

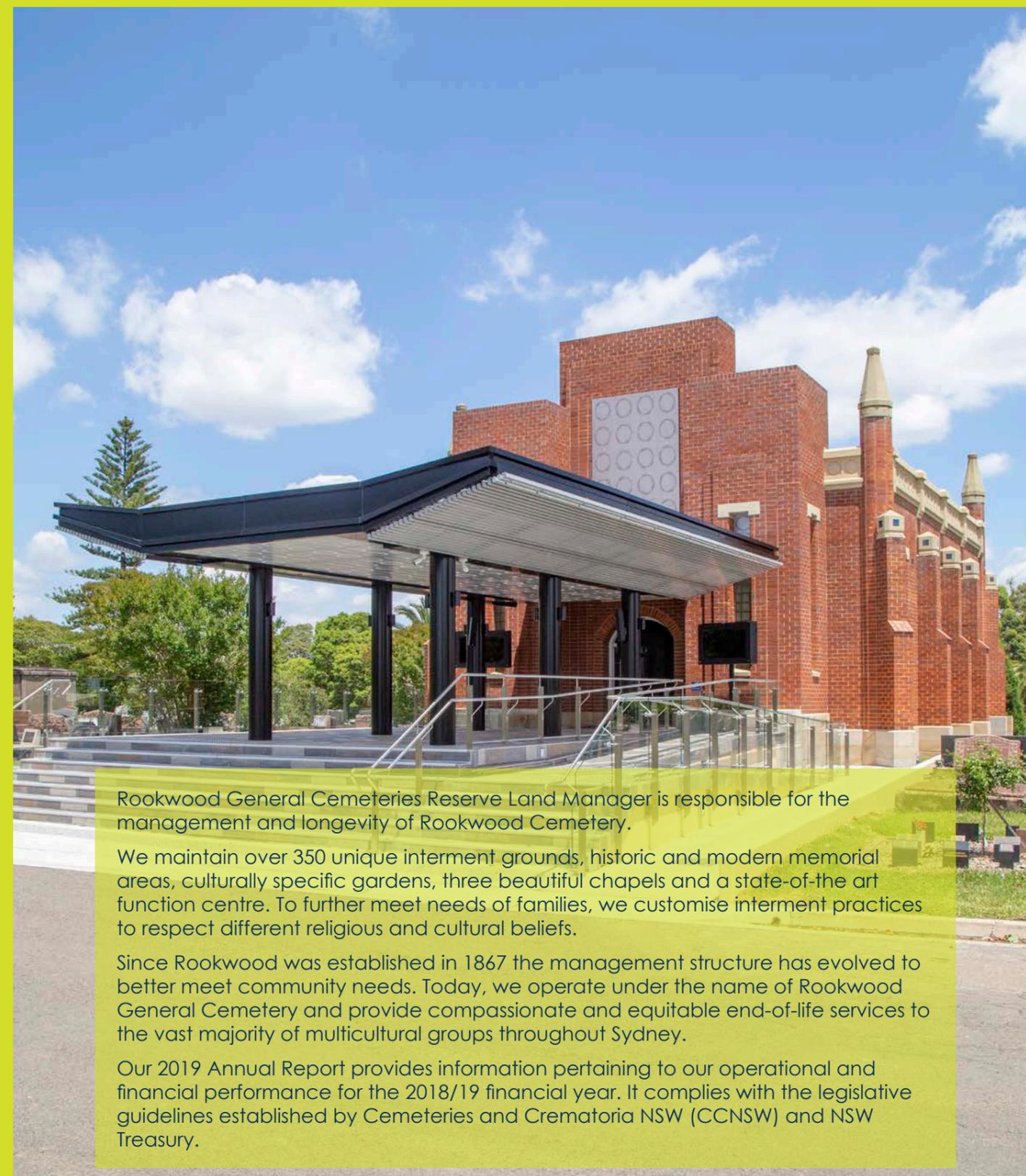
# ANNUAL REPORT 2019



ROOKWOOD  
EST 1867 GENERAL CEMETERY

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Rookwood General Cemeteries Reserve Land Manager is responsible for the management and longevity of Rookwood Cemetery.

We maintain over 350 unique interment grounds, historic and modern memorial areas, culturally specific gardens, three beautiful chapels and a state-of-the-art function centre. To further meet needs of families, we customise interment practices to respect different religious and cultural beliefs.

Since Rookwood was established in 1867 the management structure has evolved to better meet community needs. Today, we operate under the name of Rookwood General Cemetery and provide compassionate and equitable end-of-life services to the vast majority of multicultural groups throughout Sydney.

Our 2019 Annual Report provides information pertaining to our operational and financial performance for the 2018/19 financial year. It complies with the legislative guidelines established by Cemeteries and Crematoria NSW (CCNSW) and NSW Treasury.

## Contact Details

PO Box 291, Lidcombe NSW 1825  
Hawthorne Avenue, Rookwood NSW 2141  
02 8575 8100  
[www.rookwoodcemetery.com.au](http://www.rookwoodcemetery.com.au)  
[info@rookwoodcemetery.com.au](mailto:info@rookwoodcemetery.com.au)

## Hours of Operation

Monday - Friday 0730 - 1700  
Saturday - Sunday 0900 - 1500

## ABN

65 959 157 751

## Primary Contact

George Simpson  
Chief Executive Officer

# 1. YEAR IN REVIEW

## COMMUNITIES SERVICED

Anglican	German	Lutheran	Orthodox Macedonian	Syrian
Armenian	Greek	Mandaeen	Orthodox Russian	Ukrainian
Assyrian	Indochinese	Maori	Orthodox Serbian	Vietnamese
Chinese	Jewish	Methodist	Presbyterian	
Druze	Khmer	Muslim	Public	
Estonian	Latvian	Non-Denominational	Salvation Army	

## SERVICES

- 2,125 interments conducted
- 1,667 allotments sold
- 1318 monumental and inscription permits processed
- 481 new monumental projects completed
- 90 Monuments repaired to address safety concerns
- 22 historic monuments conserved and repaired, including WW1 soldier and nurse memorials
- 13 conservation projects completed for external organisations

## DEVELOPMENTS

- 7 new interment areas developed
- 3 new infrastructure developments undertaken

## FINANCIALS

- \$4.5 million invested in capital expenditure to improve Rookwood and our services
- \$18 million surplus generated (\$13 million from investments and \$5 million from operations)

## GOVERNANCE

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

## ENGAGEMENT INITIATIVES

- 32 stakeholder events held
- 177 stakeholder meetings held
- 48 new stakeholder networks established
- 70 public events held
- 186 instances of media coverage
- 4,627 new Facebook fans (total 28,222)
- 52 new Instagram followers (total 4,555)
- 222,669 website visits

## OUR PEOPLE

- 86 employees (24 female and 62 male)
- 743 employee development opportunities
- 15 employee engagement events held



## 11 MESSAGE FROM THE CHAIR

Over the last three years Rookwood General Cemetery has transformed significantly as an organisation, with the most recent change being the placement of a new Board. Throughout this journey effective governance has been a primary focus, financial targets have been achieved and the services offered to communities has continued to improve.

### Governance

Effective from the 21st of December 2018, a new Board was appointed to direct Rookwood General Cemeteries Reserve Land Manager (Rookwood General Cemetery). This appointment was overseen by the then Minister for Lands and Forestry, the Honourable Paul Toole, in collaboration with the state's Cemeteries and Crematoria agency (CCNSW).

The board consist, of myself, in addition to a team of carefully selected professionals with experience across a range of public, private and Government industries. These members include, Penelope Barletta, Nigel Corne, Ahmad Kamaledine, Albert Olley, Robyn Scott and Richard Seideman.

During the first six (6) months of the 2018/19 financial year, Rookwood General Cemetery was governed by Administrator, Mr. Jason Masters, who was appointed in July 2016.

As the new Chair, I would like to take this opportunity to thank Mr. Masters for his dedication to Rookwood General Cemetery. He has been instrumental in implementing a new governance framework for the organisation and establishing a new Executive team.

Improving investment capabilities, addressing pricing issues, implementing a community focused strategic plan and reviewing options to address the shortage of burial space in Sydney have also been valuable achievements.

We now have a strong foundation on which to move forward and ensure that we deliver for the Sydney community for decades to come. As Chair, my focus has been on inducting the new Board, ensuring governance processes continue to lead the organisation, and strengthening our strategy to continue to meet community needs and expectations.

### Objectives

One of our primary objectives over the past six months, was to review Board protocols and establish reporting mechanisms to guide and inform Board members as they perform their roles and responsibilities. New Board committees have also been established, with members appointed and charters defined.

A review of the organisation's strategic plan is also underway, with a view to identifying ways in which the Board can provide insights into meeting current and future community needs. Rookwood is recognised as the leading provider of cemetery services for the multicultural communities of Sydney and we are striving to remain at the forefront of the industry.



With such a broad stakeholder base, engagement at an industry, community and government level continues to be a priority. The team at Rookwood General Cemetery have extended their community stakeholder base, building broader relationships with the primary religious and cultural communities that utilise Rookwood Cemetery. At a government level, I have worked with the Chief Executive Officer to build relationships with relevant State Government representatives and Councils. This focus on engagement will continue over the next twelve (12) months.

### Sustainability

The vision at Rookwood General Cemetery is to establish a sustainable organisation that can provide for the longevity of such an historic cemetery, whilst meeting the needs of the community for the next 150 years to come.

