



# 2013

## ANNUAL REPORT



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Quong Sing Tong Memorial, Rookwood Cemetery

## Rookwood General Cemeteries Reserve Trust

# OVERVIEW

Rookwood Cemetery is recognised as the oldest, largest and most multicultural cemetery in Australia. It is a place of remembrance and peace, however it is also historically and culturally significant.

The first burial at Rookwood Cemetery took place in 1867, after the Sydney colony outgrew the previous two cemeteries, which were located at the site of the current Sydney Town Hall and near Central Station. Today Rookwood Cemetery conducts over 5,500 burials and cremations annually.

“

We are reshaping Rookwood Cemetery to meet the changing demographics of the Sydney community.

*Bob Wilson,  
RGCRT Chairman*

”

Rookwood General Cemeteries Reserve Trust (RGCRT) was established in 2012 to unite the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood. This newly amalgamated Trust is responsible for the burial, care and maintenance of 190 hectares of Rookwood, which equates to approximately two-thirds of the cemetery. A key part of this remit is creating new graves and burial sections for the different denominations, thus enabling the multicultural Sydney community to carry out their various funeral practices and customs.

By applying modern governance and management practices RGCRT is striving to reshape Rookwood Cemetery to meet the changing demographics of the Sydney Community. We cater for 89 different religious and cultural groups and to that end we are dedicated to maintaining the religious and cultural heritage of the different sections of Rookwood. At the same time however, we are committed to looking at new ways to grow the cemetery to accommodate new groups from within our multicultural community.

# OUR VALUES

At Rookwood General Cemeteries Reserve Trust (RGCRT) we pride ourselves on three key values.

## Respect

We engage the community with sensitivity, empathy, integrity and dignity.

## Reflect

We honour loved ones by supplying a unique, diverse and historical place of rest.

## Remember

We provide honest, professional and equitable services through burial and memorialisation.

# OUR MISSION

RGCRT is a community minded, innovative Trust that works in collaboration with all stakeholders to encourage best practice standards within the funeral industry. We manage Rookwood as a sustainable resource and heritage site, whilst conserving history and being proactive in environmental awareness and preservation.





*Serpentine Canal, Rookwood Cemetery*

# OUR OBJECTIVES

## Strategic Planning

To develop and implement a long-term strategic plan that will take Rookwood Cemetery into the next century.

## Reform & Corporate Governance

To provide advice to Government on cemetery reform and to set a benchmark for excellence and respect within the cemetery industry.

## People & Culture

To develop and support a positive and unified company culture by offering excellent working conditions, flexibility and quality training programs.

## Customer Service & Stakeholder Engagement

To meet the needs of our diverse community by improving quality of service and ensuring high-levels of stakeholder satisfaction.

## Operations

To provide timely and appropriate burial facilities to cater for the needs of our multicultural community.

## Marketing & Communications

To promote our values across all aspects of our business and to ensure clear communications with the market.

## Research & Development

To identify new burial options and ensure the continued development of Rookwood Cemetery for our various cultures and denominations.

## Land & Environmental Factors

To ensure long-term sustainability for Rookwood Cemetery by effectively managing resources and reviewing options for a renewable cemetery.

## Finance & Investments

To ensure the Trust is self-funding and returns a profit through innovation and diversity.



## MESSAGE FROM THE CHAIRMAN

At the end of 2011 the New South Wales Government embarked upon a major reform program to transform the cemeteries industry. Its initial actions were to audit the Crown cemeteries across the state and to amalgamate the 19 smaller Trusts managing these cemeteries, thus creating a number of medium-sized, commercially governed organisations. The Rookwood General Cemeteries Reserve Trust (RGCRT) was the first of the new Trusts to be established. It was established on 14 September 2012 to unite the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood Cemetery. This is the first annual report of the new Trust.

The Government expected the RGCRT to initiate standards that could also be followed by the other newly established Crown Trusts prior to the legislative reforms being introduced. The RGCRT Board defined its further responsibilities as:

- Finding additional burial space
- Continuing to deliver quality and empathetic services to our clients
- Modernising governance and management processes, and
- Addressing the findings of the Government-initiated audit.

Governance reform was rapidly implemented and the Board quickly established a set of rules that followed, private and government sector codes of governance practice. These rules have been emulated by the other Trusts and are the basis for parts of the proposed cemeteries legislation. The Board also set in motion ways of addressing the findings of the initial audit.

The reasons for the governmental reform became obvious as the Board commenced implementing its programs; however the transition from five small Trusts, each with their own way of doing things, has been slow. This is predominantly due to the fact that management and the systems they used were not adequate to make a rapid transition to a modern medium-sized commercial operation that could meet the expectations of Government, the Board, or the public. There was little understanding of governance, strategic planning or business planning and as a result changes to management have occurred and the Trust now has an efficient and effective team of managers and staff.

The development of new systems to support a modern Board and management team has proved to be one area of difficulty.

Accounting systems, information systems, information technology, policies, human resource records, burial standards, and reporting systems were all inadequate. As a result, it was necessary for the Board to initiate a further round of audits to address these inadequacies. Most of these audits are now complete and are being implemented by the new management team.

The most pleasing aspect of the Trust's performance has been its delivery to our clients. Those who came to bury or remember their loved ones have had their requirements dealt with efficiently and with sympathy. Management has not waited for our clients to contact us; they have gone out amongst their representatives and worked with them to improve our service. We have liaised with members of the funeral industry, such as funeral directors, stonemasons, and other cemetery administrations, to set new standards for the Trust and the cemeteries industry as a whole. Traffic has increased at our offices, but complaints are negligible.

Another area of achievement and one of the initial tasks of management was to meld the employees of the former Trusts into a cohesive loyal team. This has been achieved and the interaction between

staff, both within the field and the office, is excellent. All employees are now covered by a single Collective Agreement and new contracts are being developed for all members of the Executive. The Executive is working effectively to monitor performance and introduce improvements.

A considerable amount of time has been spent on management of the Trust's financial assets. Governance and management of the Trust's investment portfolio has been excellent and we have a well balanced portfolio that is exceeding ASX 200 performance.

The Board's leadership role has been paramount in the reform process. The three committees established by the Board have worked hard to lead and assist management in gaining control of the larger organisation. It is the work of these committees that has brought to light many of the problems encountered in the amalgamation. Their work will continue throughout 2013/14 when there will be a requirement to establish other committees under the legislative reforms.

Throughout this busy year support from outside the cemetery has been excellent. I wish to thank the Minister for Primary Industries the Honourable Katrina

Hodgkinson and her staff, Mr David Harley special adviser to the Minister, staff from the Department of Trade and Investment, and directors and management of the other Crown Trusts for their assistance and guidance. The three chairs of the Board committees Patricia Lloyd (Information Management), Richard Seidman (Lands), and Barry Collier (Finance, Corporate Governance and Audit), along with the RGCRT's other Board members, Ahmad Kamaledine, Robyn Hawes and Nicholas Pappas, have all made substantial contributions to the strategic and management reforms now taking place, and I thank them for their devotion to the task. Progress would not be possible without the hard work put in by the Executive team of managers and I acknowledge their professionalism and expertise. Those that have made the transition to the Government's reform program will become leaders in cemetery management in this state.

I am now confident that RGCRT has a settled base on which to move forward. The major elements in the Trust's strategies for the next year are to implement the new cemeteries legislation, increase facilities for the convenience of our clients, find new burial space within and outside the

cemetery, reduce the risks to our electronic hardware systems, establish new accounting, human resources, and cemetery information systems, review all Trust policies, increase revenue by contracting out expertise, and continue our partnering programs with community representatives, funeral directors and stonemasons. I am pleased to confirm that the Trust is committed to achieving these objectives in order meet the changing demographics of the Sydney community now and into the future.

**Robert (Bob) Wilson**  
Chairman

*Rookwood General Cemeteries  
Reserve Trust*

# BOARD MEMBERS

## ROBERT WILSON Chairman

Robert (Bob) Wilson is a Certified Practising Accountant and has an honours degree in Arts for which he won the University of Sydney Medal. He has undertaken courses in Management, Computing Science, Industrial Relations, Religious Studies and the Hellenic Influence on Judaism, Islam and Buddhism.

Bob has worked in a number of senior government roles. He was Secretary of Lands, Registrar General, Chief Commissioner of the Water Conservation and Irrigation Commission, Director of Water Resources and Managing Director of Sydney Water. Bob has also served on over twenty Boards in the government, private and non-government sectors. Bob was Deputy Chairman of the Archives Office of NSW and was responsible for introducing its policy on computerised records. He was awarded the Government Service Medal.

Bob's proudest achievements during his career were the negotiation of the first industrial agreement granting equal pay for women in the NSW Public Service, the cleaning up of the waterways of Sydney when MD of Sydney Water, introducing the catchment protection scheme for the water supply of Sydney, saving the Bella Vista Homestead from demolition, and rescuing the railway personnel records including those of Prime Minister Chifley from destruction. Bob is a family historian and at one time served as Secretary of the Society of Australian Genealogists.

## PATRICIA LLOYD

Patricia (Patsy) Lloyd has a Masters of Business Administration and is a Graduate of the Australian Institute of Company Directors. Patsy has over 35 years of experience and has held a number of senior positions in information technology, operations and general management. She has also worked as a consultant in the areas of IT, marketing and management.

Patsy is experienced in business strategic planning and the effective application and implementation of these plans, integrating business processes and technology to maximise value. This includes business software design, business process integration and work force improvement.

Patsy is currently employed in asset management and is responsible for managing a range of financial assets including portfolios of shares and both residential and commercial property.

Patsy is the Chair of the RGCRT Information Management Committee and is focused on integrating and upgrading RGCRT's IT infrastructure to ensure a united organisation following the amalgamation. She also has a long-term appreciation of Rookwood's personal, architectural and botanical heritage and believes she can make a valuable contribution to the future of the Cemetery.

## RICHARD SEIDMAN

Richard Seidman is a Registered Architect and has a Masters in Property Development. Richard has over 30 years of experience in the built environment across several market sectors, including residential, commercial, industrial, health, retail, education and transport industries.

Richard is currently the Principal of iAccess Consultants, a boutique consultancy that provides specialised advice regarding disability access to the built environment.

Richard served on the Board of the former Rookwood Jewish Cemetery Trust and following the amalgamation was appointed to the present Trust to provide specialist land management skills and knowledge of the Jewish community.

As the Chair of the RGCRT Land Management Committee, Richard's charter is to identify new burial options and ensure the continued responsible development of land at Rookwood Cemetery. He is committed to responding to urban, environmental and historical issues as they arise and overall intensifying the use of Rookwood Cemetery to ensure future growth.

## BARRY COLLIER

Barry Collier holds qualifications in Economics, Education and Law. A former high school teacher and State Curriculum Consultant, he authored five Economics textbooks for HSC students.

Barry Collier was a member of the RGCRT Board and Chair of the Trust's Finance, Corporate Governance and Audit Committee from 2012 to 2013. He is a barrister who served as NSW State MP for Miranda from 1999 to 2011 - including roles as Parliamentary Secretary to the Attorney General and Chair of the Parliament's Legislative Review Committee. Barry resigned from the Board in September 2013 and returned to State Parliament as Member for Miranda following the by-election on October 19, 2013.

