | 628 | 873 | 913 |
| Inventories | 7 | 6,243 | 7,023 | 7,606 |
| Other financial assets | | | | 600 |
| Total current assets | | 9,516 | 10,764 | 9,906 |
| NON-CURRENT ASSETS | | | | |
| Financial assets at fair value | 8 | 191,869 | 153,519 | 152,853 |
| Other financial assets | 9 | - | 199 | 573 |
| Property, plant and equipment | | | | |
| - Land and buildings | | 34,480 | 35,094 | 33,046 |
| - Plant and equipment | | 832 | 1,433 | 2,085 |
| - Infrastructure systems | | 1,390 | 1,805 | 2,061 |
| Total property, plant and equipment | 10 | 36,702 | 38,332 | 37,192 |
| Total non-current assets | | 228,571 | 192,050 | 190,618 |
| Total assets | | 238,087 | 202,814 | 200,524 |
| CURRENT LIABILITIES | | | | |
| Payables | 12 | 824 | 1,064 | 1,653 |
| Contract liabilities | 14 | 1,261 | 1,325 | 753 |
| Provisions | 13 | 1,188 | 1,103 | 1,112 |
| Total current liabilities | | 3,273 | 3,492 | 3,518 |
| NON-CURRENT LIABILITIES | | | | |
| Contract liabilities | 14 | 110 | 122 | 133 |
| Provisions | 13 | 385 | 367 | 326 |
| Total non-current liabilities | | 496 | 489 | 459 |
| Total liabilities | | 3,769 | 3,981 | 3,977 |
| Net assets | | 234,318 | 198,833 | 196,547 |
| EQUITY | | | | |
| Accumulated funds | 15 | 206,878 | 171,393 | 169,628 |
| Reserves | 15 | 27,440 | 27,440 | 26,919 |
| TOTAL EQUITY | | 234,318 | 198,833 | 196,547 |

¹ See note 20 for details regarding the restatement as a result of a change in accounting policy. The accompanying notes form part of these financial statements.

Rookwood General Cemeteries Reserve Land Manager

Statement of Changes in Equity for the Year Ended 30 June 2021

| | ACCUMULATED FUNDS \$'000 | ASSET REVALUATION SURPLUS \$'000 | TOTAL \$'000 |
|--|-----------------------------|-------------------------------------|-----------------|
| Balance at 1 July 2020 | 173,192 | 27,440 | 200,632 |
| Restatement due to change in accounting policy ¹ | (1,799) | | (1,799) |
| Restated balance at 1 July 2020¹ | 171,393 | 27,440 | 198,833 |
| Net result for the year | 35,485 | | 35,485 |
| Other comprehensive income | | | |
| Net change in revaluation surplus of property, plant and equipment | - | - | - |
| Total other comprehensive income | - | - | - |
| Total comprehensive income for the year | 35,485 | - | 35,485 |
| Balance at 30 June 2021 | 206,878 | 27,440 | 234,318 |

| | ACCUMULATED FUNDS \$'000 | ASSET REVALUATION SURPLUS \$'000 | TOTAL \$'000 |
|---|-----------------------------|-------------------------------------|-----------------|
| Balance at 1 July 2019 | 171,516 | 26,919 | 198,435 |
| Restatement due to change in accounting policy ¹ | (1,888) | | (1,888) |
| Restated balance at 1 July 2019¹ | 169,628 | 26,919 | 196,547 |
| Restated net result for the year¹ | 1,765 | | 1,765 |
| Other comprehensive income | | | |
| Net change in revaluation surplus of property, plant and equipment | - | 521 | 521 |
| Total other comprehensive income | - | 521 | 521 |
| Restated total comprehensive income for the year¹ | 1,765 | 521 | 2,286 |
| Restated balance at 30 June 2020¹ | 171,393 | 27,440 | 198,833 |

¹ See note 20 for details regarding the restatement as a result of a change in accounting policy
The accompanying notes form part of these financial statements.

Rookwood General Cemeteries Reserve Land Manager

Statement of Cash Flows for the Year Ended 30 June 2021

CASH FLOWS FROM OPERATING ACTIVITIES

Payments

| | | |
|----------------------------------|-----------------|-----------------|
| Employee related | (7,811) | (8,408) |
| Suppliers for goods and services | (10,687) | (10,655) |
| Total payments | (18,498) | (19,063) |

Receipts

| | | |
|--------------------------------|---------------|---------------|
| Sales of goods and services | 26,707 | 24,484 |
| Interest received | 106 | 190 |
| Grants and other contributions | 1,038 | 820 |
| Total receipts | 27,851 | 25,494 |

| | | | |
|---|-----------|--------------|--------------|
| Net cash flows from operating activities | 18 | 9,353 | 6,431 |
|---|-----------|--------------|--------------|

CASH FLOWS FROM INVESTING ACTIVITIES

| | | |
|---|----------|----------|
| Proceeds from sale of property, plant and equipment | 61 | 51 |
| Proceeds from sale of financial assets | 486 | 8,065 |
| Repayment of other loans and deposits ² | 200 | 1,000 |
| Purchase of property, plant and equipment | (131) | (2,220) |
| Purchase of financial assets | (10,192) | (11,246) |

| | | |
|---|----------------|----------------|
| Net cash flows from investing activities | (9,576) | (4,350) |
|---|----------------|----------------|

| | | |
|--|-------|-------|
| Net increase/(decrease) in cash and cash equivalents | (223) | 2,081 |
|--|-------|-------|

| | | |
|-----------------------------------|-------|-----|
| Opening cash and cash equivalents | 2,868 | 787 |
|-----------------------------------|-------|-----|

| | | | |
|--|----------|--------------|--------------|
| Closing cash and cash equivalents | 5 | 2,645 | 2,868 |
|--|----------|--------------|--------------|

¹ See note 20 for details regarding the restatement as a result of a change in accounting policy
² Previously disclosed in error as a financing activity
The accompanying notes form part of these financial statements.

NOTES TO AND FORMING PART OF THE AUDITED FINANCIAL STATEMENTS ON THE FOLLOWING PAGES

FOR THE PERIOD ENDED 30 JUNE 2021

1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

(A) Reporting Entity

The Rookwood General Cemeteries Reserve Land Manager (the Entity), is a NSW government entity and is controlled by the state of New South Wales, which is the ultimate parent. The Entity is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The most suitable business model for delivering the potential efficiency gains has not yet been determined.

The Entity is a Crown Reserve Land Manager operating under the Cemeteries And Crematoria ACT 2013 (NSW). The Entity is primarily involved in the provision of burial and memorialisation services for the public.

On the 28 May 2021 the Hon Melinda Pavey, MP, Minister for Water, Property And Housing, appointed Leedar Investments Pty Ltd (Lee Shearer nominated) to administer Rookwood General Cemeteries Crown Reserve Land Manager for a term of 12 months expiring 27 May 2022. This appointment was in response to the 11th hour report with the gazettal also including Southern Metropolitan Cemeteries Crown Land Manager, Northern Cemeteries Crown Land Manager and Rookwood Necropolis Crown Land Manager. The Administrator has adopted the brand 'One Crown'. The intent of the appointment is to realize the potential efficiencies identified in the 11th hour report without overtly impacting service delivery standards at the various sites.