Rookwood is the one of Australia's oldest cemeteries, but also one of the last remaining open green spaces within close proximity to the Sydney CBD. For this reason it is paramount that the cemetery is preserved for a wide range of community uses.

Maintaining a site as large and historic as Rookwood comes with its challenges and the team is focused on conserving the cemetery's heritage assets, ensuring cemetery safety, sharing historic data and implementing improved facilities to bring the cemetery into the future.

In order to meet the evolving needs of the Sydney community, establishing a financially and operationally sustainable organisation is paramount. For this reason, the team have ensured a strong focus on growing Rookwood's perpetuity fund, developing strategies to create efficiencies and implementing new cost-effective services for families.

Moving forward, I look forward to leading the organisation through future opportunities and challenges, as we strive to position Rookwood as an international leader, capable of providing unique cemetery and crematoria services for all religions and cultures.

A handwritten signature in black ink that reads "K O'Regan". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

**Katherine O'Regan**

Chairperson

Rookwood General Cemeteries Reserve Land Manager

## 1.2 MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



At Rookwood General Cemetery, we are committed to providing the multicultural communities of Sydney with access to equitable end-of-life services.

Throughout the 2018/19 financial year, we have continued to implement a strategic plan, which fundamentally focuses on implementing strategies to resolve Sydney's cemetery crises, ensuring sufficient funds to maintain Rookwood Cemetery in perpetuity and making the burial or cremation experience as easy as possible for families.

### Cemetery Land

Cemeteries capacity throughout metropolitan Sydney is anticipated to be exhausted by 2051. Unavailability of 'at-need' grave plots is anticipated in some regions from around 2026.

Like any other cemetery throughout the region, Rookwood is facing the same challenges. We have now moved into our last 5% of useable land and at current usage rates, we estimate that a number of our key community groups will run out of in-ground allotment space within the next decade. It is therefore critical that the imminent shortage of land available to cater for earth interment is addressed immediately.

To address these concerns we have continued with a number of innovative strategies to create additional interment locations throughout Rookwood. These include maximising vertical space by designing a new Mausoleum; researching accelerated decomposition to enable families to use their graves for multiple family members; and developing a patented above-ground structure that could offer earth style interments for those communities that must be interred in earth.

We have also been reviewing two land parcels in Greater Western Sydney to determine their suitability for cemetery use. Extensive due-diligence processes have also been conducted.

Whilst we are still in the early phases of our journey, our ultimate objective is to address Sydney's cemetery requirements, by providing sufficient land to service the multicultural community for the next 150 years.

### Sustainability of Rookwood

Rookwood General Cemetery is one of the oldest, largest and most multicultural cemeteries in Australia. Its vast and historical landscape is one of Sydney's most significant heritage sites.

As Crown Cemetery Land Managers, we are responsible for the longevity of Rookwood. Accordingly, one of our primary objectives is to establish a strong perpetuity fund that will oversee the maintenance of the cemetery once land is no longer available for new burials.

With this in mind our investments and surplus from operations have seen our net assets grow from \$180 million, to \$198 million throughout the financial year.

In addition to ensuring the financial sustainability, we are focussed on conserving Rookwood's historic monuments and structures. This includes both safety initiatives and restoration projects.

Our Monumental Safety and Conservation (MSC) Program continues to monitor the safety of Rookwood's monuments, with unsafe monuments made safe as a priority. We have also restored a number of historic monuments each year, with our strategic plan ensuring that a specific number of monuments are restored each year.

Heritage conservation projects outside the gates of Rookwood have also been a focus throughout the year, with our heritage stonemason's providing professional services and completing conservation works at a growing number of significant sites throughout Sydney.

### Equitable Services

A part of our remit is to provide equitable access to interment related services for the religious and cultural groups that reside in Sydney.

With burial land diminishing and the rising cost of living increasing, many families experience difficulties covering the costs associated with funerals. Known as 'funeral poverty' this complex issue is a growing concern not only in Australia, but throughout the world.

For many families the ritual of a funeral is recognised as a necessary part of the grieving process. Our responsibility, as a not-for-profit Crown cemetery manager, is to implement new initiatives to create sustainable and affordable end-of-life options for future generations.

In addition to our focus on developing new mausolea and undertaking research projects to broaden the options available to families, we have also implemented a cost-effective cremation service in partnership with an offsite cremation provider.

This new offering is a small step towards minimising funeral debt and creating affordability for families.

### Ongoing Relationships

All of the above initiatives would not be possible without the effective relationships that we have established with our stakeholders, at a community, industry and Government level. Likewise we have focused on strengthening our relationship with internal stakeholders, our employees.

Through this ongoing engagement process, including one-on-one meetings, focus groups, community and public events, and team-building initiatives we have been able to understand stakeholder needs and involve them in our strategic journey.



### George Simpson

Chief Executive Officer

Rookwood General Cemeteries Reserve Land Manager

**Generated a total surplus of \$18 million, of which \$13 million is due to investments and \$5 million is a result of operations**



Throughout the 2018/19 financial year, Rookwood General Cemetery has focused on refining and improving financial routines and reporting processes.

During the last three months of the year, the team was heavily involved in the integration and implementation of a new cemetery management software system, using a platform known as PlotBox. This was a vital step toward meeting a key component of our strategic plan, being to develop an efficient IT environment.

**Reporting**

As reported on in 2017/18, Rookwood General Cemetery reports to NSW Treasury as a controlled entity. In preparation for this on-going change, we continued to work on initiatives that will ensure the efficient implementation of new procedures, including procurement processes and investments in Treasury Corporation of NSW (Tcorp).

There was a considerable amount of work completed by the Finance team in regard to both auditing our organisations books for the year ending 30 June 2019, and preparing for the implementation of the policies mandated by NSW Treasury.

**Achievements**

In comparison to last financial year, during 2018/19 we experienced a decrease of approximately \$2 million in revenue. Due to consumer spending trends and the current financial environment.

Importantly, even with a reduction in revenue, we experienced an increase in surplus, up from \$11 million in 2017/18 to \$18 million in FY18/19. The reason for this increase is an outstanding return of 8.75% on investments in Tcorp.

The underlying surplus from operations remains strong. In addition, there are clear steps being taken to further improve and diversify revenue streams and surplus from operations.

During 2018/19 we achieved \$7.5 million in cash flow from operations, out of which \$4.5 million for capital expenditure were reinvested, which include investments into new vehicles, machinery, an ERP system and infrastructure.

**Investment Portfolio**

We have continued to transition our investments to Tcorp and follow a strict investment policy framework. As a result, we benefit from Tcorp's scale and expertise, diversification of its investments and extremely competitive management fees.

Our investment portfolio, consisting of carefully selected investments, performed strongly during the year, with our investment in Tcorp's long-term funds, generating approximately nine percent (8.75%).

Strong investment returns will continue to support the accumulation of reserves for the future maintenance and preservation of Rookwood Cemetery.

**Financial Sustainability**

Rookwood General Cemetery has an obligation to oversee the long-term maintenance and sustainability of Rookwood Cemetery. As of 30 June 2019, we have met our annual financial targets for the year and are on track to achieve our perpetuity objectives.

We have a strong investment portfolio; adequate liquidity and a balance sheet remains strong. The investment portfolio of approximately \$153 million has institutional, industry and instrument diversification. In total, our net assets are approximately \$198 million.

**Increased net assets to a total value of \$198 million (including impact of revaluation of assets)**

**Harin Rana**

Director of Corporate Services

Rookwood General Cemeteries Reserve Land Manager

## 2. ROOKWOOD CEMETERY IN PROFILE

**1792** Sydney's first burial ground, known as The Old Burial Ground, was established where Sydney Town Hall now stands.

**1820** The Devonshire Street Cemetery (also known as Sandhills or Brickfield Cemetery) was established where Central Railway now stands.

**1869** The Colonial Secretary for Lands, John Robertson, announced the search for a new cemetery, as the Sydney colony was outgrowing its previous two cemeteries at the sites of Sydney Town Hall and Central Station.

**1862** The Government purchased 200 acres of the Liberty Plains Estate, which was situated 30 minutes from the Sydney CBD, near the newly established Sydney to Parramatta Railway.

**1867** Haslams Creek Cemetery was consecrated to coincide with the closure of Devonshire Street Cemetery. The mortuary train commenced with the consecration of Haslams Creek Cemetery, with twice daily services running from Sydney's Central Station No. 1.

**1869** A separate funeral terminal from the main Central Station was built at Regent Street Redfern. A similar receiving house, known as the Mortuary Station Receiving House No.1, was also constructed in the cemetery.

**1876** Residents of Haslams Creek began campaigning for a new suburb name to remove the association with the cemetery. Following this, the local railway station and suburb were renamed Rookwood.

**1906** Central Station opened on the site of the former Devonshire Street Cemetery, with those interred at the site exhumed and relocated to other cemeteries around the city, including Rookwood.

**1913** Haslams Creek Cemetery gradually adopted the name Rookwood, causing locals to once again complain that their suburb bore the same name as the Cemetery. The suburb's name was consequently changed, this time to Lidcombe, a combination of the names of two former mayors of the town – Lidbury and Larcombe.

**1938** Regular funeral trains to Rookwood ceased due to the growing popularity of motor vehicles. Following this, trains to Rookwood were only used for visitors on Sundays and Mother's Day.

**1948** The mortuary train service was officially terminated, after 80 years of operation.

**1952** Rookwood's Mortuary Station No.1 fell into disrepair. It was then sold for 100 pounds to Reverend Mr Buckle in 1957.