"The RGCRT is playing a key role in the important process of cemetery reform across NSW, and I was privileged to have been able to make a contribution as a member of the inaugural Board," said Barry.

## AHMAD KAMALEDINE

Ahmad Kamaledine has a Diploma in Automotive Repair and Refinishing and is a consultant on flammable liquids storage, paint rooms, spray booths and colour requirements.

Ahmad is a Managing Director of a vibrant and successful wholesale business established in 1993, that supplies Automotive paints and paint related products through distributors across Australia.

In 2000 Ahmad joined the Lebanese Muslim Association Board of Directors, where he played a key role enlisting young Muslims to join the organisation. In 2005 he became president of the Association and worked closely with state and federal government following the Cronulla riots.

Ahmad was the Chair of the former Muslim Cemetery Trust and during this tenure consulted with Islamic religious organisations to introduce new reforms to address the shortage of Islamic grave plots and rising interment costs. Following the amalgamation he was appointed to the Board of the present Trust, to provide knowledge of the Muslim community.

## NICHOLAS PAPPAS

Nicholas Pappas has qualifications in law and a PhD in Economic History. He has authored four publications on Mediterranean history and has written various articles for academic journals and other publications on history and law.

Nicholas has been a lawyer in a private practice for 30 years. In 1996, he established his own legal firm, which specialises in commercial litigation in the superior courts.

Nicholas was appointed to the RGCRT Board to provide legal and governance expertise. In addition to this he also serves on a number of other private and public Boards. He is the Chairman of Bank of Sydney Limited, South Sydney District Rugby League Football Club Limited ('the Rabbitohs'), and Souths Cares, the charitable arm of the Rabbitohs.

Nicholas also sits on the Board of Governors of the Steve Waugh Foundation-Australia, the Board of Governors of St Spyridon College, he is Secretary of the Greek Orthodox Archdiocesan Council and a Trustee of the Greek Orthodox Archdiocese of Australia Consolidated Trust.

## ROBYN HAWES

Robyn Hawes has been interested in historic cemeteries since the age of 11. Working all her life as a florist, Robyn is currently the manager of the combined florist and café at Macquarie Park Cemetery and Crematorium.

Robyn began her volunteer career at Rookwood Cemetery in 1981 when the society of Australian Genealogists began transcribing headstones throughout the cemetery; Robyn supervised one of the teams undertaking this project and during this tenure uncovered many stories that revealed Rookwood's history.

In order to share Rookwood's history, whilst also preserving the heritage of the site, Robyn began running Rookwood tours, with funds raised used for restoration projects. From there "The Friends of Rookwood" was formed and in 1993 Robyn became the President of this group.

Robyn served on the Board of the former Anglican and General Cemetery Trust. Following the amalgamation she was appointed to the Board of the present Trust to provide knowledge of the Anglican and General communities, in addition to historic insights to enable the preservation of Rookwood's heritage.



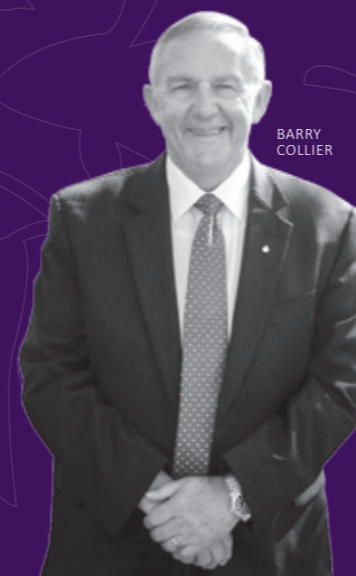
ROBERT WILSON



PATRICIA LLOYD



RICHARD SEIDMAN



BARRY COLLIER



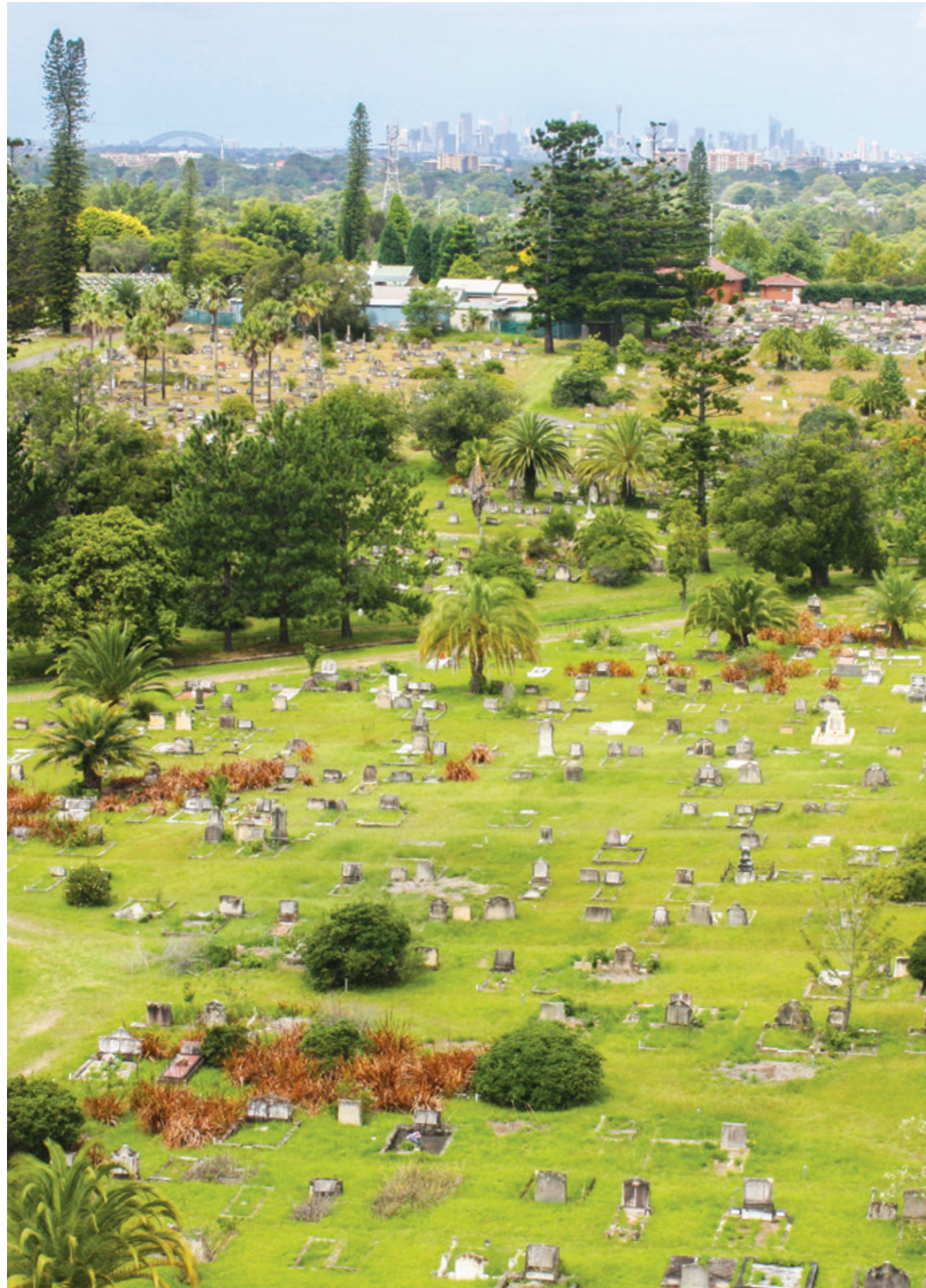
AHMAD KAMALEDINE



NICHOLAS PAPPAS



ROBYN HAWES



Aerial Shot, Rookwood Cemetery

# BOARD & SUB-COMMITTEE MEETINGS

In September 2012 Rookwood General Cemeteries Reserve Trust (RGCRT) established a number of Board driven sub-committees. This initiative, which is a directive of the the NSW Cemeteries and Crematoria Board, is a vital component to finalising the amalgamation of the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood Cemetery.

The role of these committees is to provide strategic direction, ensure governance and compliance; audit Trust assets, systems, policies and procedures; and drive change management. In 2012/13 the RGCRTr’s committees were tasked with identifying and addressing the issues that arose as a result of merging 5 smaller organisations into one medium-sized entity.

## Attendance at Board & Sub-Committee Meetings

1 July 2012 – 30 June 2013

	Robert Wilson	Patricia Lloyd	Richard Seidman	Barry Collier	Ahmad Kamaledine	Nicholas Peppas	Robyn Hawes
<b>BOARD MEETING ATTENDANCE</b> CHAIR: ROBERT WILSON							
Number of Meetings	6	6	4	6	6	2	6
<b>INFORMATION MANAGEMENT ATTENDANCE</b> CHAIR: PATRICIA LLOYD							
Number of Meetings	5	6	-	-	-	-	-
<b>LANDS COMMITTEE ATTENDANCE</b> CHAIR: RICHARD SEIDMAN							
Number of Meetings	3	4	4	1	4	-	4
<b>FINANCE, CORPORATE GOVERNANCE AND AUDIT COMMITTEE ATTENDANCE</b> CHAIR: BARRY COLLIER							
Number of Meetings	7	5	-	7	-	-	-

In 2013/14 the work of RGCRTr’s committees will continue and a number of other committees will be established to guide the Trust through the next phase of the amalgamation.





## MESSAGE FROM THE CEO

Over the last 12 months the cemeteries industry has seen significant reforms in cemetery management within NSW. As a part of these reforms, Rookwood General Cemeteries Reserve Trust (RGCRT) was established to unite the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood. RGCRT is responsible for maintaining the heritage and ensuring the longevity of Rookwood Cemetery. To that end, our core commitment is to ensure that Rookwood will always be open and most importantly, always available for burials.

Since the RGCRT was formed we have taken some dramatic leaps forward. We have gone through a transformational journey and I'm pleased to see that we are evolving into a commercially driven organisation. We now have corporate governance practices in place, clearly defined objectives, new management, a strong and united team, a new company identity, and a strategic stakeholder engagement program. Further to this, and perhaps most importantly, we are thinking strategically. We are looking at new ways to develop and create a sustainable Rookwood and ensure there is sufficient land available to cater for the

many denominations that make up the multicultural Sydney community.

The RGCRT Board is driving the implementation of new governance frameworks and accountability regimes. Further to this we are developing new policies and procedures to regulate the business and define departmental accountabilities. We also have a business plan and clear objectives to guide us throughout the 2013/14 period.

Management and staff are now working under an organisational restructure and a new Executive team has been established. This new Executive is being empowered to lead and grow the business. The expertise of this team will oversee the amalgamation and I am pleased to say that we can now see structure within each department. Training and empowerment have become two keywords within the team and employee development is now a priority for us. To that end, we are developing staff training programs to address any skill gaps that exist within the business.

Since the amalgamation, developing a new company identity has been a priority for us. We are striving to be unique and diverse across all of our marketing

initiatives, and we are well on the way to implementing a new brand that reflects our core company values, being – respect, reflect and remember. We are pleased to see that our stakeholders are noticing positive changes and the feedback we have received has been second to none.