These financial statements for the year ended 30 June 2021 have been authorised for issue by the Administrator on 20/09/2021.

(B) Basis Of Preparation

The entity's financial statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- Applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- The requirements of the Government Sector Finance Act 2018 (GSF Act).
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment, investment property, assets (or disposal groups) held for sale and certain financial assets and liabilities are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

All amounts are rounded to the nearest one thousand dollars 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) Accounting For The Goods And Services Tax

Income, expenses and assets are recognised part of an asset's cost of acquisition or as net of the amount of goods and services tax (GST), except that the:

- amount of GST incurred by the entity as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense and
- receivables and payables 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 are recoverable from, or payable to, the ATO are classified as operating cash flows.

(E) Comparative Information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

(F) New Or Revised AAS

i) Effective for the first time in FY2020-21

The entity applied AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) for the first time. The nature and effect of the changes as a result of adoption of this new accounting standard are described below.

Several other amendments and interpretations apply for the first time in FY2020-21, but do not have an impact on the financial statements of the entity.

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 is effective for the entity from 1 July 2020. At the same time NSW Treasury Policy and Guideline Paper TPP 06-8: Accounting for Privately Financed Projects (TPP 06-8) was withdrawn effective from 1 July 2020.

Service Concession Arrangements are contracts between an operator and a grantor, where the operator provides public services related to a service concession asset on behalf of the grantor for a specified period of time and manages at least some of those services.

Where AASB 1059 applies, the grantor recognises the service concession asset when the grantor obtains control of the asset and measures the service concession asset at current replacement cost. At the same time the grantor recognises a corresponding financial liability or unearned revenue liability or a combination of both.

The entity has not entered into any Service Concession Arrangements and, therefore, the adoption AASB 1059 has not had an impact on Assets, Liabilities or Statement of Cashflows.

ii) New accounting standards and interpretations not yet mandatory or early adopted

Australian Accounting Standards and Interpretations that have been issued or amended but are not yet mandatory, have not been early adopted by the entity for the annual reporting period ended 30 June 2021. The outcome of the entity's assessment of these new or amended Accounting Standards and Interpretation, most relevant to the entity, is that there is no material impact on the financial statements.

(G) Impact Of Covid-19 On Financial Reporting For 2020-21

At the height of the COVID-19 pandemic in Sydney (March 2020 to May-June 2020) the entity invoked measures to ensure business continuity, which in hindsight, provided the platform for the entity to successfully mitigate the impacts of COVID-19 to have been able to arrive at 30 June 2021 in a strong financial position. We will continually monitor the evolving COVID-19 situation and respond as necessary.

Below is further information on entity's responses to and impacts of COVID-19.

Revenue

Revenue levels for the entity have not been materially impacted by COVID-19 for the financial year ended 30 June 2021.

Interment Services

The level of interment services was not materially impacted by COVID-19 for the financial year ended 30 June 2021.

Inventory

Inventory levels for the entity have not been materially impacted by suppliers or service providers having any reduced capacity as a consequence of COVID-19 for the financial year ended 30 June 2021.

Financial Assets

Dividends and interest received from Financial Investments increased by 87% for the financial year ended 30 June 2021. COVID-19 had a material impact on the financial markets to 30 June 2020.

The FV of Investments deteriorated by \$13.7M in the financial year ended 30 June 2020 as a result of COVID-19 but recovered \$7.7M (56%) of that in the financial year ended 30 June 2021.

Impairment / Expected Credit Losses

With the exception of the consequential impacts on the valuation and income from investments, COVID-19 has had limited impact on the entity's operations and financial performance/position. As at 30 June 2021, COVID-19 has had no material impact on the impairment of non-financial assets or expected credit losses associated with trade receivables.

Rookwood General Cemeteries Reserve Land Manager

2 EXPENSES EXCLUDING LOSSES

(a) Employee Related Expenses

| | 30 JUNE 2021 \$'000 | RESTATED ¹ 30 JUNE 2020 \$'000 |
|---|------------------------|---|
| Salaries and wages | (6,817) | (7,272) |
| Superannuation - defined contribution plans | (597) | (647) |
| Workers' Compensation Insurance | (448) | (422) |
| Movement in employee benefits provisions | (104) | (31) |
| Fringe benefit tax | (2) | (26) |
| | (7,968) | (8,398) |

(b) Operating Expenses

| | | |
|--|----------------|----------------|
| Auditor's remuneration - audit of the financial statements | (90) | (95) |
| Cost of sales | (3,611) | (3,331) |
| Maintenance* | (634) | (419) |
| Insurance | (224) | (190) |
| Consultants | (703) | (544) |
| Research and development | (96) | - |
| Operating lease rental expense | (2) | - |
| Brokerage Fees | - | (19) |
| Other operating expenses** | (3,600) | (3,784) |
| | (8,960) | (8,382) |

*No employee related maintenance expenses are included in the maintenance category.

**Additional expense recognised formerly as capitalised software intangible asset of \$123K in FY 2019-20 and reversal of amortisation expense of \$212K on assets formerly capitalised as software intangible assets in FY2019-20

Recognition and Measurement

Maintenance expense

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 component of an asset, in which case the costs are capitalised and depreciated.

Cost of sales

Cost of goods sold are recognised as and when a sale occurs.

(c) Depreciation And Amortisation Expenses

Depreciation

| | | |
|--------------------|----------------|----------------|
| Buildings | (570) | (514) |
| Civil works | (311) | (305) |
| Computers | (86) | (102) |
| Motor Vehicles | (234) | (260) |
| Plant & Equipments | (310) | (357) |
| | (1,511) | (1,538) |

Refer to note 10 for recognition and measurement policies on depreciation.

¹ See note 20 for details regarding the restatement as a result of a change in accounting policy

3 REVENUE

Recognition and Measurement

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

Sale of goods

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

| TYPE OF GOOD | NATURE OF TIMING OF SATISFACTION OF PERFORMANCE OBLIGATION, INCLUDING SIGNIFICANT PAYMENT TERMS | REVENUE RECOGNITION POLICIES |
|--------------------|--|--|
| Interment licences | <p>The performance obligation of transferring the right of interment is typically satisfied at the point in time that payment and all necessary documents have been received from the customer.</p> <p>Payments from customers are typically received in advance of the right to inter being provided.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |

| TYPE OF GOOD | NATURE OF TIMING OF SATISFACTION OF PERFORMANCE OBLIGATION, INCLUDING SIGNIFICANT PAYMENT TERMS | REVENUE RECOGNITION POLICIES |
|----------------------|---|--|
| Monument products | <p>The performance obligation of delivering and installing a completed monument is typically satisfied when the customer confirms that the monument product delivered is acceptable.</p> <p>Payments from customers are typically received in advance of the monumental product being delivered except in instances when the total contract value exceeds \$5,000, in which case 50% is payable in advance and the remainder is payable when the monument product is delivered.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |
| Stonemasons' permits | <p>The performance obligation of issuing a permit is typically satisfied when the works proposed by the customer are approved by the entity.</p> <p>Payments from customers are typically due 7 days after the date the permit is issued.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |

Rendering of services

Revenue from rendering of services is recognised when the Entity satisfies the performance obligation by transferring the promised services.

| TYPE OF SERVICE | NATURE OF TIMING OF SATISFACTION OF PERFORMANCE OBLIGATION, INCLUDING SIGNIFICANT PAYMENT TERMS | REVENUE RECOGNITION POLICIES |
|-----------------------------|---|--|
| Interment services | <p>The performance obligations in relation to interment services are typically satisfied when the interment event has occurred.</p> <p>Payments from customers are typically received either in advance or at the time of service provision with exception to some customers that have access to 7-day payment terms.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |
| Government interment levies | <p>The performance obligations in relation to interment services are typically satisfied when the interment event occurs.</p> <p>Payments from customers are typically received either in advance or at the time of service provision with exception to some customers that have access to 7-day payment terms."</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |
| Monument works | <p>The performance obligation of completing works on a monument is typically satisfied when the customer confirms that the monument works delivered are acceptable.</p> <p>Customer payments are typically received in advance of the monument works starting except in instances when the total contract value exceeds \$5,000, in which case 50% is payable in advance and the remainder is payable when the monument works delivered are accepted by the customer.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |

| TYPE OF SERVICE | NATURE OF TIMING OF SATISFACTION OF PERFORMANCE OBLIGATION, INCLUDING SIGNIFICANT PAYMENT TERMS | REVENUE RECOGNITION POLICIES |
|---------------------------------|---|--|
| Annual and abiding care | <p>The performance obligations in relation to annual and abiding care is typically satisfied on an on-going basis over a 12 month period. As the performance obligation is over time (a 12 month period), the revenue from abiding care recognised at the end of the year achieves that basis. The revenue from annual care recognised on receipt is not material and recognition on this basis will not materially impact the financial statements.</p> <p>Payments from customers are typically received in advance of service provision.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point when payment is received, in the case of annual care, or at the end of the financial year, in the case of abiding care. |
| Administration and other income | <p>The performance obligations in relation to administration services is typically satisfied when the service activities are completed for the customer and payment is received.</p> <p>Payments from customers are typically received at the time of service provision.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |
| Chapel services | <p>The performance obligations in relation to chapel services is typically satisfied when the service is delivered.</p> <p>Payments from customers are typically received either in advance or at the time of service provision with exception to some customers that have access to 7-day payment terms.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |
| Exhumations | <p>The performance obligations in relation to exhumation services is typically satisfied when the service is delivered.</p> <p>Payments from customers are typically received either in advance or at the time of service provision.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |
| Cremation services | <p>The performance obligations in relation to cremation services is typically satisfied when the service is delivered.</p> <p>Payments from customers are typically received either in advance or at the time of service provision with exception to some customers that have access to 7-day payment terms.</p> | Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied. |

Refer to Note 14 for the disclosure of the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, and when the entity expects to recognise the unsatisfied portion as revenue.

(a) SALE OF GOODS AND SERVICES FROM CONTRACTS WITH CUSTOMERS

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|-----------------------------------|------------------------|------------------------|
| Sale of goods | | |
| - Interment licences | 14,997 | 13,461 |
| - Monument products | 1,845 | 1,398 |
| - Stonemasons' permits | 598 | 543 |
| Subtotal of sale of goods | 17,440 | 15,402 |
| Rendering of services | | |
| - Interment services | 5,381 | 5,099 |
| - Government interment levies | 142 | 134 |
| - Monument works | 429 | 293 |
| - Annual and abiding care | 88 | 90 |
| - Administration and other income | 136 | 177 |
| - Chapel services | 72 | 85 |
| - Exhumations | 43 | 27 |
| - Cremation services | 56 | 51 |
| Subtotal of rendering of services | 6,347 | 5,956 |
| | 23,787 | 21,358 |

(b) INVESTMENT REVENUE

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|---|------------------------|------------------------|
| Net gain / (loss) from TCorp IM Funds measured at fair value through profit or loss | 7,657 | (13,692) |
| Rental income | 303 | 290 |
| Dividend income | 443 | 582 |
| Interest income from financial assets at fair value through profit and loss | 20,689 | 10,739 |
| | 29,092 | (2,082) |

Recognition and Measurement**Interest income**

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For financial assets that become credit impaired, the effective interest rate is applied to the amortised cost of the financial asset (i.e. after deducting the loss allowance for expected credit losses).

Rental income

Rental income arising from a licence agreement is accounted for based on sales generated each month or on a straight-line basis.

Dividend income

Dividend income is recognised when the entity's right to receive payment has been established.

(c) GRANTS AND OTHER CONTRIBUTIONS

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|-------------------------|------------------------|------------------------|
| Commonwealth JobKeeper | 739 | 770 |
| Commonwealth Cash Boost | 50 | 50 |
| NSW Government Grants | 249 | - |
| | 1,038 | 820 |

Recognition and Measurement

Revenue from grants and contributions with sufficiently specific performance obligations is recognised as when the Entity satisfies a performance obligation by transferring the promised goods. The Entity received government contributions in relation to COVID-19. The Entity typically satisfies its performance obligations when wages are paid to employees. Revenue from these contributions is recognised based on the wages amount specified in the COVID-19 measures introduced by the federal government, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. The funding payments are usually received shortly after the relevant obligation is satisfied.

(d) APPROPRIATIONS

As the entity is not an entity that receives or recovers (including from the Commonwealth or another entity) appropriations of a kind prescribed by the regulations that (a) forms part of the Consolidated Fund, and (b) is not appropriated under the authority of an Act, there are no appropriations (deemed or otherwise) reported.

4. GAINS / (LOSSES) ON DISPOSAL

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|---|------------------------|------------------------|
| Net gain on disposal of property, plant & equipment | 7 | (13) |
| | 7 | (13) |

5. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|--------------------------|------------------------|------------------------|
| Cash at bank and on hand | 2,645 | 2,868 |
| | 2,645 | 2,868 |

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash at bank, cash on hand and short-term deposits with original maturities of three months or less and subject to an insignificant risk of changes in value.

Refer Note 19 for details regarding credit risk and market risk arising from financial instruments.

6. CURRENT ASSETS - RECEIVABLES

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|---|------------------------|------------------------|
| Trade receivables from contracts with customers | 196 | 308 |
| | 196 | 308 |
| Less Allowance for expected credit losses* | | |
| - Trade receivables from contracts with customers | (8) | (11) |
| Total expected credit losses | (8) | (11) |
| Prepayments | 236 | 248 |
| Investment income receivable | 70 | 33 |
| Other Debtors | 134 | 295 |
| | 440 | 576 |
| | 628 | 873 |
| *Movement in the allowance for expected credit loss | | |
| Balance at 1 July | 11 | 18 |
| Amounts recovered during the year | - | - |
| Increase/(Decrease) in allowance recognised in net result | (3) | (7) |
| Balance at end | 8 | 11 |

Recognition and measurement

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The entity holds receivables with the objective to collect the contractual cash flows and therefore measures them 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.