**1958** Rookwood's Mortuary Station No.1 was dismantled brick by brick and transported to Canberra in 83 semitrailers, where it was converted into the All Saints Church of England in Ainslie.

**1993** The volunteer group, Friends of Rookwood, was established to promote Rookwood's heritage and raise funds for the restoration and conservation of the cemetery's monuments and structures.

**2012** Following the NSW cemetery industry reform, Rookwood General Cemeteries Reserve Trust was established to unite the former Anglican, General, Independent, Jewish and Muslim Trusts that managed Rookwood.

**2017** Rookwood Cemetery celebrated its 150th anniversary, with a grand open day and parade uniting the many communities that use Rookwood to farewell and remember their loved ones.

**2018** In accordance with the Crown Lands Management Act (2016), all Crown Reserve Trusts transitioned to Land Managers, with Rookwood General Cemetery Reserve Trust now operating as Rookwood General Cemetery.



# 3. OUR ORGANISATION IN PROFILE

## 3.1 OUR IDENTITY

**Purpose** – Through commitment to family, community and heritage, we help our clients to celebrate the life and memories of a loved one.

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

**Values** – Respect, Reflect, Remember

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

## 3.2 OUR OFFICIAL RESPONSIBILITIES

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

Reserve Name	Reserve Numbers	Titles – Volume / Folio System Titles*	Titles – Lot / Deposited Plan System Titles**	Primary Dedicated Use	Other Permitted Uses
Rookwood Necropolis	<ul style="list-style-type: none"> <li>• D500912</li> <li>• D500906</li> <li>• D500913</li> <li>• D500903</li> <li>• D500904</li> </ul>	<ul style="list-style-type: none"> <li>• 535-3000 (Portion only)</li> <li>• 876-730 - Portion only</li> <li>• 8631-3000</li> <li>• 11864-3000</li> <li>• 15399-3000</li> <li>• 15782-3000</li> <li>• 21071-3000</li> <li>• 22156-3000</li> <li>• 22159-3000</li> <li>• 22791-3000</li> <li>• 22926-3000</li> </ul>	<ul style="list-style-type: none"> <li>• 1-1184042</li> <li>• 3-1140277</li> <li>• 4-1140277</li> <li>• 10-829656</li> <li>• 470-752036</li> <li>• 483-47759</li> <li>• 485-48201</li> <li>• 492-48441</li> <li>• 494-48448</li> <li>• 506-1016919</li> <li>• 7053-1029128</li> </ul>	Zone Special Purpose 1 (Primary use to be dedicated to cemetery activities)	Other activities with a correlation to cemetery activities permitted

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

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

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

## 3.3 OUR OPERATING ENVIRONMENT

### 3.3.1 Political Factors

#### Cemetery Reform

In 2012 the NSW Government initiated a cemetery reform to ensure sufficient cemetery land for the future of Sydney. This involved the restructure of Crown cemeteries. At this time, Rookwood General Cemeteries Reserve Trust was established to manage two-thirds of Rookwood Cemetery; and Cemeteries and Crematoria NSW (CCNSW) was established as a statutory agency to support and regulate the interment industry.

As of the 1st of July, 2018, in accordance with the Crown Lands Management Act 2016 the Trust became a statutory Land Manager. Our legal name became Rookwood General Cemeteries Reserve Land Manager; however, we operate under the name of Rookwood General Cemetery.

#### Transitioning to a Controlled Entity

Following the announcement by NSW Treasury that we are a controlled entity in 2017/18, we have continued to implement treasury policies and procedures. This process is scheduled for completion at the end of June 2021 in accordance with the three (3) year timeline put in place by NSW Treasury.

#### Rookwood Cemetery Governance

In regard to the ongoing governance of Rookwood Cemetery, CCNSW contracted PwC to conduct a review of cemetery operations. The outcome of this report is due to be finalised by the end of 2020.

#### Renewable Interment Rights

In 2018/19 part four (4) of the Cemeteries and Crematoria Act 2013 was implemented. This final phase of this Act offers families the option of renewable interment rights within new interment locations.

During the reporting period, the Regulation Committee conducted an enquiry into the impact and implementation of the Cemeteries and Crematoria Amendment Regulation 2018, including renewable interment rights. The Committee received over 150 submissions to this enquiry, with Rookwood General Cemetery preparing a submission outlining significant issues posed by renewable tenure at Rookwood, along with extensive feedback from our stakeholders opposing renewable interment rights due to religious and cultural reasons.

### 3.3.2 Legal Factors

The primary documents directing and/or constraining Rookwood General Cemetery's activities include:

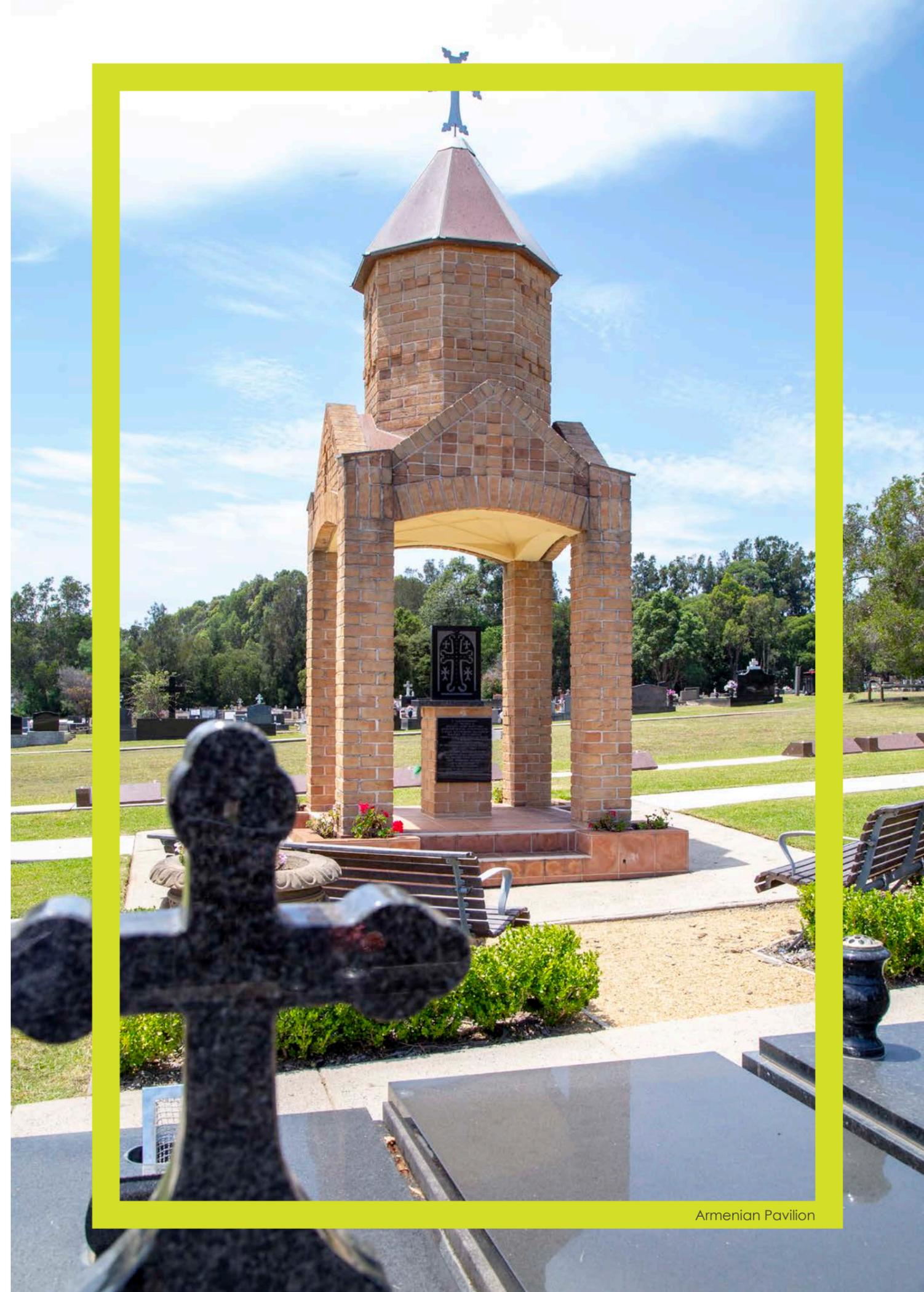
- Auburn Local Environmental Plan 2010
- The Burra Charter 2013
- Cemeteries and Crematoria Act 2013
- Cemeteries and Crematoria Regulation 2014
- Crown Land Management Act 2016
- Crown Lands Regulation 2006
- Conservation Management Plan 2016
- Disability Inclusion Act 2014
- Freedom of Information Act 1982
- Heritage Act 1977
- Heritage Regulation 2012
- Rookwood Necropolis Trust, Landscape Master Plan 2014
- Privacy Act 1988
- Property Management Plan 2015
- Protection of the Environment Operations Act 1997
- Rookwood Necropolis Plan of Management 2014
- Threatened Species Conservation Act 1995
- Threatened Species Conservation Regulation 2010
- Threatened Species Conservation (Biodiversity Banking) Regulation 2008
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011

### 3.3.3 Economic Factors

The rising cost of funerals is driving many families in to debt. Also known as 'funeral poverty', it is a globally recognised societal issue, bringing the days of elaborate funerals to an end.

With little change to existing cremation and grave occupancy rates expected, cemetery capacity in metropolitan Sydney is anticipated to be exhausted by 2051. Over the coming years, diminishing cemetery land, will increase the risk of funeral poverty for Sydney communities.