Stakeholder engagement is of course a big area of focus and we have initiated an engagement strategy to ensure clear communications with the various stakeholders that we work with. Our activities to date have enabled us to consult with key groups to better understand the needs, concerns and ideas that are important to our various stakeholders, so that we can truly reshape Rookwood Cemetery to cater for the Sydney community today and in the future.

For us at RGCRT, ensuring the longevity and growth of Rookwood is paramount. We have implemented a research and development function within the business that is focused on perpetuating the life of Rookwood – Australia's most historic cemetery. Our objective is to ensure that Rookwood remains a part of our country's heritage for years to come. We are not only looking at how we can preserve Rookwood,

but how we can expand the cemetery to ensure we are always able to cater for burials.

Our unified external operations team is unique and for the first time ever we have the skills to work across the entire cemetery. The burial crew is equipped to support burials across any denominational section within the cemetery; the monumental operations team has initiated the first ever cemetery wide safety and conservation survey, that will ensure the preservation of Rookwood's historic monuments; the grounds maintenance team is up to date with all general maintenance across the whole cemetery; and the project team have been busy preparing new areas of land to cater for a number of different denominations. This cross pollination of skills and teams is a massive achievement, with staff that had previously only worked in certain areas, stepping up to the challenge.

In everything that we are doing to transform our organisation, our clients are at the center of our thinking. The funeral directors and bereaved families that we work with come from a wide range of religious and cultural groups, each with different values and requirements. Accordingly, we have

established a sales and customer service team that is equipped to meet the needs of our multicultural community. We have team members onboard that are trained in grief counselling and they are working with the wider team to ensure our client facing employees are skilled in this area. We are also recruiting for a community liaison specialist that can assist us to further increase our quality of service.

When it comes to quality of service, it is vital to consider our burial data. As custodians of Rookwood's historical data we are committed to ensuring firstly, the appropriate archival of our vital historical records and secondly, the availability of this information to the community, particularly the historians and genealogy groups that we work with. We now have Information Management strategies in place to amalgamate and preserve the written records of the former five Trusts and we have made significant progress in regard to the consolidation of these records. We are also putting together training packages to ensure we have employees with skills in data storage and retrieval.

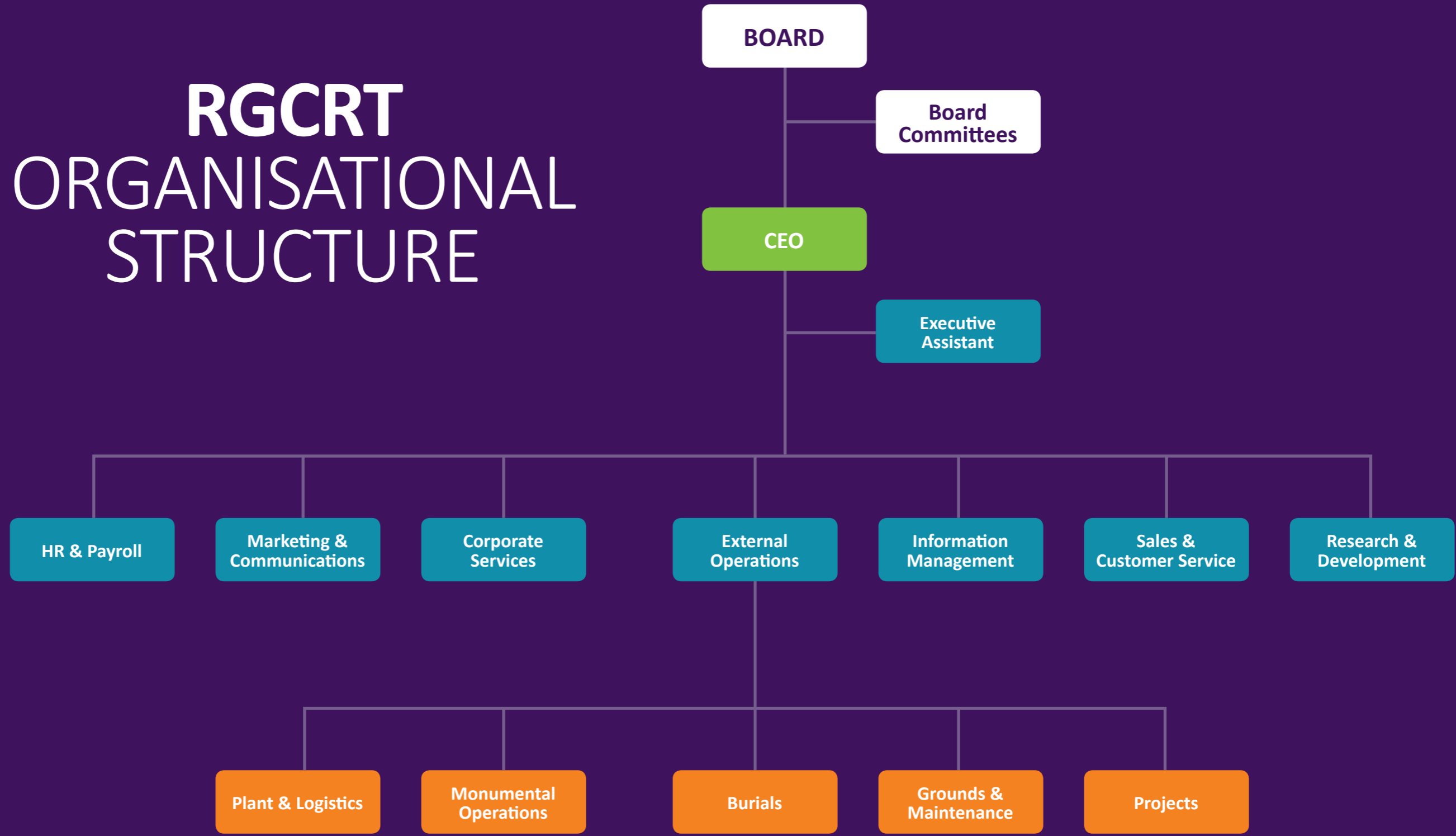
I must admit it has been a challenging year for RGCRT; however through team work and perseverance, we are now on

track to move into the next phase of the amalgamation. I would like to thank everyone involved in this transformational year, including the Department of Primary Industries, the Board for their amazing support, the Executive team for stepping up, and of course our wonderful staff for accepting the challenge. I extremely proud of each and every staff member, they have all embraced change and supported the RGCRT through a truly amazing year. Everyone involved has worked tirelessly to take our organisation to the next level and I personally am enthusiastic about driving the team to meet our 2013/14 objectives.

**Fiona Heslop**  
*Chief Executive Officer*

*Rookwood General Cemeteries  
Reserve Trust*

# RGCRT ORGANISATIONAL STRUCTURE





*Aerial Shot of Elephant House, Rookwood Cemetery*

# HIGHLIGHTS

In order to streamline the cemetery industry the NSW government has initiated the biggest cemetery reforms in over 100 years. From these reforms the Rookwood General Cemeteries Reserve Trust was born – uniting the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood Cemetery.

2012/13 was a year of restructure for RGCRT, with major highlights including:

## Planning

We have developed a business plan for RGCRT that will enable us to finalise the amalgamation of the five former Trusts that managed Rookwood Cemetery. This business plan is not only driving the organisation, it has provided a base for our long-term strategic planning.

## Reform & Corporate Governance

The RGCRT Board has implemented the new accountability regimes and governance frameworks that have come out of the recent reforms. Three committees have also been established to lead and assist management; and additional strategic audits have been conducted to address the problems encountered during the amalgamation.

## People & Culture

On 19 June 2013 a single Collective Agreement was put in place, replacing the three former Enterprise Bargaining Agreements (EBAs) that governed the Trusts that managed Rookwood prior to the establishment of RGCRT. This new EBA has increased team morale by providing employees with new opportunities.

## Customer Service & Stakeholder Engagement

We have initiated a stakeholder engagement program in order to foster a collaborative partnership between RGCRT and our key stakeholders. This program is enabling us to connect with primary stakeholders such as funeral directors and grave owners; industry stakeholders such as industry associations; and community groups.

## Operations

RGCRT is truly unique as we conduct 12 different types of burials in order to cater for the beliefs and values of the different denominations that we work with. To address this we have established a unified burial team that has the skills to work across the entire cemetery and support all of the burial types that we offer.

## Marketing & Communications

At the end of 2012 RGCRT embarked on a rebrand strategy to unify the newly amalgamated Trust. This brand represents the former Trusts that have come together to form a stronger, more focussed organisation. Further to this, we have also facilitated a number of events at Rookwood to support our stakeholder engagement program.

## Research & Development

In order to perpetuate the life of Rookwood Cemetery, a Research and Development (R&D) function has been established. This team will ensure the effective use of existing cemetery land and infrastructure, whilst also reviewing options for the development of new sections, buildings and services at Rookwood.

## Land & Environmental Factors

The size of Rookwood alone creates various land and environmental challenges. Since the RGCRT was established we have been working towards the sustainability of Rookwood Cemetery, this includes considering cultural values when planning for future land use and putting in place measures to protect threatened species.

## Finance

The amalgamation has enabled us to bring together combined capital that will be used to further develop Rookwood Cemetery and purchase new land. Since the RGCRT was established, we have collected significant debts, consolidated the accounts of the former Trusts and reduced our operating costs.

# PLANNING

## Highlights

- Development of a business plan that enabled us to define the newly established RGCR
- Initiation of a strategic plan that will provide the focus and direction required to sustain Rookwood Cemetery well into the future

## Achievements

### Business Planning

One of the first priorities for the newly established Rookwood General Cemeteries Reserve Trust (RGCR) was to establish a business plan. This business plan has enabled us to effectively unite the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood, whilst also defining the purpose for the new Trust.

The business plan has allowed us to create a solid organisational structure, clear objectives to guide the organisation, and key performance indicators specific to each department. Our key performance indicators focus on the following areas:

- Sales
- Marketing
- Stakeholder Engagement
- Reform
- Best Practice, Governance and Business Arrangements
- People and Culture
- Operations
- Environmental Factors
- Capital Expenditure
- Finance
- Investments

### Strategic Planning

In May 2013 we held a strategic planning day that provided participants with a clear and concise view of the business. We have conducted an audit on all of our internal resources and are now in the process of developing a 10 year strategic plan that will drive our business in the long-term.

In developing a strategic plan our key considerations have been to:

- Establish additional burial space to cater for Sydney's growing multicultural community
- Implement new information management processes to support the growth of the business
- Create financial sustainability to ensure we meet our perpetual maintenance obligations
- Create environmental sustainability to contribute towards saving the environment
- Retain employees that genuinely care about our customers, stakeholders and Rookwood as a whole

### Establishing Burial Space

RGCR is committed to ensuring that Rookwood Cemetery will always be available for interments and memorialisation. We have therefore initiated an audit of Rookwood's landscape in order to determine how we can maximise the available land and establish additional burial space. In conjunction with this, and due to our unique commitment to servicing 89 religious and cultural denominations, we are undertaking demographic research on the Sydney community. As a part of this research we are reviewing the memorialisation options used by our different community groups to ensure we are able to meet future market expectations.