Impairment

The entity recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, the entity applies a simplified approach in calculating ECLs. The entity recognises a loss allowance based on lifetime ECLs at each reporting date. The entity has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

7. CURRENT ASSETS - INVENTORIES

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|--|------------------------|------------------------|
| Held-for-resale | | |
| Materials and goods for resale at cost | 102 | 104 |
| Interment sites at cost | 4,489 | 5,163 |
| Mausoleum and crypts at cost | 308 | 536 |
| Work in progress at cost | 1,344 | 1,220 |
| | 6,243 | 7,023 |

Materials and goods for resale

Materials and goods for resale are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

Costs are assigned on a first-in, first-out basis.

Interment sites

Interment sites are valued at the lower of the cost of development and net realisable value. The cost of the interment sites is recognised in the income statement on the signing of an unconditional contract of sale and the issuance of a burial licence. Effective control of the interment site is passed to the buyer at this point. Cost of good sold is determined by reference to average cost of section development cost per unit of interment site within each section/area.

Mausoleums and crypts

Mausoleums and crypts are valued at the lower of the cost of development and net realisable value. The cost of the mausoleum or crypt is recognised in the income statement on the signing of an unconditional contract of sale and the issuance of a burial licence. Effective control of the mausoleum or crypt site is passed to the buyer at this point. Cost of good sold is determined by reference to average cost of section development cost per unit of the mausoleum or crypt within each section/area.

Construction contracts and work in progress

Construction contracts and works in progress are valued at the cost of materials and supplies utilised.

As projects are relatively short-term in nature, costs are brought to account on completion and once accepted by the buyer.

8. NON-CURRENT ASSETS - FINANCIAL ASSETS AT FAIR VALUE

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|-----------------------------|------------------------|------------------------|
| TCorp Long-term Growth Fund | 170,114 | 139,300 |
| TCorp Strategic Cash Fund | 8,228 | 3,610 |
| | 178,342 | 142,910 |
| Investment in equity shares | | |
| Listed shares | 13,527 | 10,609 |
| | 13,527 | 10,609 |
| | 191,869 | 153,519 |

Refer to Note 19 for further information regarding fair value measurement, credit risk, and market risk arising from financial instruments.

All 'regular way' purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Classification and measurement

The entity's financial assets at fair value are classified at initial recognition, as subsequently measured at fair value through profit or loss.

Transaction costs of financial assets carried at fair value through profit or loss are expensed in net results. Transaction costs of financial assets carried at other comprehensive income are included as part of their fair value and amortised to net results using the effective interest method.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value under AASB 9.

Financial assets are held for trading if acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments.

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. TCorpIM Funds are managed and their performance is evaluated on a fair value basis and therefore the business model is neither to hold to collect contractual cash flows or sell the financial asset. Hence these investments are mandatorily required to be measured at fair value through profit or loss.

Notwithstanding the criteria to be classified at amortised cost or at fair value through other comprehensive income, financial assets may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

A gain or loss on a financial asset that is subsequently measured at fair value through profit or loss is recognised in net results and presented net within other gains/(losses), except for TCorpIM Funds that are presented in 'investment revenue' in the period in which it arises.

Shares have no fixed maturity date or coupon rate, are at fair value and are quoted on the Australian Stock Exchange.

9. NON-CURRENT ASSETS - OTHER FINANCIAL ASSETS

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|--------------------------|------------------------|------------------------|
| Other loans and deposits | - | 199 |
| | - | 199 |

Refer to Note 19 for further information regarding fair value measurement, credit risk, and market risk arising from financial instruments.

* The Entity provided an interest free loan to Rookwood Necropolis Land Manager. The remaining balance of \$200,000 was paid by Rookwood Necropolis Land Manager to the entity in the current financial year.

10. TOTAL PROPERTY, PLANT AND EQUIPMENT

| | LAND AND BUILDINGS \$'000 | PLANT AND EQUIPMENT \$'000 | INFRASTRUCTURE SYSTEMS \$'000 | TOTAL \$'000 |
|--|------------------------------|-------------------------------|----------------------------------|-----------------|
| At 1 July 2020 - fair value | | | | |
| Gross carrying amount | 44,648 | 6,187 | 4,949 | 55,784 |
| Accumulated depreciation and impairment | (9,554) | (4,754) | (3,144) | (17,452) |
| Net carrying amount | 35,094 | 1,433 | 1,805 | 38,332 |
| At 30 June 2021 - fair value | | | | |
| Gross carrying amount | 44,604 | 6,170 | 4,159 | 54,933 |
| Accumulated depreciation and impairment | (10,124) | (5,338) | (2,769) | (18,231) |
| Net carrying amount | 34,480 | 832 | 1,390 | 36,702 |
| Year ended 30 June 2021 | | | | |
| Net carrying amount at beginning of year | 35,094 | 1,433 | 1,805 | 38,332 |
| Additions | 46 | 82 | 3 | 131 |
| Disposals | - | (53) | (107) | (160) |
| Depreciation expense | (570) | (630) | (311) | (1,511) |
| Other movements - expensing of previous planning works from work-in-progress | (90) | | | (90) |
| Net carrying amount at end of year | 34,480 | 832 | 1,390 | 36,702 |
| At 1 July 2019 - fair value | | | | |
| Gross carrying amount | 33,862 | 3,826 | 2,626 | 40,314 |
| Accumulated depreciation and impairment | (816) | (1,741) | (565) | (3,122) |
| Net carrying amount | 33,046 | 2,085 | 2,061 | 37,192 |
| At 30 June 2020 - fair value | | | | |
| Gross carrying amount | 44,648 | 6,187 | 4,949 | 55,784 |
| Accumulated depreciation and impairment | (9,554) | (4,754) | (3,144) | (17,452) |
| Net carrying amount | 35,094 | 1,433 | 1,805 | 38,332 |
| Year ended 30 June 2020 | | | | |
| Net carrying amount at beginning of year | 33,046 | 2,085 | 2,061 | 37,192 |
| Additions | 2,050 | 122 | 48 | 2,220 |
| Disposals | (9) | (55) | - | (64) |
| Net revaluation increments less revaluation decrements | 521 | - | - | 521 |
| Depreciation expense | (514) | (719) | (304) | (1,537) |
| Net carrying amount at end of year | 35,094 | 1,433 | 1,805 | 38,332 |

Recognition and Measurement

Acquisition of property, plant and equipment

Property, plant and equipment 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 that asset when initially recognised in accordance with the requirements of other AAS.

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 over the period of credit.

Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$1,000 and above individually (or forming part of a network costing more than \$1,000) are capitalised.

Major inspection costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

Restoration costs

The present value of the expected cost for the restoration or cost of dismantling of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Depreciation of property, plant and equipment

Except for certain non-depreciable assets, depreciation is provided for on a straight-line basis so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

All material identifiable components of assets are depreciated separately over their useful lives.

Land is not a depreciable asset.

| | DEPRECIATION RATES | |
|------------------------|--------------------|-----------|
| | 2021 % PA | 2020 % PA |
| Buildings | 2.5 - 5.0 | 2.5 - 5.0 |
| Plant and equipment | 5 - 33.3 | 5 - 33.3 |
| Infrastructure systems | 5 - 20.0 | 5 - 20.0 |

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP14-01). This policy adopts fair value in accordance with AASB 13, AASB 116 and AASB 140 Investment Property.