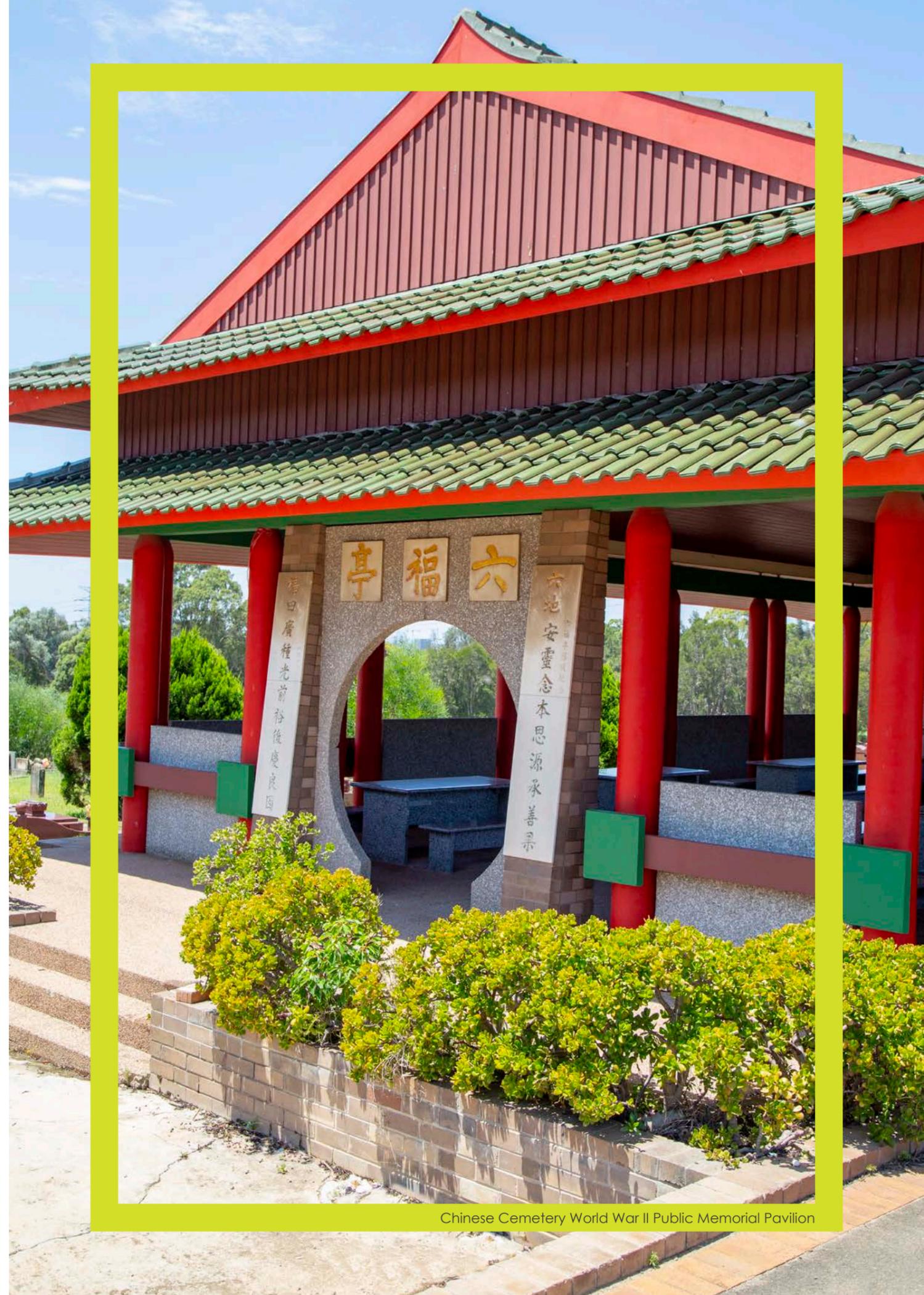
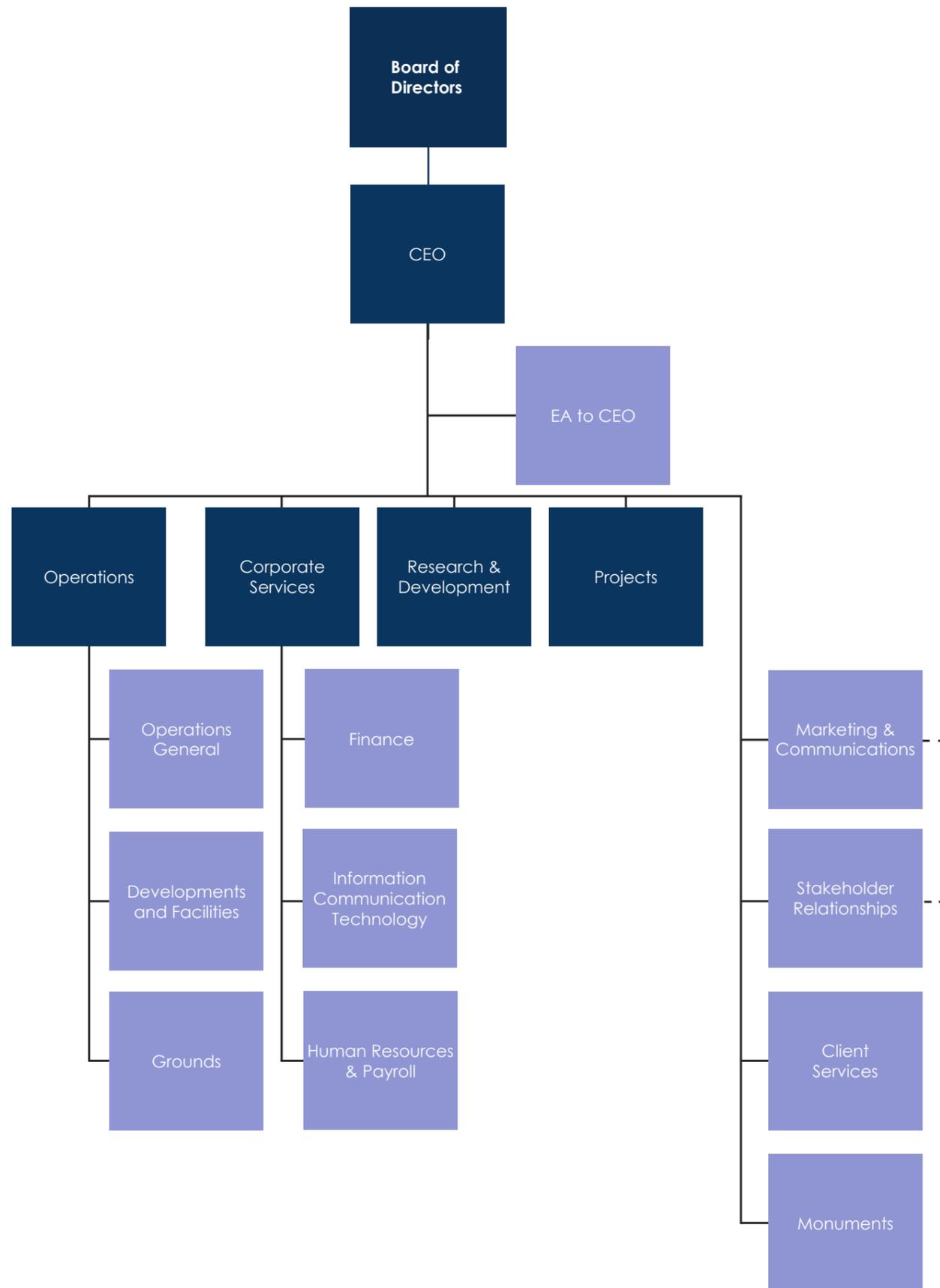
To combat this economic issue and ensure affordability for families, additional land suitable for cemetery use is vital.



Armenian Pavilion

# 4. MEET THE TEAM

## 4.1 ORGANISATIONAL STRUCTURE



Chinese Cemetery World War II Public Memorial Pavilion

## 4.2 OUR BOARD

To ensure the effective ongoing operations of Rookwood General Cemetery, our organisation is governed by a Board of Directors.

Effective from the 21st of December 2018, the Board was appointed by the then Minister for Lands and Forestry, the Honourable Paul Toole, in collaboration with the state's cemeteries and crematoria agency (CCNSW).

### **Katherine O'Regan, Chairperson**

Katherine is an experienced executive and commercial Board Director specialising in urban management, finance and economic development. She has strong strategic abilities, commercial acumen and international experience across banking and property, infrastructure, innovation, urban development and the environment.

Katherine O'Regan has developed and implemented growth strategies for cities, business and government. In 2017 Katherine was appointed Executive Director of the Cities Leadership Institute, a not for profit dedicated to building the capacity of urban leaders to make cities, towns and communities great places.

Katherine also serves as the Chief Executive Officer of the Sydney Business Chamber, Chair of Rookwood General Cemetery and a Board Director of the Sydney Institute.

She previously served as a Chief of Staff and Advisor to Federal and State Government Ministers and Deputy Mayor, Woollahra Municipal Council holding office as a Councillor for five years.

Formally an athlete, scientist, and coach Katherine has a Bachelor of Applied Science (Sports Science), Masters of Business Administration and a Masters of US Studies (with Merit).