### Information Management

The RGCR is determined to manage ourselves as heritage custodians and consequently information management plays a vital role in our strategic planning. Upon auditing the various information management techniques used by the former five Trusts, we have recognised that new processes are required to manage both physical and electronic information. Preservation strategies are now being put in place to ensure we are able to securely store and archive our historical records. Furthermore, we are also planning to upgrade our information technology infrastructure and solutions in order to support the growth of the business and enable us to share burial information with the community – this is particularly important when it comes to servicing our historian and genealogy clients.

### Creating Financial Sustainability

RGCR is a not-for-profit organisation that is responsible for maintaining and preserving Rookwood – Australia's largest and most historic cemetery. As a result, we have a strong focus on financial planning and we are implementing financial strategies that will ensure we have enough money to maintain Rookwood for years to come. We have implemented an investment function within the business and a significant percentage of our funds are now invested. It is these investments that will enable us to meet our perpetual maintenance obligations and ensure the preservation of Rookwood's unique landscape and historic monuments.

Further to this, the RGCR has undergone a financial audit and we are now establishing departmental budgets that will enable us to efficiently meet both our short and long-term objectives. Departments are taking ownership of their budgets and management are striving to make the business more effective.

### Creating Environmental Sustainability

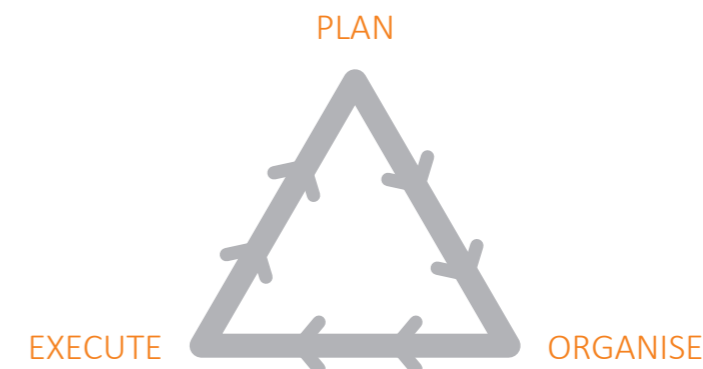
RGCR is a not-for-profit organisation that is responsible for maintaining and preserving Rookwood – Australia's largest and most historic cemetery. As a result, we have a strong focus on financial planning and we are implementing financial strategies that will ensure we have enough money to maintain Rookwood for years to come. We have implemented an investment function within the business and a significant percentage of our funds are now invested. It is these investments that will enable us to meet our perpetual maintenance obligations and ensure the preservation of Rookwood's unique landscape and historic monuments.

### Retaining Quality Employees

RGCR understands that by reinventing the Trust as an employer of choice we will be able to create a workforce committed to overseeing the long-term strategies of the business. In order to retain quality employees we are investing in the learning and development of our employees, recognising and rewarding good work ethics, and ensuring work/life balance. We are also planning to create career paths within the organisation to ensure employees are able to grow with the business.

## Objectives

At RGCR we consider planning to be vital to our success. Our business and strategic planning will guide our activities and ensure the delivery of objectives, with the concept of "plan, organise and execute", guiding everything that we do as a new organisation. In 2013/14 we will continue to execute the objectives outlined in our business plan. This will enable us to move into the next phase of the amalgamation and implement further efficiencies within the business. Even more importantly however, we will use the next period to finalise our strategic business plan with our key focus being to ensure Rookwood is maintained and readily available for future generations.



# REFORM & CORPORATE GOVERNANCE

## Highlights

- Implementation of a strategic change management process
- Creation of new company policies and procedures to govern the organisation
- Establishment of three Board driven sub-committees to lead and assist management
- Initiation of a staff-driven positive culture change program
- Implementation of a new organisational structure

## Achievements

### Change Management

Following the September 2012 amalgamation of the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood; the newly established RGCRT initiated a strategic change management process to guide the restructure of the organisation. As a part of the change management process the RGCRT Board and management team had to ensure they were thinking strategically. To that end, consideration has been given to audits, finance, policy compliance, information management, operating procedures and the implementation of a positive company culture.

### Policies & Procedures

In order to achieve governance and organisational efficiencies, RGCRT has been reviewing all current policies and procedures. Our objective is to establish new or revised policies and procedures that will effectively regulate the organisation and contribute to a strong corporate governance framework. These policies and procedures will address such aspects as information security, structural integrity of burial plots, new section development and investing for the future. Further to this the Executive team is leading a review of departmental workflows to determine how each department can best meet their individual accountabilities.

### Board Sub-Committees

Three sub-committees have been established by the RGCRT Board to provide both directive and guidance to management. The sub-committees identified that the systems and processes in place across the former five Trusts were not only different, but unable to support the transition to a medium-sized organisation. In order to address this issue and establish new ways of managing the business, the sub-committees have initiated a series of external audits on such areas as policies and procedures, information systems, and accounts. The Trust and the sub-committees are now working together to implement new ways of doing things, and to build upon the long-term strategic direction of the business.

### Culture Change Program - GORE

When it comes to creating a united company culture we have initiated a positive culture change program, which is being led by a newly established internal group, known as GORE – Getting our Reputation for Excellence. This group, which consists of staff representatives from across our various departments, is committed to reviewing opportunities for cross training across the various departments and organising team building activities that enhance communication and foster teamwork.

### Organisational Restructure

An initial due diligence study has been conducted on all departments, which has enabled us to commence the organisational restructure. Internal and external departments from across the former Trusts have been amalgamated and most importantly job descriptions that reflect RGCRT's objectives have been defined, thus ensuring accountability for all staff.

## Objectives

In 2013/14 our Reform and Corporate Governance strategy is to further define our professional identity and streamline our organisation. Now that the physical amalgamation of the various offices has taken place and the numerous external teams are working together, we are focusing on becoming a more structured and systemised business. Throughout the next financial year we will be developing new policies, procedures, processes and systems, implementing new legislations and completing such aspects as benchmarking, compliance management, risk management and strategic planning.

# PEOPLE & CULTURE

## Highlights

- Introduction of a development program to strengthen our leadership team and employee base
- Development of the first phase of a Workplace Health and Safety Program to meet OHS responsibilities
- Implementation of a single collective Enterprise Bargaining Agreement to govern all employees
- Organisational restructure to enhance service delivery across all areas of the business

## Achievements

### Leadership & Employee Development

We have achieved progress in the areas of strategic workforce planning, with a specific focus on employee engagement and performance development. Following the amalgamation of the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood, employee development is a priority for RGCRT. As a result a training schedule that consists of accredited training packages has been initiated that will cover both our internal and external teams. All employees are being assessed on an individual basis to ensure that any training gaps are addressed and our team leaders have also commenced a training program to ensure they are properly equipped to manage teams.

### Work Place Health & Safety

The first phase of a new Work Place Health and Safety (WHS) program has been developed, with a review of previously outstanding worker's compensation concerns now complete. In December 2012 a People and Safety Coordinator role was implemented. We have also commenced the development of a complete WHS plan that will include assessment of risks, management of hazards, review of safety measures and equipment, development of incident notification processes, as well as the review of areas such as amenities, ergonomics, working environment and workplace diversity.

### Enterprise Bargaining Agreement

One of the most significant achievements in regard to People and Culture was the development and implementation of a single collective Enterprise Bargaining Agreement (EBA), which replaced the three former EBAs and Awards that governed the five Trusts that managed Rookwood Cemetery prior to the amalgamation. The new EBA has unified RGCRT's workforce, with one standard set of wages and conditions now in place, to provide the best results for staff and the Trust itself.

### Organisational Restructure

Since the amalgamation a review of RGCRTs organisational structure has commenced, with the initial priority being the examination of the executive layer of the organisation. We identified that in order to deliver the best outcomes for Rookwood Cemetery, new expertise was required to successfully integrate the former five Trusts that managed Rookwood, whilst at the same time ensuring the growth and sustainability of the cemetery itself. Accordingly, there have been several changes in personnel, with numerous new recruitments and internal promotions taking place to ensure a strong and united team.

## Objectives

In 2013/14 our strategy in regard to People and Culture is to further strengthen our leadership team and establish Key Performance Indicators (KPIs) for all positions within the organisation. This will be supported by the development of training systems and career progression plans. Furthermore, the implementation of modern equipment, followed by HR and Payroll specific software, will professionalise the HR function and provide greater accountability in each of the supervisory roles.

# CUSTOMER SERVICE & STAKEHOLDER ENGAGEMENT

## Highlights

- Consolidation of services and pricing conventions to ensure we meet stakeholder's needs
- Implementation of a new Sales and Customer Service team that has the ability to meet the needs of our multicultural community
- Commencement of a data migration strategy to oversee the consolidation of our burial data
- Initiation of community engagement programs to ensure clear communication with stakeholders

## Achievements

### Services

Following the amalgamation of the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood, the RGCRT inherited an array of different services, each with their own pricing conventions. Through working with our various stakeholders we have since undergone a consolidation project and we now have consistency across the services we offer.

### Burial Services

When it comes to burials and the interment of ashes, Rookwood Cemetery offers an array of culturally specific and non-denominational monumental and lawn sections. We also offer a state-of-the-art Mausoleum, which incorporates crypts, family vaults and memorial niches. Each interment area provides a peaceful setting for a moving funeral service or memorial.

### Chapel & Condolence Services

A number of chapels are available throughout Rookwood Cemetery catering for pre-burial and memorial services. Chapels include The All Souls Chapel and The Chapel of Eternal Rest. Further to this, we are planning to establish condolence rooms to better service our clients.

### Monumental Services

To support our core business of interments RGCRT offers a monumental service. This service includes the construction of new monuments, as well as the restoration and conservation of heritage monuments that exist inside and outside of Rookwood Cemetery.

### Annual Care Service

RGCRT endeavours to keep all areas of Rookwood Cemetery looking presentable and accessible at all times. We also provide an Annual Care Service for families that would like additional maintenance carried out on a loved one's grave.

### Exhumation

RGCRT provides an exhumation service, whereby a grave can be re-opened and the remains removed or transferred to another site. The service occurs as per family or courts requests and must be approved by the NSW Department of Health.

### Family History Research Service

As heritage custodians, RGCRT has a responsibility to assist family historians and genealogy groups to locate ancestry specific information. As a result we offer a family history research service that provides information on the burials that have taken place at Rookwood Cemetery.

## Sales & Customer Service Team

One of our biggest achievements as a newly integrated organisation has been in the area of Customer Service. During the amalgamation of Rookwood's former five Trusts, RGCRT has ensured that our service to clients has remained our biggest priority. We have established a Sales and Customer Service team that is equipped with the skills and cultural understanding to meet the needs of the different religious and cultural groups that we work with. Further to this, we also have customer service representatives onboard that are trained in grief counselling, which enables us to provide support and guidance to the bereaved families that we work with.

## Managing Burial Data

A key part of amalgamating the former five Trusts at Rookwood is integrating the different burial databases into a single system. This complex task has resulted in the suspension of the Deceased Search function on a number of our websites, which we understand has been an inconvenience to our customers. As a result we are prioritising this database integration, upgrading our technology and reviewing options for a single cemetery management system that will unite our organisation.

## Stakeholder Engagement

RGCRT has initiated a stakeholder engagement program to foster effective communications with our stakeholders, including funeral directors, government, industry associations and community groups. The initial objective of this program was to ensure our key stakeholders were not only informed, but consulted with, as we transformed five smaller organisations into one medium-sized entity.