Property, plant and equipment is measured at the highest and best use by market participants that is 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 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 to Note 12 for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class

does not differ materially from its fair value at reporting date. The entity conducts a comprehensive revaluation at least every three years for its land and buildings (except infrastructure and land under infrastructure) where the market or income approach is the most appropriate valuation technique and at least every five years for other classes of property, plant and equipment. The next comprehensive revaluation, which will be based on an independent assessment, is in process.

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 to revaluation surplus in equity. However, 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 to the extent that it offsets an existing revaluation surplus on 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 revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Where 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

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. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as 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.

Specialised assets held for continuing use of their service capacity are rarely sold and their cost of disposal is typically negligible. Their recoverable amount is expected to be materially the same as fair value, where they are regularly revalued under AASB 13.

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.

11 FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

Fair value measurement and 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 identical assets / liabilities 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.

a) Fair value hierarchy

| 2021 | LEVEL 1 | LEVEL 2 | LEVEL 3 | TOTAL |
|--|---------|---------|---------|--------|
| | | | | |
| Property , Plant and Equipment (Note 10) | | | | |
| | | | | |
| Land and buildings | | | 34,480 | 34,480 |
| Plant and equipment | | | 832 | 832 |
| Infrastructure systems | | | 1,390 | 1,390 |
| Total | - | - | 36,702 | 36,702 |

| 2020 | LEVEL 1 | LEVEL 2 | LEVEL 3 | TOTAL |
|--|---------|---------|---------|--------|
| | | | | |
| Property , Plant and Equipment (Note 10) | | | | |
| | | | | |
| Land and buildings | | | 35,094 | 35,094 |
| Plant and equipment | | | 1,433 | 1,433 |
| Infrastructure systems | | | 1,805 | 1,805 |
| Total | - | - | 38,332 | 38,332 |

b) Valuation techniques, inputs and processes

| | VALUATION TECHNIQUE | COMMENTS |
|------------|--------------------------|--|
| Crown land | Market approach | Based on market evidence for open space land |
| Building | Current replacement cost | Based on Replacement Cost |

Fair value of the entity's main property assets is estimated based on appraisals performed by independent, professionally-qualified property valuers. The significant inputs and assumptions are

developed in close consultation with management. The valuation processes and fair value changes are reviewed by management and Audit and Risk Committee at each reporting date.

Further information about the valuation of the land and buildings is set out below.

The appraisal for Crown land was carried out using a market approach that reflects observed prices for recent market transactions for similar properties and incorporates adjustments for factors specific to the land in question, including plot size, location, encumbrances and current use.

The land was revalued on 30 June 2020.

The entity engages external, independent and qualified valuers to determine the fair value of its land and building assets on a regular basis. As at 30 June 2020 a comprehensive revaluation was undertaken for Land and Buildings subject to revaluation by Opteon valuers.

The next formal valuation of Land and Buildings is due for the financial period ending 30 June 2023. For the period 1 July 2020 to 30 June 2021, the entity engaged Opteon valuers to provide a desktop assessment in relation to the adjustment factor to be applied to land, buildings and infrastructure. These adjustments are considered for valuation updates in the interim years pending reinspection and formal revaluations of assets owned by the entity. This work identified that the average annual movement in land values in the immediate area of the entity over the last year was from 2.5% to 5% and, therefore, the current square metre rate of \$75, as calculated by the 30 June 2020 formal valuation, is deemed to reflect fair value as at 30 June 2021. After adjusting land status for the activities in the twelve (12) months between 30 June 2020 and 30 June 2021 to recognise land 'Buried Out', the overall land value only increased by 3.79% and was, therefore, deemed immaterial.

A significant discount (89%) has been applied to interred land compared to similar land that has not been utilised for this purpose. This discount reflects the impact to the parcel and the resulting significant reduction in utility to unconstrained land. A Fair Value Hierarchy of Level 3 has been adopted for this component.

The value for buildings was derived from current replacement cost that reflects the amount that would be required to replace the service capacity of an asset. For the valuation industry the Replacement Cost is generally understood to mean the estimated cost to construct or acquire, as of the valuation date, a substitute asset of comparable utility, adjusted for obsolescence. For the period between 1 July 2020 and 30 June 2021, the valuer has estimated that construction costs have risen by 3% and this has been deemed immaterial by management.

Further ABS indices were used in Civil works category to determine the price movement since June 2017 to date. Management confirms that price movement is less than10%, therefore, current balance deemed to reflect the fair value of the asset as at 30 June 2021.

Plant and machinery and motor vehicles are considered non-specialised assets with short useful lives and 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.

(c) Reconciliation of recurring Level 3 fair value measurements

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|--|------------------------|------------------------|
| Fair Value at 1 July 2020 | 38,332 | 37,192 |
| Additions | 131 | 2,220 |
| Disposals | (160) | (64) |
| Depreciation movement | (1,511) | (1,537) |
| Other movements - expensing of previous planning works from work-in-progress | (90) | - |
| Gains/losses recognised in other comprehensive income: | | |
| Revaluation of Crown land | - | (314) |
| Revaluation of buildings | - | 835 |
| Balance at 30 June 2021 | 36,702 | 38,332 |

12. CURRENT LIABILITIES - PAYABLES

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|--------------------------------------|------------------------|------------------------|
| Accrued salaries, wages and on-costs | 30 | - |
| Creditors | 131 | 225 |
| Other creditors and accruals | 663 | 839 |
| | 824 | 1,064 |

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in Note 19.

Recognition and measurement

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 net result when the liabilities are derecognised as well as through the amortisation process.

13. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|---|------------------------|------------------------|
| Employee benefits and related on-costs | | |
| Annual leave | 757 | 777 |
| Long service leave | 817 | 693 |
| | 1,574 | 1,470 |
| Aggregate employee benefits and related on-costs | | |
| Provisions - current | 1,188 | 1,103 |
| Provisions - non-current | 385 | 367 |
| Accrued salaries, wages and on-costs (Note 12) | 30 | - |
| | 1,603 | 1,470 |

Recognition and Measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

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 the 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 8.4% 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 liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to the effects of discounting and future wage levels and were determined to not provide a material effect, therefore have not been reflected. Expected future payments are discounted using the Treasury bond rate at the reporting date.

The Entity pays contributions to certain superannuation Funds as per Superannuation Guarantee (Administration) Act 1992. Contributions are recognised in the statement of profit or loss and other comprehensive income when they are due. The Land Manager has no obligation to pay further contributions to these funds.

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 payroll tax, workers' compensation insurance premiums and fringe benefits tax.

14. CONTRACT ASSETS AND LIABILITIES

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|------------------------------------|------------------------|------------------------|
| Contract liabilities - current | 1,261 | 1,325 |
| Contract liabilities - non-current | 110 | 122 |
| | 1,371 | 1,447 |

Recognition and Measurement

Contract liabilities relate to consideration received in advance from customers in respect of monument works. Additionally, historically prepaid ash interments and abiding care are also included. The balance of contract liabilities at 30 June 2021 was impacted by the ability of the entity to finalise monumental work to the satisfaction of the customer with whom the contract has been made.