### **Penelope Barletta**

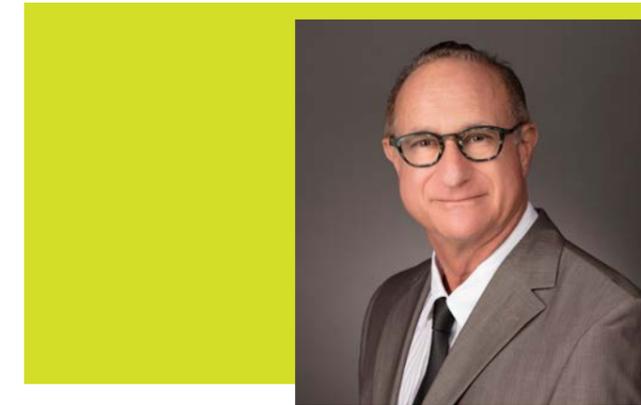
Penelope (Penny) Barletta has an eclectic range of experience gathered in the fields of education, corporate and small business, not-for-profit and community organisations.

Following her first career as a high school teacher, Penny has fulfilled roles in marketing, fundraising, administration and management. A particular theme through her professional life has been working with volunteers serving vulnerable communities, most recently for St. John's Community Services Limited in the Kings Cross area.

Alongside this practical experience, Penny has completed extensive studies, including a Graduate Diploma in management, a Graduate Certificate in Pastoral Supervision, and a Master of Education in Social Ecology.

Currently, Penny is a regional manager for the Anglican Church Property Trust, Diocese of Sydney, assisting parishes with issues from policy compliance to property strategy and major development projects.

Within her remit at Rookwood General Cemetery as a Board Member, Penny is also the Chair of the Community Advisory Committee.



### **Nigel Corne**

Nigel Corne has been a Company Director for over two decades with experience in the tourism, franchising, trade, investment and higher education industries throughout Australasia. His expertise includes risk management, conflict resolution and business transformation while focussing on sustainability issues.

Nigel's previous roles include National Chair of the Australian Hotel Association, Vice President of AHA NSW, Director of Sydney Convention and Visitors Bureau, and Managing Director of Tourism Hotels and Leisure Limited.

He is a Graduate of the Australian Institute of Company Directors, has a Bachelor of Engineering degree and is a Fellow of the Catering Institute of Australia.

Nigel is President of Arthritis and Osteoporosis NSW and Chair of the Governance and Strategy Committee. Within his remit at Rookwood General Cemetery as a Board Member, Nigel is also the Chair of the Heritage Advisory Committee.



### **Ahmad Kamaledine**

Ahmad Kamaledine is an active member of the Muslim community, recognised for his voluntary contribution and service to the community, through various religious, government and community organisations.

Ahmad is an innovative, proactive and professional businessman, with over thirty years' experience in the Automotive industry with a specific focus on industrial surface coating solutions. Throughout his career he successfully expanded into local manufacturing, and established sales and distribution networks on an international scale.

His involvement with Rookwood commenced in 2008 as Chair of the former Rookwood Muslim Trust. During this tenure he led negotiations with Government and Community stakeholders in regard to the provision of burial land for the Muslim community within Rookwood. As a result of his efforts, a parcel of land identified as Lot 10 was allocated and unified double burials were introduced for the community.

During Rookwood's 2012 amalgamation process, Ahmad served as a Board Member for the Rookwood General Cemetery Trust and has again been appointed to the organisation's new Board.

### Albert Olley

Albert Olley has extensive and varied experience as a non-executive director, chief executive, managing director and board committee member in the public sector, large private companies, the not-for-profit and churches sector as chair and a board member.

Albert has over 20-years' experience as Managing Director, Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Company Secretary and program director; and has successfully led multiple whole of organisation culture change and transformation programs, implemented and enhanced service operations and corporate services; and led improvements in governance, risk and compliance.

Albert is a Graduate of the Australian Institute of Company Directors and an Associate of Governance Institute of Australia and is currently employed as Chief Operating Officer of the Uniting Church NSW/ACT Synod.



### Robyn Scott

Robyn has spent over 25 years working in the property funds management and advisory industry. She has expertise in all sectors of commercial property across Australia, New Zealand and Europe. Over the past seven years Robyn has also served as a Board member on a not-for-profit charity and a private equity start up.

Robyn has specialised in property investment, transactions and funds management in addition to advisory and insolvency. Robyn has worked for a variety of organisations including ASX listed companies and global financial institutions specifically Dexus, Deutsche Bank, ING and PwC. She is currently a Director at PwC working with Sydney Metro on property transactions.

With many years of corporate employment in banks, trusts and financial organisations Robyn has strong expertise in risk and governance and sits on the Rookwood Risk and Audit Committee.

Robyn holds a Bachelor of Applied Science in Land Economics and is a Graduate of the Australian Institute of Company Directors.



### Richard Seidman

Richard Seidman is a Registered Architect with a Masters in Property Development.

Throughout his career he has focused on the built environment, with over 30 years of experience across several market sectors, including the residential, commercial, industrial, health, retail, education and transport industries.

Currently, Richard is 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 Jewish Cemetery Trust and during Rookwood's 2012 amalgamation process he was appointed as a Board Member for Rookwood General Cemetery Trust, where he focused on providing specialist land management skills and knowledge of the Jewish community. Following the implementation of a new Board in 2018, Richard was again appointed to the Board due to his extensive expertise.

Richard 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.



## 4.3 EXECUTIVE TEAM



### GEORGE SIMPSON, CHIEF EXECUTIVE OFFICER

George has dedicated his career to the funeral industry. During his three decades in the industry, he has worked for the largest funeral providers in the UK and Australia, performing a diverse range of funeral service roles, including Funeral Director, Area Manager and Regional Manager.

He has wide-ranging experience across all aspects of the funeral and interment process, including mortuary care, client services, and service delivery.

Since moving to Australia, in 2008, George's involvement in the funeral sector has enabled him to improve the services delivered to bereaved clients. This includes searching for unique and innovative ways to guide families through the grieving process.

George is a graduate of the Australian Institute of Company Directors and since joining Rookwood General Cemetery in 2015, he has been instrumental in improving services, implementing an effective stakeholder engagement program, developing a strategic plan, and initiating a land strategy to address the critical shortage of cemetery land in Sydney.

Overall George is focused on implementing an advocacy programme that identifies industry improvements and delivers affordable funeral services to multicultural communities.



### JEFFREY BRAZEL, DIRECTOR, RESEARCH AND DEVELOPMENT

Jeff Brazel began his career in the cemetery industry in 2003 as a Customer Services Officer within Rookwood's former Anglican and General Cemetery Trust, as part of the monumental business division.

By 2005, Jeff had been promoted to senior management as a direct result of his experience in administration and analysis, which later led him to establish and lead the organisation's Research and Development department. He is also a graduate of the Australian Institute of Company Directors.

Throughout his years working in the cemetery industry, Jeff has developed substantial experience in monumental design and installation, operational systems, and activity analysis, as well as resource and development planning. Most recently he has assisted in establishing Rookwood General Cemetery's world first decomposition research and patenting an innovative new above ground structure design.



### LINDA KELLY-SMITH, DIRECTOR, PROJECTS

Linda Kelly-Smith is a specialist in project, product and program management, with comprehensive expertise leading change, capturing greater cost effectiveness, driving growth strategies and identifying new business opportunities.

With over 20 years' leadership and strategy experience growing businesses across Asia Pacific, the United Kingdom and the United States of America, Linda has managed the implementation of major IT solutions for a range of global public and private companies, development shops and technology vendors.

Linda's qualifications include a Diploma in Travel and Tourism, along with an array of Management, Program and Product delivery courses.

At Rookwood General Cemetery, Linda is responsible for managing fundamental strategic projects, with a focus on new developments both within and externally to Rookwood. Through her ability to understand Rookwood's communities, whilst managing multiple work streams simultaneously, she continues to transform the way projects are managed within the business.



### DOMINIC WALSH, DIRECTOR, OPERATIONS

Dominic Walsh has over 25 years' experience in the building and facilities management industry overseeing major building works and managing Local Government Facilities Management contracts in accordance with stringent budgets and key performance indicators.

Through working in a variety of sectors including private, public, corporate and not-for-profit organisations, Dominic has gained extensive experience in stakeholder engagement and workforce management. He has also been conducive in implementing procedures that drive efficiencies and achieve budget objectives.

In his role with Rookwood General Cemetery, Dominic oversees the external operations of the cemetery including burials and ground maintenance, facilities and fleet management, and building and civil projects throughout the site. This role includes managing operational employees, external stonemasons and contractors, to ensure the safety of visitors and employees throughout the daily operations of an active, diverse and historical site.



### HARIN RANA, DIRECTOR, CORPORATE SERVICES

Harin Rana is a Corporate Finance and Management Accounting professional with extensive experience working in Australia and Internationally with blue chip, global corporates.

Harin has expertise in Strategic Finance and Financial Modelling, Business Case Development, Post Implementation Review, Business Transformation, Mergers and Acquisitions, Integrations and Divestments including Government Asset Sales. His experience spans a number of industries, including FMCG, Travel, Freight and Logistics, and Transport.

Throughout his career, his achievements include insightful commercial analysis, robust investment evaluation, timely reporting on financial and non-financial key performance indicators (KPI), change management, finance best practice implementation, and cost reduction and revenue growth opportunities.

Educated in Australia and the United Kingdom, Harin has a degree in Commerce (Accounting), he is a Chartered Management Accountant, a Certified Practising Accountant, is a graduate of the Australian Institute of Company Directors (AICD) and is now an AICD member. He is also fluent in English, Marathi, Hindi and Gujarati, and has a workable knowledge of French.