### Primary Stakeholder Engagement

Throughout the 2012/13 financial year, we conducted various forms of engagement with funeral directors – one of our key primary stakeholder groups. These engagement activities enabled us to meet with various funeral directors in order to determine how we can work together to better meet the needs of bereaved families. We have also begun developing our 2013/14 primary stakeholder engagement program, which will enable us to connect with both funeral directors and future grave owners. Our funeral director engagement will cover such aspects as working with RGCRT, WHS legislations, exhumations and public burials. Our grave owner engagement strategies will aim to educate the market on burial processes and legislation, whilst as the same time reducing some of the fear and anxiety associated with cemeteries.

### Industry Stakeholder Engagement

As the first Crown Cemetery Trust to be established in NSW, the RGCRT Board and management team have worked to initiate standards across the cemetery industry. To that end, industry stakeholder engagement is a priority for us. We are working with the Department of Primary Industries in conjunction with peak bodies such as the Cemeteries and Crematoria Association, Australian Funeral Directors Association and the Monumental Masons Association to reshape not only Rookwood, but the cemetery industry as a whole.

### Community Engagement

Rookwood Cemetery caters for 89 different religious and cultural groups, all with different needs and values when it comes to the memorialisation of loved ones. At RGCRT we are striving to continually meet the needs of the different communities that we work with and as a result we have initiated a community engagement program. The objective of this program is to ensure the community groups that use Rookwood Cemetery are involved in plans for future development. During 2012/13 we engaged with a number of community groups, including Jewish, Muslim, Greek, Russian and Armenian.

## Objectives

In 2013/14 stakeholder engagement will play a big role in our organisation. We consider stakeholder engagement essential to ensuring strong governance and leadership, with our main objective being to create clear and transparent lines of communications with our various stakeholders. Our community engagement strategy will aim to address community and denominational concerns, build stronger relationships with stakeholders, improve our understanding of our stakeholder's needs and provide stakeholders with the opportunity to contribute to the future development of Rookwood. Further to this, we are also focused on bringing the community to Rookwood to experience the history and culture of the cemetery; our stakeholder engagement program will support this objective.

# OPERATIONS

## Highlights

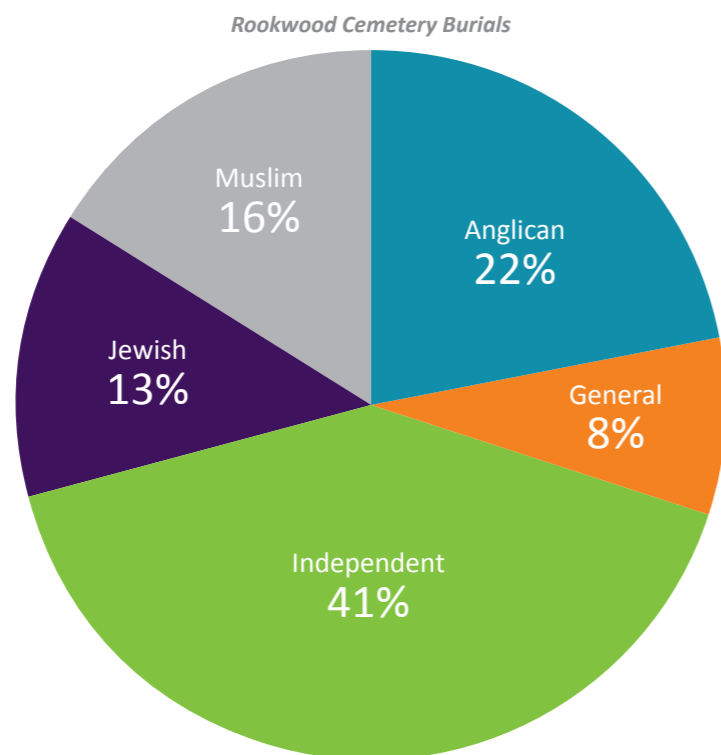
- Development of a unified burial team that is able to service all faiths across the various areas of Rookwood Cemetery
- Development of four new burial sections including Chinese, Greek, Islamic and Macedonian
- Commencement of a comprehensive Safety and Conservation survey that will ensure the long-term preservation of Rookwood's monuments

## Achievements

### Burials

Following the merger of the Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood, the newly amalgamated burial crew was faced with the challenge of learning the different burial procedures across all of the different faiths that utilise the cemetery. We service 89 different religious and cultural denominations and our burial team has gone through extensive team building and training to ensure we are able to customise our burial procedures to meet the beliefs of the various denominations that we work with.

In addition to this, we have also put in place processes to report on the number of burials that occur within the different sections of the cemetery. This gives us the opportunity to better understand the requirements of our various communities and plan for the development of new areas.



*RGCRT burials (including first internments, re-opens and destitute burials) for July 2012 to June 2013.*

### Grounds & Maintenance

Following the amalgamation of the former Trusts that managed Rookwood, we now have one team in place to manage ground maintenance throughout the whole of Rookwood. This team has been responsible for assessing each individual area and preparing a maintenance schedule that will ensure the preservation of Rookwood's gardens and lawns, which is particularly important when it comes to conserving our culturally themed gardens and protecting our endangered species of flora and fauna.

## Cemetery Projects

RGCRT's projects team is responsible for maintaining and developing Rookwood Cemetery. Since the amalgamation this team has reviewed the entire cemetery to assess both Rookwood's burial sections and infrastructure, with a view to determining what maintenance and preservation work is required over the coming years. Additionally, they have also focused on developing and preparing new areas of land for burials. We now have new Chinese and Greek sections available for at-need burials and pre-purchases, a new Islamic section available for at-need burials and a new Macedonian section in development.

## Monumental Operations

The focus for RGCR's monumental team ranges from maintaining Rookwood's historic monuments through to developing new monuments to support our core operations. The team also works with external organisations and local governments on the conservation and restoration of heritage monuments within our surrounding community, with recent work including restoration works at Wisemans Ferry Cemetery and Liverpool Pioneers Cemetery.

Since the amalgamation of the Trusts at Rookwood Cemetery, the key achievement for this team has been the commencement of a comprehensive Safety and Conservation survey, whereby the monuments within Rookwood Cemetery will be assessed. This is an extensive project that has not previously been conducted across the entire cemetery and as a result we estimate that it will take five years to complete.

## Objectives

In 2013/14 our strategy in regard to our operations is to further streamline our processes. We are planning to upgrade our machinery to ensure burial crews can meet the cemetery's demands, whilst also providing support to other cemeteries. During this period there will be a strong focus on new developments to ensure the expansion of Rookwood and furthermore, we will continue our commitment to conservation in order to maintain the beauty of Rookwood.



# MARKETING & COMMUNICATIONS

## Highlights

- Development of a unified brand that will unite the former Trusts at Rookwood Cemetery
- Development of a marketing and events calendar that supports our stakeholder engagement initiatives
- Execution of Rookwood’s annual sculpture exhibition, HIDDEN - A Rookwood Sculpture Walk
- Launch of new land to ensure the continuation of the Muslim and Jewish sections of Rookwood

## Achievements

### Brand Development

Following the amalgamation of the former five Trusts that managed Rookwood, we embarked on a rebrand strategy inspired by an advocacy for change and a concurrent respect for historical preservation. We are working with key stakeholders to shape the way forward for the cemetery industry, whilst at the same time conserving the history and culture of the Rookwood site – our new unified brand represents this focus and commitment. Our values (respect, reflect and remember) form our brand’s tagline.

The image featured in our logo is the Tadgell’s Bluebell, an endangered species that predominantly grows in the Western Sydney areas. This unique and rare plant represents Rookwood’s ecological community. The Tadgell’s Bluebell has five petals, which for the purpose of our brand, is symbolic of the five former Trusts that managed the Rookwood site.

### Marketing & Events

Our market is made up of several distinct categories of stakeholders including:

- Funeral directors
- Grave owners and visitors
- Religious and cultural community groups
- Industry groups
- Partners and suppliers
- Family researchers and historians
- Artists and the arts community
- Wider Sydney communities
- Tourists and recreationalists

In 2012/13 we ran a number of events that enabled us to engage with our key stakeholders.

These Events included:

DATE	EVENT NAME
<b>Community Based Events</b>	
1 September 2012	HIDDEN 2012 Opening Event
14 October 2012	HIDDEN 2012 Closing Event
<b>Industry Specific Events</b>	
8 May 2013	Lot 10 Launch Event
4 June 2013	Stonemason Workshop

## HIDDEN – A Rookwood Sculpture Walk

HIDDEN is an outdoor sculpture exhibition that takes place amongst the gardens and graves in one of the oldest sections of Rookwood Cemetery. This sculpture walk was developed in 2009 by the former Anglican and General Cemetery Trust to showcase the historic and cultural significance of Rookwood within our community. The exhibition attracts thousands of visitors to Rookwood each year, many of whom stay to experience Rookwood’s environment – from the historic monuments, through to the culturally themed gardens and unique fauna.

HIDDEN 2012 ran from 1 September through to 14 October 2012 and attracted over 2000 visitors. This exhibition was our biggest one yet and in order to ensure this momentum continues we have already commenced plans for HIDDEN 2013. We have also put plans in place to run an arts-based mentorship program, called HIDDEN Uncovered. Facilitated by RGCRT in partnership with NSW Health and dLux Media Arts, HIDDEN Uncovered will aim to nurture the professional practice skills of emerging artists who experience a mental health disability.

Both HIDDEN and HIDDEN Uncovered provide a unique way for us to engage with and support the local community and we are passionate about including such events in our Marketing and Events calendar.

### Lot 10 Launch Event

As a part of the Trust’s commitment to ensure that Rookwood Cemetery will always be available for burials, we have initiated an extensive review of current cemetery land. In conjunction with this, we have commenced a demographic analysis of the Sydney community to ensure we are able to meet the needs of our market today and in the future.

Our objective is to determine how to best maximise the available land at Rookwood to cater for our market and we are addressing the most critical sections as a priority. For example, in order to ensure the continuation of both the Muslim and Jewish sections of Rookwood, a new area of land within the cemetery has been allocated to these faiths. On 8 May 2013 we held a launch event for this new Muslim and Jewish section. The Minister for Primary Industries, the Honourable Katrina Hodgkinson, along with the Minister for Citizenship and Communities and Minister for Aboriginal Affairs, the Honourable Victor Dominello, attended the launch to commemorate the proceedings.

### Stonemason Workshop

RGCRT has been working with the Monumental Masons Association to develop monumental guidelines for the stonemason industry, our objective being to ensure the safety, quality and longevity of Rookwood’s monuments. We are striving to ensure that all stonemasons that work at Rookwood Cemetery are compliant with the standards and guidelines set by the association. In accordance with this, we held a Stonemason’s Workshop on 4 June 2013 to engage with local masons and present the rules for masonry work across the different sections of Rookwood.

## Objectives

In 2013/14 our strategy in regard to Marketing and Communications is to complete the implementation of our new brand, solidify our position within the cemetery industry, and develop a marketing and events calendar to support our stakeholder engagement program. A new amalgamated company website with cemetery-wide deceased search functionality will be a priority. Due to inadequate information systems the process of creating an amalgamated database has proved difficult and this has hindered the development of our new website. Over the next period we will be focussing on resolving these data issues and ensuring a new website is available for our clients, which is particularly important for our family historians. Also of priority will be our communications with both internal and external stakeholders.