15 EQUITY

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 10.

Accumulated funds

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

Reserves

Separate revenue accounts are recognised in the financial statements only if such accounts are required by specific legislation or AAS (e.g. revaluation surplus and foreign currency translation reserve).

16 COMMITMENTS

a) Capital commitments

No capital commitments at 30 June 2021

17 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There were no contingent liabilities as at 30 June 2020 and as at 30 June 2021.

18 RECONCILIATION OF CASHFLOWS FROM OPERATING ACTIVITIES TO NET RESULT

| | 30 JUNE 2021 \$'000 | RESTATED ¹ 30 JUNE 2020 \$'000 |
|---|------------------------|---|
| Reconciliation of net surplus for the year to net cash flow from operations | | |
| Surplus for the year | 35,485 | 1,765 |
| Depreciation and amortisation expense | 1,511 | 1,538 |
| Gain on disposal of assets | (7) | 13 |
| Civil write-off to cost of goods sold | 107 | - |
| Building works write-off to profit and loss | 90 | - |
| Unrealised (gain)/loss on investments | (7,486) | 13,834 |
| Other Interest Revenue | (1) | (26) |
| Dividend Reinvestments | (20,989) | (11,203) |
| Net loss/(gain) on disposal of investments | (170) | (116) |
| (Increase)/decrease in assets | | |
| Movement in current receivables | 232 | 129 |
| Movement in current inventories | 780 | 583 |
| Movement in other current assets | 13 | (90) |
| Increase/(decrease) in liabilities | | |
| Movement in Suppliers | (334) | 77 |
| Movement in current provisions | 114 | (102) |
| Movement in non-current provisions | 8 | 29 |
| Net cash flows from operating activities | 9,353 | 6,431 |

¹ See note 20 for details regarding the restatement as a result of a change in accounting policy

19 FINANCIAL INSTRUMENTS

The entity's principal financial instruments are outlined below. These financial instruments arise directly from the entity's operations. The entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The entity's main risks arising from financial instruments are outlined below, together with the entity's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Administrator has 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 entity, to set risk limits and controls and to monitor risks.

Compliance with policies is reviewed by the entity on a continuous basis.

(a) Accounting classifications and fair values

| CLASS | NOTE | CATEGORY | CARRYING AMOUNT | |
|--------------------------------|------|--|------------------------|------------------------|
| | | | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
| Financial Assets | | | | |
| Cash and cash equivalents | 5 | Amortised cost | 2,645 | 2,868 |
| Receivables* | 6 | Amortised cost | 258 | 329 |
| Financial assets at fair value | 8 | Fair value through profit or loss - mandatory classification | 191,869 | 153,519 |
| Other financial assets | 9 | Amortised cost | - | 199 |
| Financial Liabilities | | | | |
| Payables** | 12 | Financial liabilities measured at amortised cost | (131) | (226) |

Notes

* Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

** Excludes statutory payables and unearned revenue (not within scope of AASB 7).

| FINANCIAL ASSETS MEASURED AT FAIR VALUE | 30 JUNE 2021 LEVEL 1 \$'000 | LEVEL 2 \$'000 | LEVEL 3 \$'000 | TOTAL \$'000 |
|---|-----------------------------------|-------------------|-------------------|-----------------|
| Shares in listed companies | 13,527 | | | 13,527 |
| Tcorp Long-term Growth Fund | | 170,114 | | 170,114 |
| Tcorp Strategic Cash Fund | | 8,228 | | 8,228 |
| | 13,527 | 178,342 | - | 191,869 |

| FINANCIAL ASSETS MEASURED AT FAIR VALUE | 30 JUNE 2020 LEVEL 1 \$'000 | LEVEL 2 \$'000 | LEVEL 3 \$'000 | TOTAL \$'000 |
|---|-----------------------------------|-------------------|-------------------|-----------------|
| Shares in listed companies | 10,609 | | | 10,609 |
| Tcorp Long-term Growth Fund | | 139,300 | | 139,300 |
| Tcorp Strategic Cash Fund | | 3,610 | | 3,610 |
| | 10,609 | 142,910 | - | 153,519 |

(b) Derecognition of financial assets and 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 entity transfers its 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 entity has transferred substantially all the risks and rewards of the asset; or
- the entity has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

When the entity has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the entity's continuing involvement in the asset. In that case, the entity also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the entity could be required to repay.

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 derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(c) Financial risk management

The entity has exposure to the following risks arising from financial instruments:

- credit risk (see (b)(ii))
- liquidity risk (see (b)(iii))
- market risk (see (b)(iv))
- interest rate risk (see (b)(v))
- equity price risk (see (b)(vi))

(i) Risk Management framework

The Administrator has overall responsibility for the establishment and oversight of the entity's risk management framework. The Administrator has established the Audit and Risk Committee, which is responsible for developing and monitoring the entity's risk management policies. The committee reports regularly to the Administrator on its activities.

The entity's risk management policies are established to identify and analyse the risks faced by the entity, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the entity's activities. The entity, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The entity's Audit and Risk Committee oversees how management monitors compliance with the entity's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the entity.

(ii) Credit risk

Credit risk is the risk of financial loss to the entity if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The carrying amount of financial assets represents the maximum credit exposure.

Trade and other receivables

The entity applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade 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 the payment profiles of sales over a period of 12 months before 30 June 2021 or 30 June 2020 respectively and the corresponding historical credit losses experienced within this period.

The loss allowance as at 30 June 2021 and 30 June 2020 (on adoption of AASB 9) was determined as follows for trade receivables:

| 30 JUN 2021 | CURRENT | 0-30DAYS DUE | MORE THAN 30DAYS PAST DUE | MORE THAN 60DAYS PAST DUE | MORE THAN 90 DAYS PAST DUE | TOTAL |
|--------------------------------|---------|--------------|---------------------------|---------------------------|----------------------------|-------|
| Expected loss rate | 0.00% | 0.00% | 17.64% | 0.00% | 13.01% | |
| Gross carrying amount (\$'000) | 39 | 96 | 21 | 7 | 34 | 196 |
| Loss allowance (\$'000) | - | - | 4 | - | 4 | 8 |

| 30 JUN 2020 | CURRENT | 0-30DAYS DUE | MORE THAN 30DAYS PAST DUE | MORE THAN 60DAYS PAST DUE | MORE THAN 90 DAYS PAST DUE | TOTAL |
|--------------------------------|---------|--------------|---------------------------|---------------------------|----------------------------|-------|
| Expected loss rate | 0.00% | 4.19% | 3.22% | 0.00% | 6.32% | |
| Gross carrying amount (\$'000) | 76 | 114 | 31 | 2 | 85 | 308 |
| Loss allowance (\$'000) | - | 5 | 1 | - | 5 | 11 |

When a trade receivable is uncollectible, it is written off against the provision account for trade receivables. Subsequent recoveries of amounts previously written off are credited against sundry revenue in the consolidated income statement.