*Harin Rana finished his tenure with Rookwood General Cemetery at the end of June 2019.*

# 5. STRATEGIC PLANNING

## 5.1 STRATEGIC PRIORITIES

The Rookwood General Cemetery strategic plan defines the direction for our organisation over the following three years, from 1 January 2019 to 30 June 2022. Overall, this strategic plan focuses on what our organisation does best, and that is providing high-quality interment services to all of Sydney's multicultural communities.

The strategy is comprised of five strategic pillars, as illustrated in the diagram below.



## 5.2 PRIMARY OBJECTIVES

As we implement the strategic plan, the strategic priorities will evolve. As will the objectives within each of these priority areas. The table below illustrates the status of our primary objectives as at 30 June 2019.

Strategic Priorities	Primary Objectives	Status
Building a Viable and Sustainable Organisation	Acquire new land outside of Rookwood Cemetery	In Progress
	Access additional land within Rookwood Cemetery	In Progress
	Develop a strong perpetuity fund	In Progress
	Manage the cemetery as a heritage parkland	In Progress
	Develop professional services program	In Planning
Ensuring strong governance and accountability	Develop transparent communications with government regulators	In Progress
	Review committees structure following implementation of new board	Complete
	Manage the Transition to a Controlled Entity	In Progress
Enhancing relationships with community, clients and Stakeholders	Further develop a stakeholder engagement plan brand	In Progress
	Establish the Rookwood General Cemetery brand	In Progress
	Develop new products and services to meet demand	In Progress
	Increase cemetery visitation	In Progress
	Create a positive experience for all clients	In Progress
Developing our Leadership and People	Cultivate a collaborative workplace	In Progress
	Implement a staff recognition and annual review program	In Progress
	Implement a staff leadership training and development program	In Progress
	Maintain a safe and healthy workplace	In Progress
Driving Innovation throughout the Organisation	Maximise existing land through innovative research projects	In Progress
	Develop an efficient IT environment	Phase 1 Complete
	Design and construct a new Mausoleum	In Planning
	Engage all employees in our strategic journey	Complete

## 5.3 WORKFORCE PARTICIPATION

We have introduced an innovation program to encourage employees participation in our strategic plan. This program invites employees to submit ideas that could assist us with meeting our strategic priorities. The most innovative ideas will be implemented and each year, the individual and/or department responsible for the best idea, will be rewarded.



UTS Memorial Garden

# 6. STRATEGIC PRIORITY 1

## BUILDING A VIABLE AND SUSTAINABLE ORGANISATION

### HIGHLIGHTS

#### Services

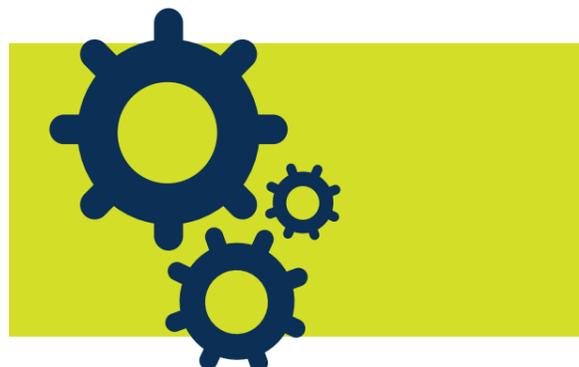
- Established a partnership with an off-site cremation facility to offer families affordable cremations from Rookwood's All Souls ceremonial venue.
- Renovated the All Souls ceremonial venue to create a state-of-the-art facility that can be used by all denominations.
- Expanded our monumental team to enable a greater focus on heritage restoration services.
- Provided burial support and employee training services to a number of private and council cemeteries.
- Implemented electronic feedback stations to guide service improvements.

#### Land

- Reviewed a number of land parcels suitable for cemetery use, with due-diligence processes conducted on two sites.
- Developed new interment areas at Rookwood for the Islamic, Greek, Chinese communities.
- Developed a memorial garden in collaboration with the University of Technology in Sydney, to commemorate those that have donated their bodies to science.

#### Heritage

- Assisted with the development and implementation of new Australian Standards for monumental installation.
- Began the restoration of Rookwood's historic Grave Digger's Hut, with the support of a grant from the Office of Environment and Heritage.
- Commenced the second iteration of our five-year Monumental Safety and Conservation (MSC) program, with the program to recommence in the next period.
- Applied for grant funding to assist with the repair of 100 monuments identified as risks by our MSC program.
- Applied for grant funding to support the restoration of Rookwood's Frazer vault.
- Collaborated with the Friends of Rookwood to conserve the Terry Family Vault, which recognises two early settlers.



## 6.1 SERVICES

### 6.1.1 Cemetery Services

#### Interment Services

We offer over 350 modern and heritage interment locations. This includes, culturally specific and non-denominational monumental and lawn areas, above-ground crypts and mausolea.

#### Cremation Services

We partner with an off-site cremation facility to offer families affordable cremations. This service resembles a regular cremation, however the casket is moved to an offsite cremation facility. This process keeps costs down for families as we do not have to maintain a furnace.

#### Concierge Services

Complimentary to all services, we provide a concierge, along with funeral support items, including canopies, chairs, tables, PA systems, chilled water and tissues.

#### Ceremonial Venues

The newly renovated All Souls, along with the Chapel of Eternal Rest, are beautiful ceremonial venues that can be used by all denominations. Whilst the Beit Tephilla and St. Athanasios Greek Orthodox Church are available to the Jewish and Greek communities respectively.

#### Condolence Venues

Village Functions at Rookwood consists of two elegant function rooms and an outdoor courtyard. The centre is serviced by a team of hospitality specialists and our menus have been created to reflect the religious and cultural culinary needs of our families.

#### Annual Care Service

Annual Care services are available to families that would like additional maintenance carried out on their allotment. This service can include ground maintenance of the surrounding area and washing of the memorial.

#### Genealogy Services

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

### 6.1.2 Monumental Services

#### Monumental Services

Creating a unique and everlasting memorial enables families to honour the life of a loved one. We therefore offer families monuments that reflect their loved ones personality, along with their religious and cultural values.

#### Heritage Restoration and Conservation

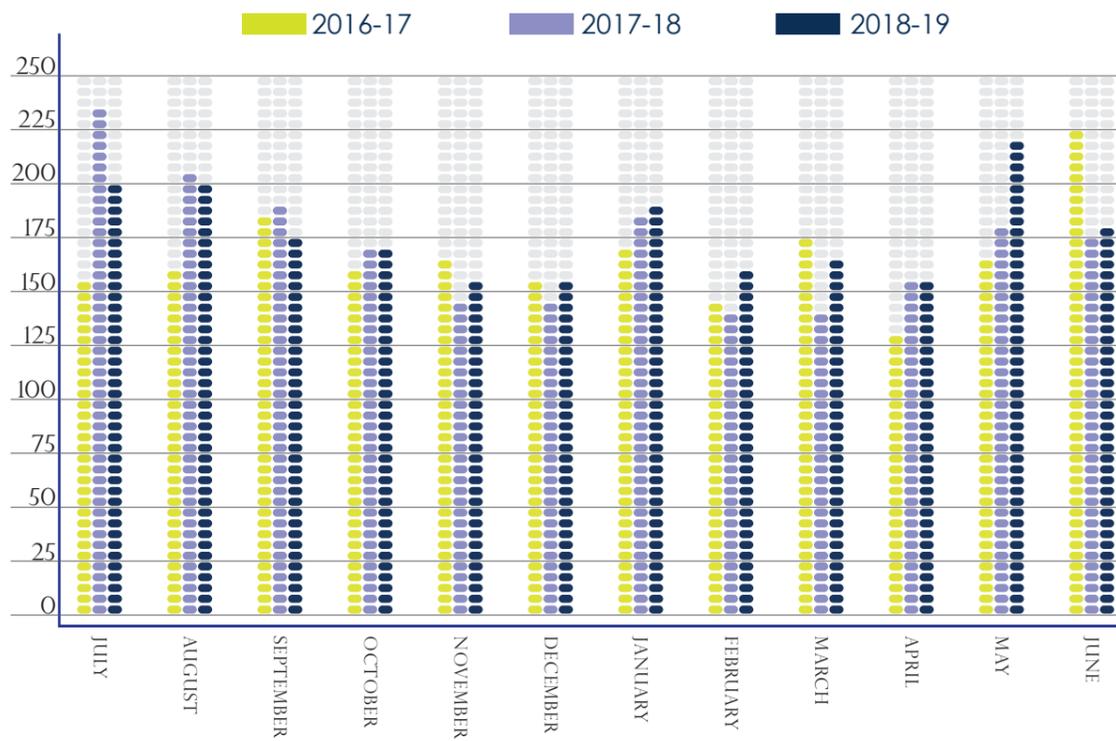
We also specialise in heritage restoration and conservation, with our team working to ensure the longevity of historic monuments, memorials and architecture, both within the grounds and externally to Rookwood.

### 6.1.3 Interments Conducted

#### Interment Conducted by Month

Interments over the last three years have slowly increased, with a total of 2,125 interments conducted during the 2018/19 financial year.

These interment figures are illustrated in the graph below.