Monumental Heritage Specialists, Rookwood Cemetery

# RESEARCH & DEVELOPMENT

## Highlights

- Development of a Research and Development (R&D) function to perpetuate the life of Rookwood Cemetery

## Achievements

### R&D Initiatives

Following the amalgamation of the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood, RGCR has initiated an R&D function, in order to ensure a collaborative approach with industry and government stakeholders. The primary objective for this function is to meet RGCR's perpetuity management targets by engaging with key stakeholders, providing advice to government on cemetery reform, developing and implementing innovative ideas and reviewing options for new income streams.

During this reporting period, the R&D department has been liaising with the Department of Primary Industries, local councils, and other peak bodies to provide insights into cemetery operations, advice on best practices, and recommendations on the conservation of heritage monuments and the better use of land resources.

## Objectives

In 2013/14 our Research and Development strategy is to further support the development of new burial areas within and external to Rookwood Cemetery (as outlined in the section on Land & Environmental Factors). In addition to this, our objective is to enhance Rookwood's facilities (including the office, the customer service centre, and the café) and guide monumental restoration and conservation both within and outside of the cemetery.

Due to the amalgamation a redesign of the RGCR office is required. The growth from five smaller organisations into one medium-sized organisation has resulted in the need for more space both within our customer service area and within the general office itself.

With regards to Reflections at Rookwood Café, an upgrade is required to meet the growing needs of our multicultural community. Plans are now in place to create a larger café space, to establish condolence rooms, increase the number of denominations catered for, and establish a genealogy hub.





Serpentine Canal, Rookwood Cemetery

# LAND & ENVIRONMENTAL FACTORS

## Highlights

- Identification of sustainability requirements, in conjunction with the Plan of Management
- Implementation of a lands committee to oversee the review of land availability, including the allocation of new land to the Muslim and Jewish faiths

## Achievements

### Sustainability & Plan of Management

RGCRT has a commitment to ensuring the sustainability of Rookwood, in addition to managing our overall carbon footprint. Since the amalgamation we have identified that the cemetery could achieve a sustainable model and contribute to saving our environment through a commitment to preservation, development, risk management and maintenance.

RGCRT is working with key stakeholders to implement the Department of Primary Industries' Plan of Management. This plan provides a strong focus on sustainability, including the continued sustainable use of the land for burials or cremations, the preservation of the heritage values of the site, and respect for the religious and cultural beliefs and practices of all communities.

In establishing a Lands Committee and working closely with the Department and the Rookwood Necropolis Trust (RNT), RGCRT has recognised that our responsibilities are not limited to the financials. Importantly we are focussed on the following concepts:

- Respect for religious and cultural values are paramount and need to be at the forefront when considering the future use of land
- Rookwood is one of Australia's most significant sources of history and we need to manage ourselves as heritage custodians
- Threatened species within our site (both flora and fauna) need to be protected and preserved

### Land Review & Development

Under the direction and guidance of the RGCRT Lands Committee we are now in the process of reviewing land availability, identifying new burial options and ensuring the responsible development of land at Rookwood Cemetery.

RGCRT is dedicated to ensuring that Rookwood will always be available for burials and we are currently looking at new ways to expand the cemetery, whether this be further developing the current land within the cemetery or purchasing new land. Our aim is to ensure equity for the multicultural Sydney community by ensuring sufficient land availability for the different denominations that we work with.

For example, in order to ensure the continuation of both the Muslim and Jewish sections of Rookwood, a new area of land within the cemetery has been allocated to these faiths on a 50/50 basis. The Muslim faith will be the first of the two denominations to make use of this new land.

## Objectives

In 2013/14 our strategy in regard to Land and Environmental Factors is to further progress our plans to create a sustainable and environmentally friendly Rookwood, this will include reviewing options for a renewable cemetery. We plan to evaluate a number of areas to ensure we have a full understanding of our impact on the environment, including the management of trees, soil, water, waste, energy, recycling and drainage. We will also continue to work with key stakeholders to oversee the deliverables in the plan of management, which will ensure the preservation of Rookwood Cemetery for years to come.

### 2012/13 Financial Highlights:

An overall surplus of

**\$12.7 million**

A **\$7.1 million**

contribution from Investments in Financial Assets,  
at an overall return of 9.8%

**\$5.6 million**

cash generated from operational activities

An **\$11.4 million**

increase in Financial Assets

# FINANCIAL REPORT

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# FINANCE OVERVIEW

## Highlights

- Implementation of financial goals to drive and support the RGCR's overall objectives
- Consolidation of accounts to provide one financial platform and governance framework
- Implementation of strong financial procedures to manage trade debtors
- Reduction in operating costs, highlighting the success of the amalgamation
- Implementation of a new investment policy to address under-performing investments
- Establishment of a solid financial base that has the ability to perpetuate the life of Rookwood Cemetery

## Achievements

### Setting Financial Goals

Following the amalgamation of the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood, the newly established RGCR has completed its first full financial year of operation. During this period we set ourselves numerous financial goals, all of which focused on achieving our long-term vision to ensure growth and perpetuity for Rookwood Cemetery. These goals included consolidating accounts, collecting outstanding debts, reducing operating costs and assessing our investments.

### Consolidating Accounts

The 2012/13 period was a challenging year for the RGCR. Whilst the new management team understood that the previous Trusts operated independently, under different policies and procedures; the amalgamation highlighted the fact that the systems and installed infrastructure we inherited were inadequate. As a result the process of consolidating the accounts of the former Trusts was a difficult one, however we are pleased to confirm that this project is now complete and we have implemented a new financial governance framework to ensure cost savings and further efficiencies within the business.

### Trade Debtors

During the consolidation project the RGCR Board and management team identified that there was not a sufficient process in place to manage Trade Debtors. The total amount of money owing to the newly amalgamated Trust had accumulated to over a million dollars. Following a significant collection effort, in conjunction with the strengthening of financial procedures, this matter was dealt with efficiently.

### Reduction in Expenditure

The efficiencies and cost savings that were expected as a result of the amalgamation are becoming increasingly apparent. As can be expected there have been costs involved with the actual reform process, with such things as audits, land review, staff training, WHS assessment, inventory management, information management, security and re-branding included in the Trust's reform budget. However, when it comes to the RGCR's general operating expenditure, a clear reduction is evident, with our financial performance reflecting the tighter cost controls and strategic budgeting being driven from the Board down.

RGCR EXPENDITURE	2012 ('000)	2013 ('000)
Sales Revenue	16,085	15,954
Investment Income	3,829	4,171
Unrealised Gains	1,812	2,777
Operating Costs	8,407	8,489*
Net Income	5,881	5,266

\* Operating cost for 2013 include at least \$747,000 in one off reform costs

## Making Better Investments

Another pleasing achievement is in regard to the Trust's financial assets, which increased by \$7.1 million in 2013. Upon reviewing the inherited investment policies, the RGCR discovered a number of under-performing investments. These investments were contributing to lower than expected returns and were posing a significant risk to the Trust's ability to save money for the long term maintenance and preservation of Rookwood. To that end, RGCR has since sold under-performing investments, developed a new investment policy based on risk management, growth and rate of return, and acquired more profitable investments. Returns have improved and the unrealised loss of \$1.8 million in 2012 has been turned around to produce an unrealised gain of \$2.8 million for 2013. Dividend yield and interest earned has remained steady despite a drop in official interest rates.

## Saving for the Future

At RGCR our major challenge is to ensure the longevity of Rookwood Cemetery. This includes managing the upkeep of the cemetery's historic sections, in conjunction with the development of new sections to support the needs of our growing community. To that end, the Trust's funds are being allocated to projects that will provide a significant return on investment, to ensure we have enough money to manage Rookwood Cemetery now and into the future. Following the 2012/13 financial year, the Trust has an overall net position of \$93 million, and we are pleased to confirm that this money will contribute towards the maintenance of land, equipment, infrastructure and monuments, and will also be used to develop new burial sections as and when they are needed.

## Objectives

In 2013/14 our financial strategies will focus on benchmarking the Trust's operations against other cemeteries and organisations akin to ourselves, with the objective being to achieve best practices within the industry. We are looking forward to working towards the growth and perpetuity of Rookwood Cemetery, and with this in mind we will be striving to improve accountability and introduce more cost effective measures through management accounting.

As a key part of our strategic planning, RGCR will be developing a long-term financial plan. This will require a review of the financial modelling for maintaining the cemetery in perpetuity, in conjunction with a review of our pricing models.





Elephant House, Rookwood Cemetery

## BOARD OF TRUSTEES DECLARATION

The Board of Trustees declare that the trust is not a reporting entity. The Board of Trustees determined that these special purpose financial statements should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

The Board of Trustees declares that:

1. the financial statements and notes as set out on pages 44 to 58 present fairly the trust's financial position as at 30 June 2013 and its performance for the period ended on that date in accordance with the accounting policies described in Note 1 to the financial statements;
2. in the Board of Trustees' opinion there are reasonable grounds to believe that the trust will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Trustees.

Signed for on behalf of the Board of Trustees

Robert Ernest Wilson, Chairman

Dated: 14 February 2014

Fiona Heslop, Chief Executive Officer

Dated: 14 February 2014

# INDEPENDENT AUDIT REPORT

Spry Roughley & Co  
ABN: 27 962 527 056

L3/55 Phillip St, Parramatta NSW 2150  
PO Box 913, Parramatta NSW 2124 Australia

T: (+61 2) 9891 6100 F: (+61 2) 9635 4782  
E: email@spryroughley.com.au  
www.spryroughley.com.au

**Spry Roughley**  
CHARTERED ACCOUNTANTS

## INDEPENDENT AUDIT REPORT TO THE BOARD OF TRUSTEES OF ROOKWOOD GENERAL CEMETERIES RESERVE TRUST

We have audited the accompanying financial report, being a special purpose financial report, of Rookwood General Cemeteries Reserve Trust (the trust) which comprises the statement of financial position as at 30 June 2013 and the income statement, statement of comprehensive income, statement of changes in funds and statement of cash flows for the period ended on that date, a summary of significant accounting policies and other explanatory notes and the Trustee's Declaration.

### Board of Trustee's Responsibility for the Financial Report

The board of trustees of the trust is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are appropriate to meet the financial reporting requirements of the trust and are appropriate to meet the needs of the board of trustees. The board of trustee's responsibility also includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free of material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the board of trustees. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free of material misstatement.

Our audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes an evaluation of the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the board of trustees, as well as evaluation of the overall presentation of the financial report

The financial report has been prepared for distribution to the board of trustees for the purpose of fulfilling the board of trustees financial reporting obligations under the Crown Lands Act 1989. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the board of trustees, or for any purpose other than for which it was prepared.

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GROUP

A member of the INAA Group, a worldwide  
association of independent accounting firms

Liability is limited by a scheme approved under the Professional Standards legislation

**Spry Roughley**

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Independence

In conducting our audit, we complied with the independence requirements of Australian professional ethical pronouncements.