As at 30 June 2021, the Trade receivables balances are as below:

| | 30 JUNE 2021 \$'000 | 30 JUNE 2020 \$'000 |
|---|------------------------|------------------------|
| Gross amount | 196 | 308 |
| Current | 39 | 76 |
| Not more than 30 days | 96 | 114 |
| More than 30 days but not more than 60 days | 20 | 31 |
| More than 60 days but not more than 90 days | 7 | 2 |
| More than 90 days | 34 | 85 |
| Total | 196 | 308 |

Cash and cash equivalents

The entity held cash and cash equivalents of \$2,645,000 at 30 Jun 2021. The cash and cash equivalents are held with bank and financial institution counterparties, which are rated AA- to AA+ . Therefore, credit risk is considered negligible.

(iii) Liquidity risk

Liquidity risk is the risk that the entity will encounter difficulty in meeting the obligations associated with its financial liabilities. The entity's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the entity's reputation.

Payables

As at 30 June 2021, the entity financial liabilities have contractual maturities (including interest payments where applicable) as summarised below;

| | CURRENT | | NON-CURRENT | |
|------------------------|--------------------|----------------|----------------|-----------------------|
| 30 JUN 2021 | WITHIN 6 MONTHS \$ | 6-12 MONTHS \$ | 1 - 5 YEARS \$ | LATER THAN 5 YEARS \$ |
| Trade & Other Payables | (131) | - | - | - |
| Total | (131) | - | - | - |

| | CURRENT | | NON-CURRENT | |
|------------------------|--------------------|----------------|----------------|-----------------------|
| 30 JUN 2020 | WITHIN 6 MONTHS \$ | 6-12 MONTHS \$ | 1 - 5 YEARS \$ | LATER THAN 5 YEARS \$ |
| Trade & Other Payables | (226) | - | - | - |
| Total | (226) | - | - | - |

Receivables

As at 30 June 2021, the entity's financial assets have contractual maturities (including interest payments where applicable) as summarised below;

| | CURRENT | | NON-CURRENT | |
|---------------------------|--------------------|----------------|----------------|-----------------------|
| 30 JUN 2021 | WITHIN 6 MONTHS \$ | 6-12 MONTHS \$ | 1 - 5 YEARS \$ | LATER THAN 5 YEARS \$ |
| Trade & Other Receivables | 258 | - | - | - |
| Total | 258 | - | - | - |

| | CURRENT | | NON-CURRENT | |
|---------------------------|--------------------|----------------|----------------|-----------------------|
| 30 JUN 2020 | WITHIN 6 MONTHS \$ | 6-12 MONTHS \$ | 1 - 5 YEARS \$ | LATER THAN 5 YEARS \$ |
| Trade & Other Receivables | 329 | - | - | - |
| Total | 329 | - | - | - |

(iv) Market risk

Market risk is the risk that changes in market prices - interest rates and equity prices - will affect the entity's income or the value of its holdings of financial instruments.

The objective of Audit and Risk Committee is to manage and control market risk exposures within acceptable parameters, while optimising the return.

| INSTRUMENT | VARIABLE RETURN FINANCIAL INSTRUMENTS \$ | CARRYING VALUE AS AT 30 JUN 2021 |
|-----------------------------|--|----------------------------------|
| Cash | 2,645 | 2,645 |
| Tcorp Long-term Growth Fund | 170,114 | 170,114 |
| Tcorp Strategic Cash Fund | 8,228 | 8,228 |
| Equities | 13,527 | 13,527 |
| Investment Total | 194,514 | 194,514 |

| INSTRUMENT | VARIABLE RETURN FINANCIAL INSTRUMENTS \$ | CARRYING VALUE AS AT 30 JUN 2020 |
|-----------------------------|--|----------------------------------|
| Cash | 2,868 | 2,868 |
| Tcorp Long-term Growth Fund | 139,300 | 139,300 |
| Tcorp Strategic Cash Fund | 3,610 | 3,610 |
| Equities | 10,609 | 10,609 |
| Investment Total | 156,387 | 156,387 |

(v) Interest rate risk

At 30 June 2021, the entity is exposed to changes in market interest rates. The investments in short and long term deposits all pay fixed interest rates. The following table illustrates the sensitivity of profit and equity to a reasonably possible change in interest rates of +/- 0.50% (2020: +/- 0.50%). These changes are considered to be reasonably possible based on observation of current market conditions. The calculations are based on a change in the average market interest rate for each period, and the financial instruments held at each reporting date that are sensitive to changes in interest rates.

| | 0.5% | -0.5% | 0.5% | -0.5% |
|--------------------|---------|---------|--------|--------|
| | Surplus | Surplus | Equity | Equity |
| | \$ | \$ | \$ | \$ |
| 30 JUN 2021 | 905 | (905) | 905 | (905) |
| 30 JUN 2020 | 729 | (729) | 729 | (729) |

(vi) Equity price risk

The entity's listed equity securities are susceptible to market-price risk arising from uncertainties about future values of the investment securities. The entity manages the equity price risk through industry and institution diversification and placing limits on individual and total equity instruments. Reports on the equity portfolio are submitted to the entity's senior management on a regular basis. The entity's Administrator reviews and approves all equity investment decisions. At the reporting date, the exposure to listed equity securities at fair value is listed above. An increase or decrease of 10% on the ASX 200 market index could have an impact of approximately \$1.3 million on the income attributable to the entity, depending on whether or not the decline is significant or prolonged.

20 CHANGES TO SIGNIFICANT ACCOUNTING POLICY

Software-as-a-Service (SaaS) arrangements

The International Financial Reporting Standards Interpretations Committee (IFRIC) has issued two final agenda decisions which impact SaaS arrangements:

- Customer's right to receive access to the supplier's software hosted on the cloud (March 2019) – this decision considers whether a customer receives a software asset at the contract commencement date or a service over the contract term.
- Configuration or customisation costs in a cloud computing arrangement (April 2021) – this decision discusses whether configuration or customisation expenditure relating to SaaS arrangements can be recognised as an intangible asset and if not, over what time period the expenditure is expensed.

The entity's accounting policy has historically been to capitalise all costs related to SaaS arrangements as intangible assets in the Statement of Financial Position. The adoption of the above agenda decisions has resulted in a reclassification of these intangible assets to recognition as an expense in the Statement of Comprehensive Income, impacting both the current and/or prior periods presented.