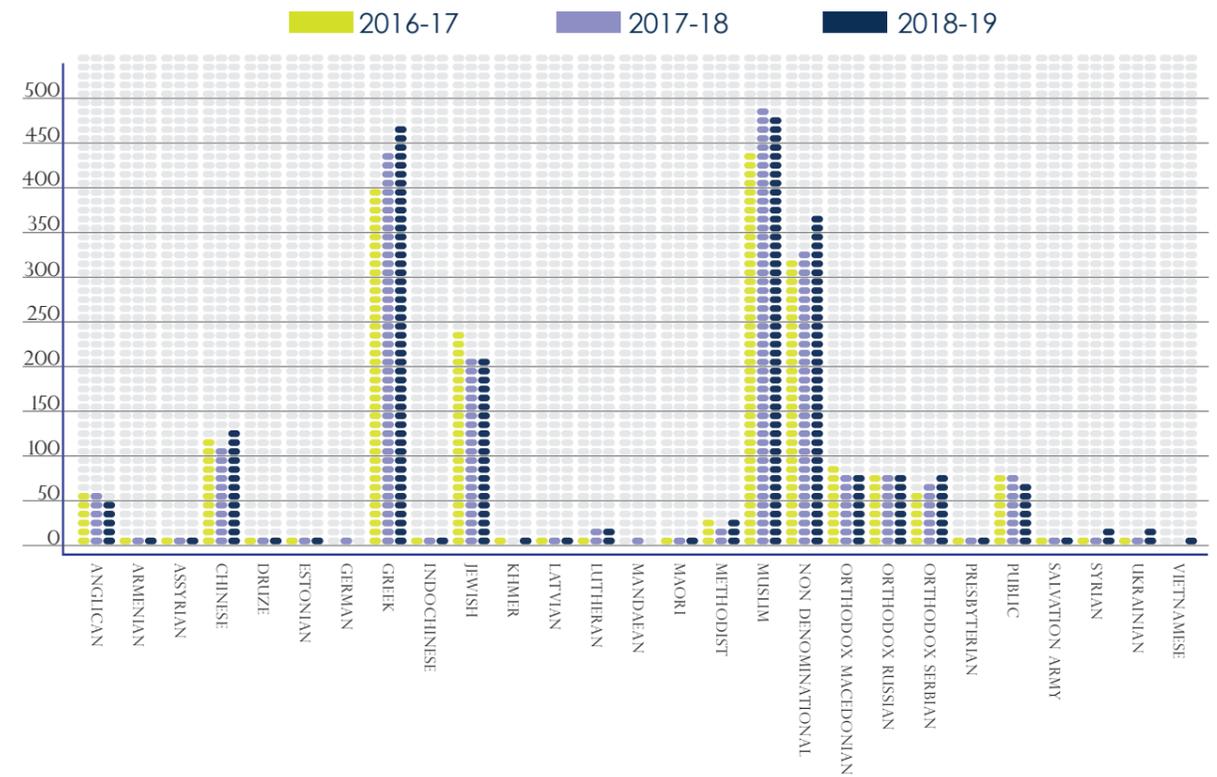


Number of interments conducted by month during the 2018/19 financial year, in comparison to the 2017/18 and 2016/17 financial years.

### Interments Conducted by Community

We continue to provide interment services that are customised to meet the needs of Rookwood's different communities. Including, but not limited to, consecrated community specific burial grounds, interments facing specific directions to meet religious needs, out of coffin burials for the Islamic community, back-filling by hand for the Jewish community, incense and burning drums for the Chinese community.

The communities serviced over the last three years are identified in the graph below.



### 6.1.4 Service Delivery

#### Client Services

At Rookwood General Cemetery we are committed to keeping service delivery aspirations at the very highest level. Accordingly, we encourage clients to provide feedback, directly, via our website and through our newly implemented electronic feedback stations located in our reception and funeral director rooms. We have also implemented a complaints procedure, to ensure any complaints received are resolved within a ten day period.

#### Burial Operations

By aligning with our stakeholders needs our burial services have positioned us a leader within the NSW Cemetery industry. Over the last twelve months we have provided support to a number of private and council cemeteries throughout Sydney and Canberra, with a particular focus on burial practices, employee training and exhumation services.

#### Monumental Operations

To meet client demand we extended our monumental team, to focus on two specialist stonemasonry areas. The first being construction of new monuments and slab lifts, and the second being safety and heritage conservation both within and externally to Rookwood. In terms of the safety of monuments and memorial structures, our team also assisted with the development and implementation of new Australian Standards for monumental installation.

## 6.2 OPERATIONAL ACHIEVEMENTS

### 6.2.1 Land Strategies

Rookwood General Cemetery has now moved into our last 5% of useable land, before having to remove infrastructure and review conservation areas throughout Rookwood.

It is estimated that a number of our key community groups will run out of in-ground allotment space within the next decade. It is therefore critical that the imminent shortage of land available to cater for earth interment is addressed immediately.

Whilst Rookwood's overall capacity can be increased through strategies such as multi-level structures, reuse of allotments by existing license holders, and lift and deepen techniques, there is still an urgent need for additional land to service future generations.

Accordingly, during the 2018/19 financial year we updated our Land Strategy to accommodate the findings of the Metropolitan Sydney Cemetery Capacity Report by Cemeteries and Crematoria NSW (CCNSW). This resulted in amendments to our target area and demographic catchment.

#### Land Strategies Outside the Gates

There is increasing competition for land in Greater Western Sydney (GWS), with land to provide for employment, housing, transport corridors, hospitals, schools, shopping centres and recreational spaces in high demand. The decision to proceed with the Western Sydney Airport has exasperated this issue. It is therefore, vitally important that land be acquired for cemetery purposes in GWS before this competition escalates any further.

At Rookwood General Cemetery we are continuing to review available land parcels suitable for cemetery use throughout GWS and we have been in discussions with vendors of two alternative sites. An extensive due-diligence period on one of these properties identified difficulties with the site, causing us to cease negotiations.

#### Land Strategies within the Gates

Our internal land strategies focus on extending the life of Rookwood Cemetery. To oversee this process the Product Development team engages with key stakeholders and monitors stock levels to ensure product development aligns with demand.

Over the last 12 months there have been a number of new interment areas developed, including areas for the Islamic, Greek, Chinese communities, along with an extension to Rookwood's dedicated Children's lawn and Islamic Children's lawn. In the longer term, we will consider re-purposing existing car parks, storage areas, service compounds and roadways, in conjunction with auditing older areas to identify unused interment spaces.

In addition to these developments, we have progressed a number of innovations including:

- **Designing a New Mausoleum**

The proposed mausoleum incorporates a unique layout that will maximise vertical space whilst ensuring all crypts are positioned at a height that families can physically touch.

- **Managing a Decomposition Project**

The decomposition project is a revolutionary research program that will enable families to re-use family graves.

- **Formalising a Patent for an Above-Ground Structure**

The Above-Ground Structure compliments the decomposition project to analyse the possibility of offering an earth style interment above the ground.

For more information on our Innovation Strategies, see section 9. Strategic Priority 5: Driving Innovation.

### 6.2.2 Cemetery Improvements

We continue to work with the communities that use Rookwood on projects that meet their specific needs. These projects enable us to make improvements throughout Rookwood, including developing new infrastructure, rejuvenating heritage structures, increasing cemetery maintenance and implementing disability inclusion strategies.

#### New Infrastructure Projects

- **All Souls Ceremonial Venue and Cremation Service**

The All Souls underwent a significant renovation to facilitate cremation offerings, increase capacity, provide disabled access and the ability to accommodate interchangeable denominational elements.

A catafalque system was implemented to manage the committal of multiple coffins, which are then moved to an off-site cremation partner to oversee the cremation. This offering has provided us with an important touch point with families opting for cremation, as we now have the ability to showcase Rookwood's existing memorialisation products during the engagement process.

- **University of Technology Memorial Garden**

Continuing with our memorandum of understanding with the University of Technology Sydney (UTS), which was signed in October 2017, the UTS Memorial Garden was constructed in remembrance of the men and women who have contributed to the advancement of medicine and science by donating their bodies. This garden was completed in November 2018 and the first memorial service, of what will become an annual event, was held to help families reflect on the memory of their loved one.

- **Car Areas**

Two new carparks were developed during the year to ensure a level of convenience for visitors to the cemetery, including a rear car park at the Village at Rookwood (to increase access to function, café, floristry and research facilities) and a new car park in the Eastern Orthodox area.

#### Rejuvenation Projects

At Rookwood General Cemetery we are committed to the preservation of Rookwood's structures and memorials, as they are a significant part of Rookwood's heritage. To this end, we were successfully awarded substantial grant funding from the Office of Environment and Heritage (OEH) to repair the dilapidated Grave Digger's Hut. Building works throughout 2018/19 have enabled the structure to be made safe and upon completion in early 2019/20 we will officially open the Grave Digger's Hut to public for the first time in five years.

We were also successful in further grant funding from OEH to update the Conservation Management Plan for the Frazer Mausoleum. This work will also commence in 2019/20.

## Cemetery Maintenance

We continue to uphold a high standard of ground maintenance. To that end, we have implemented a number of improvements to benefit our community groups, including removal of plants and trees that impact on the overall aesthetics of the site, continued maintenance of the historic Serpentine Canal, renovation and landscaping of the Chinese Imperial Garden and the ongoing clearing of historic Zone B.

## Disability Inclusion Projects

We have progressed our disability inclusion plan, which focuses on meeting Australian Standards. As outlined above, under New Infrastructure Projects, the renovation of the All Souls was completed with a major component of the design focusing on disability access. Through consultation with disability access specialists, the architects included a large and comfortable path to allow unassisted access to the venue.