### Auditor's Opinion

In our opinion the financial report of Rookwood General Cemeteries Reserve Trust:

- gives a true and fair view of the trust's financial position as at 30 June 2013 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
- complies with Australian Accounting Standards to the extent described in Note 1

### Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 of the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Board of Trustees financial reporting responsibilities under the Crown Lands Act 1989. As a result, the financial report may not be suitable for another purpose.

### Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the financial report of the Rookwood General Cemeteries Reserve Trust for the year ended 30 June 2013 included on the Rookwood General Cemeteries Reserve Trust's website. The Board of Trustees are responsible for the integrity of the Rookwood General Cemeteries Reserve Trust's website. We have not been engaged to report on the integrity of the Rookwood General Cemeteries Reserve Trust's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

*Spry Roughley & Co.*

Spry Roughley & Co

*M.E. Roughley*

M E Roughley, Partner  
Chartered Accountant

PARRAMATTA

Dated: 14 February 2014

# INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		\$	\$
Revenue	2	20,711,378	3,596,300
Other revenue	2	3,098,102	16,544
Cost of sales		(2,640,883)	(669,980)
Employee benefits expense		(4,475,886)	(735,949)
Depreciation and amortisation expenses		(1,042,634)	(120,104)
Repairs & maintenance expense		(334,198)	(90,849)
Unrealised loss on investments		-	(874,618)
Bad debts expense		(50,627)	(89,850)
Contract labour expense		(273,515)	-
Motor vehicle expenses		(202,938)	(25,204)
Computer expenses		(237,156)	(8,354)
Rates and levies expense		(549,554)	(58,209)
Other expenses		(1,323,490)	(267,572)
<b>Surplus for the year</b>		<b>12,678,599</b>	<b>672,155</b>
<b>Surplus retained</b>		<b>12,678,599</b>	<b>672,155</b>

The accompanying notes form part of these financial statements.

# STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		\$	\$
<b>Surplus for the period</b>	3	<b>12,678,599</b>	<b>672,155</b>
Other comprehensive income:			
Other comprehensive income for the period		-	-
<b>Total comprehensive income for the year</b>		<b>12,678,599</b>	<b>672,155</b>
<b>Total comprehensive income retained</b>		<b>12,678,599</b>	<b>672,155</b>

The accompanying notes form part of these financial statements.

# STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2013

	Note	2013	2012
		\$	\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	3,960,000	3,013,526
Trade and other receivables	5	2,309,150	2,764,320
Financial assets	6	73,700,483	62,289,084
Inventories	7	11,793,586	10,159,969
Other current assets	9	105,210	26,169
<b>TOTAL CURRENT ASSETS</b>		<b>91,868,429</b>	<b>78,253,068</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	10	5,102,501	5,310,947
<b>TOTAL NON-CURRENT ASSETS</b>		<b>5,102,501</b>	<b>5,310,947</b>
<b>TOTAL ASSETS</b>		<b>96,970,930</b>	<b>83,564,015</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	2,417,142	1,467,599
Short-term provisions	12	434,695	642,705
Other	13	18,671	221,070
<b>TOTAL CURRENT LIABILITIES</b>		<b>2,870,508</b>	<b>2,331,374</b>
<b>NON-CURRENT LIABILITIES</b>			
Long-term provisions	12	247,648	257,710
Other	13	199,244	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>446,892</b>	<b>257,710</b>
<b>TOTAL LIABILITIES</b>		<b>3,317,400</b>	<b>2,589,084</b>
<b>NET ASSETS</b>		<b>93,653,530</b>	<b>80,974,931</b>
<b>EQUITY</b>			
Settled sum		80,302,776	80,302,776
Retained surplus		13,350,754	672,155
<b>TOTAL EQUITY</b>		<b>93,653,530</b>	<b>80,974,931</b>

The accompanying notes form part of these financial statements.

# STATEMENT OF CHANGES IN FUNDS

FOR THE YEAR ENDED 30 JUNE 2013

	Settled Sum	Retained Surplus	Total
	\$	\$	\$
<b>Balance at 1 July 2011</b>	-	-	-
Settlement sum- Independent Cemetery Trust Necropolis	30,491,581		30,491,581
Settlement sum- Anglican Cemetery Trust Necropolis	14,100,361		14,100,361
Settlement sum- General Cemetery Trust Necropolis	21,419,742		21,419,742
Settlement sum- Muslim Cemetery Trust Necropolis	2,440,798		2,440,798
Settlement sum- Jewish Cemetery Trust Necropolis	11,850,294		11,850,294
Surplus retained	-	672,155	672,155
<b>Balance at 30 June 2012</b>	<b>80,302,776</b>	<b>672,155</b>	<b>80,974,931</b>
<b>Balance at 1 July 2012</b>	<b>80,302,776</b>	<b>672,155</b>	<b>80,974,931</b>
Surplus retained	-	12,678,599	12,678,599
<b>Balance at 30 June 2013</b>	<b>80,302,776</b>	<b>13,350,754</b>	<b>93,653,530</b>

The accompanying notes form part of these financial statements.

# STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from customers		18,225,826	3,079,820
Payments to suppliers, employees and others		(12,637,519)	(2,093,937)
<b>Net cash provided by operating activities</b>	<b>14</b>	<b>5,588,307</b>	<b>985,883</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of property, plant & equipment		67,704	97,607
Payments for investments		(39,131,732)	(899,461)
Proceeds from sale/maturity of investments		30,783,034	-
Proceeds from investment income		4,220,652	681,054
Payments for property, plant & equipment		(866,491)	-
<b>Net cash provided by (used in) investing activities</b>		<b>(4,926,833)</b>	<b>(120,800)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from settlement of Trust		-	2,148,443
Proceeds from repayment of related party loans		285,000	-
<b>Net cash provided by financing activities</b>		<b>285,000</b>	<b>2,148,443</b>
Net increase in cash held		946,474	3,013,526
Cash and cash equivalents at beginning of financial year		3,013,526	-
<b>Cash and cash equivalents at end of financial year</b>	<b>14</b>	<b>3,960,000</b>	<b>3,013,526</b>

The accompanying notes form part of these financial statements.



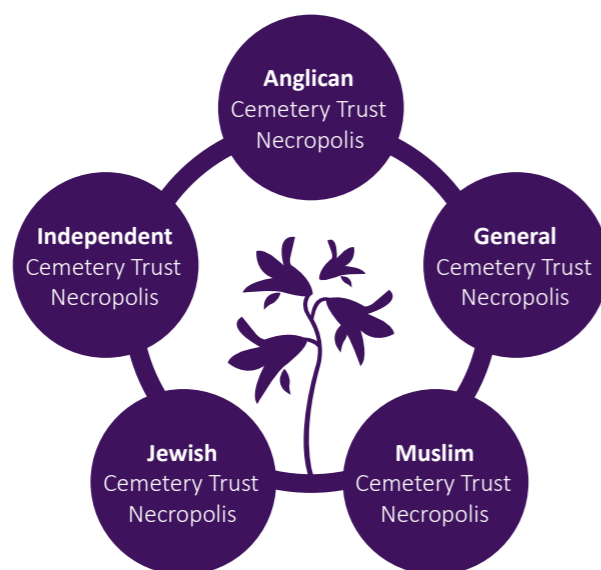
# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2013

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Rookwood General Cemeteries Reserve Trust ('the Trust') was established as a reserve Trust pursuant to section 92(1) of the Crown Lands Act 1989. The establishment of the Trust was subject of Ministerial direction under the provisions of section 111A of the Crown Lands Act 1989.

The Trust was formed on the 27 April 2012 as an amalgamation of the following Trusts, which were dissolved on that date:



The assets and liabilities of the dissolved Trusts formed part of the settlement sum of the Trust on 27 April 2012. Assets were transferred on a historical cost basis less accumulated depreciation, if applicable, and liabilities at their net present value as recorded in the audited financial statements of the respective individual Trusts. As part of the settlement of the Trust, a cash component of \$2,148,443 was received.

A Board of Trustees was appointed pursuant to section 93 of the Crown Lands Act 1989 to administer the Trust.

The Board of Trustees have prepared the financial statements of the Trust on the basis that the Trust is a non-reporting entity because there are no users dependent on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the the Crown Lands Act 1989.

The financial statements have been prepared in accordance with the significant accounting policies disclosed below, which the Board of Trustees have determined are appropriate to meet the purposes of preparation. Such accounting policies are consistent with the previous period unless stated otherwise.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The accounting policies that have been adopted in the preparation of the statements are as follows.

The comparative balances disclosed in the Income Statement, the Statement of Comprehensive Income, the Statement of Changes in Funds and the Statement of Cash Flows are for the period of approximately 2 months to 30 June 2012.

The financial statements were authorised for issue by the Board of Trustees of the Trust on the date of the signed Trustees declaration.

### (a) Income Tax

The Trust is exempt from income tax.

### (b) Inventories

Inventories are measured at the lower cost and net realisable value.

Costs are assigned on a first-in, first-out basis and include direct materials, direct labour and an appropriate proportion of variable and fixed overhead expense.

### (c) Section Development

Section development is valued at the lower cost and net realisable value. Cost includes the cost of acquisition, development, foreign currency movements, borrowing costs and holding costs until completion of development. Borrowing costs, foreign currency movements and holding charges incurred after development is completed are expensed. Revenue and cost of sales is brought to account on the signing of an unconditional contract of sale and the issuance of a burial licence. Effective control over the burial plot is passed on to the buyer at this point.

### (d) Construction Contracts and Work in Progress

Construction Contracts and Work in Progress is valued at cost, plus profit recognised to date less any provision for anticipated future losses. Cost includes both variable and fixed costs relating to specific contracts, and those costs that are attributable to the contract activity in general and that can be allocated on a reasonable basis.

Construction profits are recognised at the stage of completion basis and measured using the proportion of costs incurred to date as compared to expected actual costs. Where losses are anticipated they are provided for in full.

Construction revenue has been recognised on the basis of the terms of the contract adjusted for any variations or claims allowable under the contract.

### (e) Property, Plant and Equipment

Property, plant and equipment are carried at cost. All assets, excluding freehold land and buildings, are depreciated over their useful lives to the Trust.

The carrying amount of plant and equipment is reviewed annually by Trustees to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset.

#### Depreciation

The depreciable amount of property, plant and equipment (excluding freehold land) is depreciated on a straight-line basis. Depreciation commences from the time the asset is available for its intended use.

Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

### (f) Financial Instruments

#### Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the Trust commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs, where the instrument is classified 'at fair value through profit or loss' in which case transactions costs are expensed to profit or loss immediately.

### Classification and subsequent measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest method or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the effective interest method.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction cost and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense item in profit or loss.

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions, reference to similar instruments and option pricing models.

The Trust does not designate any interests in subsidiaries, associates or joint venture entities as being subject to the requirements of accounting standards specifically applicable to financial instruments.

#### (i) Financial assets at fair value through profit or loss

Financial assets are classified at 'fair value through profit or loss' when they are either held for trading for the purpose of short-term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

#### (ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

#### (iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Trust's intention to hold these investments to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

#### (iv) Available-for-sale investments

Available-for-sale investments are non-derivative financial assets that are either not capable of being classified into other categories of financial assets due to their nature or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with any re-measurements other than impairment losses and foreign exchange gains and losses recognised in other comprehensive income. When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available-for-sale financial assets are classified as non-current assets when they are expected to be sold within 12 months after the end of the reporting period. All other available-for-sale financial assets are classified as current assets.