These changes have been made retrospectively as at 1 July 2019 to provide comparative year end figures at both 30 June 2020 and 30 June 2021 and disclosed below in accordance with the requirements of AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

Statement of Comprehensive Income

| | ORIGINAL BALANCE 30 JUN 2020 \$'000 | IMPACT INCREASE/ (DECREASE) \$'000 | RESTATED BALANCE 30 JUN 2020 \$'000 |
|---------------------------------------|---|---|--|
| Continuing Operations | | | |
| Expenses Excluding Losses | | | |
| Employee-related expenses | (8,398) | | (8,398) |
| Operating expenses | (8,259) | (123) | (8,382) |
| Depreciation and amortisation | (1,750) | 212 | (1,538) |
| Total expenses excluding losses | (18,407) | 89 | (18,318) |
| Operating result | 1,689 | 89 | 1,778 |
| Net result from continuing operations | 1,676 | 89 | 1,765 |
| Total comprehensive income | 2,197 | 89 | 2,286 |

A - Additional expense recognised formerly capitalised as software intangible asset of \$123K in FY 2019-20

B - Reversal of amortisation expense of \$212K on assets formerly capitalised as software intangible asset in FY 2019-20

Statement of Financial Position

| | | ORIGINAL BALANCE 30 JUN 2020 \$'000 | IMPACT INCREASE/ (DECREASE) \$'000 | RESTATED BALANCE 30 JUN 2020 \$'000 | ORIGINAL BALANCE 1 JUL 2019 \$'000 | IMPACT INCREASE/ (DECREASE) \$'000 | RESTATED BALANCE 1 JUL 2019 \$'000 |
|-------------------------------------|-----|--|---|--|---|---|---|
| Intangible assets - software | C,D | 1,799 | (1,799) | - | 1,888 | (1,888) | - |
| Total non-current assets | | 193,849 | (1,799) | 192,050 | 192,506 | (1,888) | 190,618 |
| Total assets | | 204,613 | (1,799) | 202,814 | 202,412 | (1,888) | 200,524 |
| Net assets | | 200,632 | (1,799) | 198,833 | 198,435 | (1,888) | 196,547 |
| Equity | | | | | | | |
| Accumulated funds | C,D | 173,192 | (1,799) | 171,393 | 171,516 | (1,888) | 169,628 |
| Total equity | | 200,632 | (1,799) | 198,833 | 198,435 | (1,888) | 196,547 |

C - Software intangible assets of \$1,888K reclassified against accumulated funds as at 1 July 2019

D - Software intangible assets of \$1,799K reclassified against accumulated funds as at 30 June 2020

Statement of Changes in Equity

| | ACCUMULATED FUNDS \$'000 | ASSET REVALUATION SURPLUS \$'000 | TOTAL \$'000 |
|--|--------------------------------|---|-----------------|
| 30 Jun 2020 Original | | | |
| Balance at 1 July 2019 | 171,516 | 26,919 | 198,435 |
| Net result for the year | 1,676 | | 1,676 |
| Other comprehensive income | | | |
| Net change in revaluation surplus of property, plant and equipment | | 521 | 521 |
| Total other comprehensive income | - | 521 | 521 |
| Total comprehensive income for the year | 1,676 | 521 | 2,197 |
| Balance at 30 June 2020 | 173,192 | 27,440 | 200,632 |

| | ACCUMULATED FUNDS \$'000 | ASSET REVALUATION SURPLUS \$'000 | TOTAL \$'000 |
|--|--------------------------------|---|-----------------|
| 30 Jun 2020 re-stated | | | |
| Balance at 1 July 2019 | 171,516 | 26,919 | 198,435 |
| Changes in accounting policy | E (1,888) | | (1,888) |
| Re-stated balance at 1 July 2019 | 169,628 | 26,919 | 196,547 |
| Net result for the year | F,G 1,765 | | 1,765 |
| Other comprehensive income | | | |
| Net change in revaluation surplus of property, plant and equipment | | 521 | 521 |
| Total other comprehensive income | - | 521 | 521 |
| Total comprehensive income for the year | 1,765 | 521 | 2,286 |
| Balance at 30 June 2020 | 171,393 | 27,440 | 198,833 |

E - Software intangible assets of \$1,888K reclassified against accumulated funds as at 1 July 2019

F - Additional expense recognised formerly capitalised as software intangible asset of \$123K in FY 2019-20

G - Reversal of amortisation expense of \$212K on assets formerly capitalised as software intangible asset in FY 2019-20

Statement of Cash Flows

| | ORIGINAL BALANCE 30 JUN 2020 \$'000 | IMPACT INCREASE/ (DECREASE) \$'000 | RESTATED BALANCE 30 JUN 2020 \$'000 |
|---|---|---|--|
| Cash flows from operating activities | | | |
| Payments | | | |
| Suppliers for goods and services | (10,532) | (123) | (10,655) |
| Total payments | (18,940) | (123) | (19,063) |
| Net cash flows from operating activities | 6,554 | (123) | 6,431 |
| Cash flows from investing activities | | | |
| Purchase of intangible assets | (123) | 123 | - |
| Net cash flows from investing activities | (5,273) | 123 | (4,350) |

H - Additional expense recognised formerly capitalised as software intangibles asset of \$123K in FY 2019-20

21 RELATED PARTY DISCLOSURES

The entities key management personnel compensation are as follows:

| | 30 JUNE 2021 \$'000 | 30 JUN 2020 \$'000 |
|-----------------------------|------------------------|-----------------------|
| Short-term employee benefit | 1,128 | 1,183 |
| Post-employment benefits | 90 | 94 |
| Long-term employee benefit | 28 | 3 |
| Termination benefits | 74 | 19 |
| Total remuneration | 1,320 | 1,299 |

The entity entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. These transactions, in aggregate are a significant portion of the entities sale of goods/rendering of seviles/receiving of services.

- Payments to Cemeteries and Crematoria NSW for levy
- Payments to Rookwood Necropolis Cemetery Land Manager for levy
- Receivables from Southern Metropolitan Cemeteries Land Manager
- Receivables from Northern Metropolitan Cemeteries Land Manager

22 EVENTS AFTER THE REPORTING PERIOD

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has not significantly impacted the Entity's operations up to 30 June 2021, it is not practical to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

Except for the above, no other material matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Entity, the results of those operations or the state of affairs of the Entity in future financial years.

End of Audited Financial Statements.

7 GLOSSARY

| | |
|----------------|--|
| AAS | Australian Accounting Standards |
| AFTER | Australian Facility for Taphanomic Experimental Research |
| ARC | Audit and Risk Committee |
| ATO | Australian Tax Office |
| CAC | Community Advisory Committee |
| CCA | Cemetery and Crematoria Association NSW |
| CCNSW | Cemeteries and Crematoria NSW |
| CMP | Conservation Management Plan |
| CSC | Computer Science Corporation |
| DA | Development Application |
| EBA | Enterprise Bargaining Agreement |
| GWS | Greater Western Sydney |
| HAC | Heritage Advisory Committee |
| IPART | Independent Pricing and Regulatory Tribunal |
| KPI | Key Performance Indicators |
| Land Manager | Rookwood General Cemetery |
| MMD | Mechanical and Mechatronic Design Department |
| MSCP | Monumental Safety and Conservation Program |
| Public burials | Free service offered to those without means |
| RGC | Rookwood General Cemetery |
| RNLM | Rookwood Necropolis Land Manager |
| SOORT | Statutory and Other Offices Remuneration Tribunal |
| TCORP | Treasury Corporation of NSW |
| The Act | Cemeteries and Crematoria Act 2013 |
| UTS | University of Technology Sydney |
| WHS | Work Health and Safety |





ROOKWOOD GENERAL CEMETERY

P: 02 8575 8100

1 Hawthorne Avenue, Rookwood NSW 2141
(North of Necropolis Drive)

PO Box 291, Lidcombe NSW 1825