### (v) Financial liabilities

Non-derivative financial liabilities other than financial guarantees are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

### Impairment

At the end of each reporting period, the Trust assesses whether there is objective evidence that a financial asset has been impaired. A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a 'loss event') having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of available-for-sale financial assets, a significant or prolonged decline in the market value of the instrument is considered to constitute a loss event. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the Trust recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

### Financial Guarantees

Where material, financial guarantees issued that require the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due, are recognised as financial liabilities at fair value on initial recognition.

The fair value of financial guarantee contracts has been assessed using the probability-weighted discounted cash flow approach. The probability has been based on:

- the likelihood of the guaranteed party defaulting during the next reporting period;
- the proportion of the exposure that is not expected to be recovered due to the guaranteed party defaulting; and
- the maximum loss exposure if the guaranteed party were to default.

Financial guarantees are subsequently measured at the higher of the best estimate of the obligation in accordance with AASB 137: Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less, when appropriate, cumulative amortisation in accordance with AASB 118: Revenue. Where the entity gives guarantees in exchange for a fee, revenue is recognised under AASB 118.

### (g) Impairment of assets

Property (including investment property), plant, equipment, intangible assets and investments measured at cost are reviewed to determine whether there is any indication that they have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of the affected asset (or group of related assets) is estimated by reference to disposal value and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

### (h) Trade and Other Receivables

Trade and other receivables include amounts due from customers for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade and other receivables are recognised at nominal transaction value without taking into account the time value of money.

### (i) Employee Benefits

Provision is made for the Trust's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the amounts expected to be paid when the liability is settled, plus any related on-costs.

Provisions for annual leave and long service leave arising from employee services rendered are recognised and measured at the amounts expected to be paid when the liability is settled, plus related on-costs

### (j) Provisions

Provisions are recognised when the Trust has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

### (k) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

### (l) Revenue and Other Income

Revenue is measured at the value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Revenue from the sale of goods is recognised at the point of delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods and the cessation of all involvement in those goods.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

Dividend revenue is recognised when the right to receive a dividend has been established.

Revenue recognition relating to the provision of a service is determined with reference to the stage of completion of the transaction at the end of the reporting period and where outcome of the contract can be estimated reliably. Stage of completion is determined with reference to the services performed to date as a percentage of total anticipated services to be performed. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent that related expenditure is recoverable.

Revenue from rental properties is recognised when the Trust has a right to receive the rent in accordance with the lease agreement.

All revenue is stated net of the amount of goods and services tax (GST).

### (m) Trade and Other Payables

Trade and other payables, including bank borrowings and distributions payable, are recognised at the nominal transaction value without taking into account the time value of money.

### (n) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the balance sheet.

### (o) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current year.

Where the Trust has retrospectively applied an accounting policy, made a retrospective restatement of items in the financial statements or reclassified items in its financial statements, an additional statement of financial position as at the beginning of the earliest comparable period will be disclosed.

### (p) Rounding of Amounts

Amounts in the financial statements have been rounded off to the nearest dollar.

### (q) Critical Accounting Estimates and Judgements

The Trustee evaluates estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Trust.

### (r) Settled Sum

The Settled Sum represents the accumulated funds transferred from each of the individual Trusts that were the subject of the amalgamation to form the Rookwood General Cemeteries Reserve Trust that have not yet been assigned to specific Reserves. The respective amounts that were transferred on amalgamation are outlined in the statement of changes in funds and represents a perpetuity reserve.

### (s) Crown Land

The Rookwood General Cemeteries Reserve Trust is the legal body holding constructive ownership of reserved Crown land on a temporary basis (being for the life of the Trust). The purpose of establishing this legal interest in the land itself is to facilitate the management of that land by the reserve Trust on behalf of the public. Enduring ownership and hence title to the land is held by the Crown (State) and therefore land has not been valued in the books of the Trust.

## 2. REVENUE AND OTHER INCOME

	Note	2013	2012
		\$	\$
<b>REVENUE</b>			
<b>SALES REVENUE:</b>			
Sales		15,954,875	3,119,084
<b>OTHER REVENUE:</b>			
Rental Revenue		90,401	18,265
Dividends received	2(a)	1,615,122	82,697
Interest received	2(b)	2,841,653	352,864
Other revenue		209,327	23,390
<b>Total Revenue</b>		<b>20,711,378</b>	<b>3,596,300</b>
<b>OTHER INCOME</b>			
Gain on disposal of property, plant and equipment		35,401	16,544
Gain on disposal of investments		285,102	-
Unrealised gain on net market values of investments		2,777,599	-
<b>Total Other Income</b>		<b>3,098,102</b>	<b>16,544</b>
<b>(a) Dividends received from:</b>			
Other corporations		1,615,122	82,697
<b>(b) Interest received from:</b>			
Other corporations		2,841,653	352,864
<b>3. SURPLUS</b>			
The surplus has been determined after charging the following:			
<b>(a) EXPENSES:</b>			
<b>REMUNERATION OF AUDITOR:</b>			
Auditing or reviewing the financial statements		55,800	49,057
Other services provided by related practices of the auditor		35,053	5,000
		<b>90,853</b>	<b>54,057</b>
Cost of sales		2,640,882	669,980
Bad debts expense		50,627	89,850
Unrealised loss on market value of investments		-	874,618
Net loss on disposal of non-current assets: Investments		-	1,730
<b>(b) REVENUE AND NET GAINS:</b>			
<b>NET GAIN ON DISPOSAL OF ASSETS:</b>			
Property, plant and equipment		35,401	16,544
Investments		285,102	-

## 4. CASH AND CASH EQUIVALENTS

	Note	2013	2012
		\$	\$
Cash on hand		2,000	2,500
Cash at bank		3,958,000	3,011,026
		<b>3,960,000</b>	<b>3,013,526</b>

## 5. TRADE AND OTHER RECEIVABLES

<b>CURRENT</b>			
Interest receivable		858,449	1,063,024
Dividends receivable		169,001	-
		<b>1,027,450</b>	<b>1,063,024</b>
<b>Sundry debtors</b>			
		-	<b>47,700</b>
Trade receivables		719,684	1,027,650
Less provision for impairment		(178,014)	(127,387)
		<b>541,670</b>	<b>900,263</b>
Deposits paid in advance		5,000	5,000
<b>AMOUNTS RECEIVABLE FROM OTHER RELATED ENTITIES:</b>			
Joint Committee of Necropolis Trustees		162,000	447,000
Excess franking credits receivable		573,030	301,333
		<b>2,309,150</b>	<b>2,764,320</b>

## 6. FINANCIAL ASSETS

<b>CURRENT</b>			
Fair value through profit & loss financial assets	(a)	45,099,483	20,305,854
Held-to-maturity investments	(b)	28,601,000	41,983,230
		<b>73,700,483</b>	<b>62,289,084</b>
<b>(a) FAIR VALUE THROUGH PROFIT &amp; LOSS FINANCIAL ASSETS:</b>			
<b>OTHER INVESTMENTS:</b>			
Shares in listed companies		31,430,907	8,184,125
Listed fixed income securities		13,668,576	12,121,729
<b>Total fair value through profit and loss financial assets</b>		<b>45,099,483</b>	<b>20,305,854</b>
<b>(b) HELD-TO-MATURITY INVESTMENTS:</b>			
Term Deposits		28,601,000	41,983,230

## 7. INVENTORIES

	Note	2013	2012
		\$	\$
<b>CURRENT</b>			
<b>AT COST:</b>			
Raw materials		81,431	-
Section development	8	7,797,073	5,934,904
Mausoleum & Crypts		3,866,046	4,183,046
Work in progress		49,036	42,019
		<b>11,793,586</b>	<b>10,159,969</b>

## 8. LAND HELD FOR SALE

Section development		7,797,073	5,934,904
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## 9. OTHER ASSETS

<b>CURRENT</b>			
Prepayments		105,210	26,169

## 10. PROPERTY, PLANT AND EQUIPMENT

Plant and equipment		10,096,186	9,433,967
Less accumulated depreciation		(5,646,389)	(4,699,420)
		<b>4,449,797</b>	<b>4,734,547</b>
Motor vehicles		1,672,919	1,490,691
Less accumulated depreciation		(1,020,215)	(914,291)
		<b>652,704</b>	<b>576,400</b>
<b>Total property, plant and equipment</b>		<b>5,102,501</b>	<b>5,310,947</b>

## 11. TRADE AND OTHER PAYABLES

	Note	2013	2012
		\$	\$
<b>CURRENT</b>			
Goods and services tax		327,581	177,292
Funds held in trust		246,598	246,598
Rental bonds held		22,865	13,091
Trade creditors		1,002,485	411,183
Other creditors		386,919	218,268
Deposits held in advance		165,010	329,625
Withholding taxes payable		265,684	71,542
		<b>2,417,142</b>	<b>1,467,599</b>

## 12. PROVISIONS

<b>CURRENT</b>			
Provision for holiday pay		306,143	417,391
Provision for long service leave		247,648	257,710
Provision for sick leave		128,552	225,314
		<b>682,343</b>	<b>900,415</b>

### Analysis of Total Provisions

Current		434,695	642,705
Non-current		247,648	257,710
		<b>682,343</b>	<b>900,415</b>

## 13. OTHER LIABILITIES

<b>CURRENT</b>			
Annual & abiding care		18,671	221,070
<b>NON-CURRENT</b>			
Annual & abiding care		199,244	-

## 14. CASH FLOW INFORMATION

	Note	2013	2012
		\$	\$
<b>(a) RECONCILIATION OF CASH</b>			
Cash at the end of financial year as shown in the Statement of Cash Flows is reconciled to the related items in the statement of financial position as follows:			
Cash at Bank		3,958,000	3,011,026
Cash on hand		2,000	2,500
		<b>3,960,000</b>	<b>3,013,526</b>
<b>(b) RECONCILIATION OF CASH FLOW FROM OPERATIONS WITH SURPLUS</b>			
Surplus		12,678,599	672,155
<b>NON-CASH FLOWS IN SURPLUS:</b>			
Depreciation & amortisation expense		1,042,634	120,104
Unrealised (gain)/ loss on investments		(2,777,599)	874,618
(Gain)/loss on sale of property, plant & equipment		(35,401)	(16,544)
Investment income		(4,456,775)	(435,561)
(Gain)/loss on sale of investments		(285,102)	-
<b>CHANGES IN ASSETS &amp; LIABILITIES:</b>			
(Increase)/Decrease in receivables		307,966	(478,772)
(Increase)/Decrease in other assets		(31,342)	110,805
(Increase)/Decrease in inventory		228,552	286,452
(Increase)/Decrease in section development		(1,862,169)	(160,593)
Increase/(Decrease) in provisions		(170,599)	5,001
Increase/(Decrease) in payables		949,543	8,218
<b>Net cash provided by operating activities</b>		<b>5,588,307</b>	<b>985,883</b>

Rookwood  
C e m e t e r y   
*Respect - Reflect - Remember*

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

P 02 9746 2177  
F 02 9764 2689

[rookwoodcemetery.com.au](http://rookwoodcemetery.com.au)