### 6.2.3 Heritage Initiatives

#### Monumental Safety and Conservation Program

Rookwood General Cemetery has implemented an ongoing Monumental Safety and Conservation (MSC) program to monitor the safety of Rookwood's monuments, with a view to:

- **Repair unsafe monuments**

Over the past five (5) years, this program has identified problems with relatively recent monuments installed throughout Rookwood by a range of stonemasons. Consequently, we have collaborated with these stonemasons to resolve the issues. Oversight of this project has proven expensive; however, the outcomes are important for the long-term cemetery safety.

Coinciding with this, our Monumental-Heritage team leader, was a vocal contributing member of the Australian Standards Committee revising and significantly strengthening monumental standards in Australia.

- **Conserve heritage monuments**

In terms of monument conservation, works included repairs to historic Chinese monuments, progress in Rookwood's former Independent Cemetery, and continuing work on maintenance and repair of WW1 soldiers and nurses' memorials.

#### Works Completed with the Friends of Rookwood

During the 2018/19 financial year, we collaborated with the Friends of Rookwood and numerous family descendants to conserve the Terry Family Vault at Rookwood Cemetery. This involved the replacement of a slate inscription plaque for Samuel and Rosetta Terry, whom were early settlers, with convict links, that later became some of the richest in the colony.

Formerly located in Devonshire Street Cemetery (located where Central Railway now stands), the original slate plaque on the monument was photographed and transcribed in 1901, by the founding members of the Royal Australian Historical Society. Following its removal from Devonshire Street, this plaque was lost, meaning the grave of Samuel and Rosetta Terry, which was reinstated at Rookwood, was unmarked.

The work to replicate the historic plaque was complex, as was the conservation of the altar monument, however, the project was highly successful and significant for Rookwood.



Restoration and unveiling of Terry monument

#### Monumental Safety and Conservation Outside the Gates

The Monumental-Heritage team have continued to focus on heritage conservation works outside of Rookwood Cemetery, undertaking projects for the National Trust, Councils and Cemetery Friends groups.

Further to this, the team expanded their specialist contracting, completing works for Sydney Living Museums on the complex lime-based stone conservation at Vaucluse House and Stables, and conducting cemetery conservation training for Hawkesbury City Council volunteers.

Overall the team completed thirteen (13) conservation projects outside the gates of Rookwood during 2018/19. The following table details these projects.

Location	Project
Bar Island Cemetery, Hawkesbury River Hornsby Shire Council	Year two (2) of conservation works to the monuments
Berghofer Monument, Mt. Victoria Blue Mountains City Council	Repair of marble gravestone of noteworthy individual in Blue Mountains history
Holy Cross Church, Kincumber Holy Cross Church Trust, Central Coast Council	Conservation pointing to Holy Cross Church
Lake Macquarie Lake Macquarie Council	Lead lettering repairs to John Oxley and HMAS Sydney commemoration plaque
Windsor Hawkesbury City Council	Hawkesbury cemeteries training package
Maitland Glebe Cemetery, Maitland Maitland City Council	Year four (4) of safety and conservation works at State Heritage listed Glebe Cemetery
Mays Hill and St Johns Cemeteries, Parramatta Parramatta Friends Group	Repair of iconic graves at Mays Hill and St Johns Cemeteries
Mortuary 1, Rookwood Cemetery Catholic Cemeteries and Crematoria	Prepare a Safety and conservation program for Rookwood Catholic Mortuary 1
Mortuary 1, Rookwood Cemetery Catholic Cemeteries and Crematoria	Safety survey of 20% of Mortuary 1, the first Catholic Cemetery at Rookwood
Moyne Farm Cemetery, Lithgow National Trust	Complete complex conservation and repair work to Moyne Farm cemetery, the earliest graveyard beyond the Blue Mountains
St John's Ashfield Cemetery, Ashfield	Conservation program
Tamworth War Memorial, Tamworth Maitland City Council	Repair work to mitigate vandalism to the Tamworth War Memorial
Vaucluse House and Stables Sydney Living Museums	Specialist stone conservation works on some of the oldest stonework in Australia

Over the next year, the Monumental-Heritage team will continue their focus on external conservation works, with a number of exciting projects on the agenda.

## 6.3 FINANCIAL MANAGEMENT

### 6.3.1 Long Term Pricing Strategy

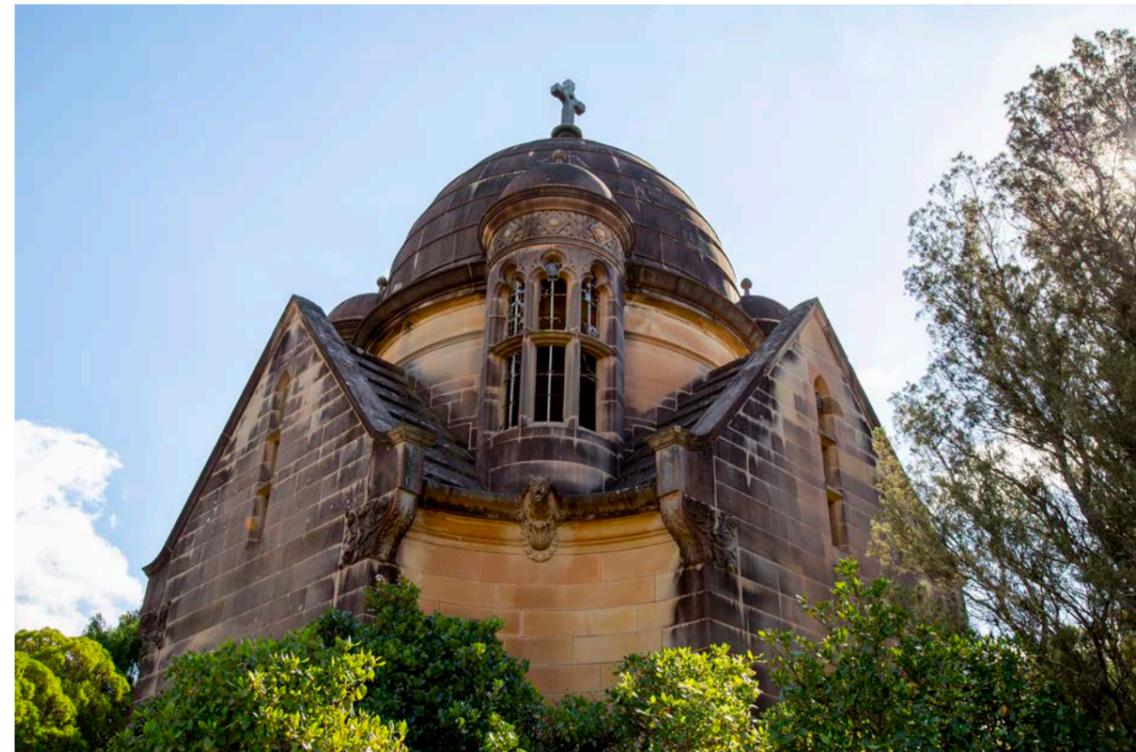
We have continued with the five-year pricing strategy that was implemented during the 2017/18 reporting year. Accordingly, we have an agreement in place with our key community groups in regard to pricing for all products and services through to June 2022.

This pricing strategy focusses on keeping prices affordable, maintaining the service levels expected and ensuring sufficient funds to manage Rookwood in perpetuity.

### 6.3.2 Funding

#### Funding Applied for During Term

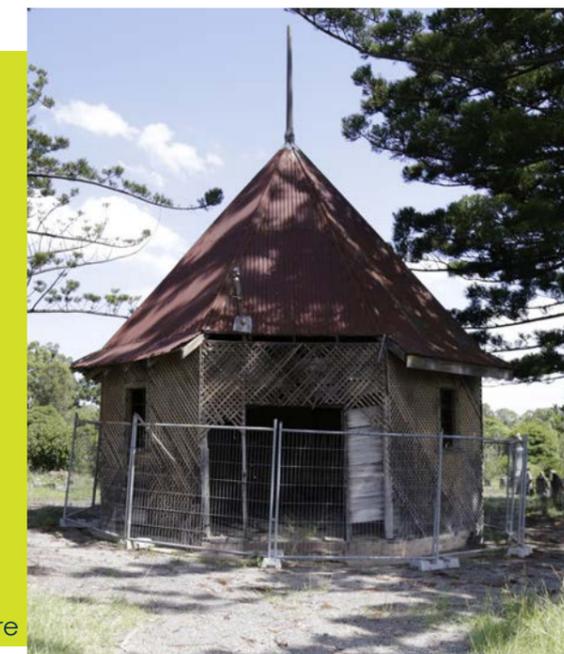
<b>Project</b>	<b>Frazer Mausoleum</b>
<b>Funding Type</b>	NSW Heritage Grants: Caring for State Heritage 2019/21
<b>Funding Purpose</b>	<p>The Frazer Mausoleum is one of Rookwood's most impressive monuments. Constructed in 1894, and built from Pyrmont sandstone, the mausoleum is showing considerable signs of stone deterioration.</p> <p>Our aim is to conserve this structure using Burra Charter best practices, a standard for managing cultural heritage places in Australia, and we have applied for a grant to support this project.</p> <p>The first stage of this project will include updating the Rookwood Conservation Management Plan (CMP), which was established in 1988. Following this we will establish a comprehensive condition assessment and scope of works, commence preliminary physical works and establish an interpretation strategy.</p>
<b>Funding Body</b>	Office of Environment and Heritage
<b>Amount Requested</b>	\$40,000 + GST
<b>Total Cost of Purpose</b>	\$92,000 + GST



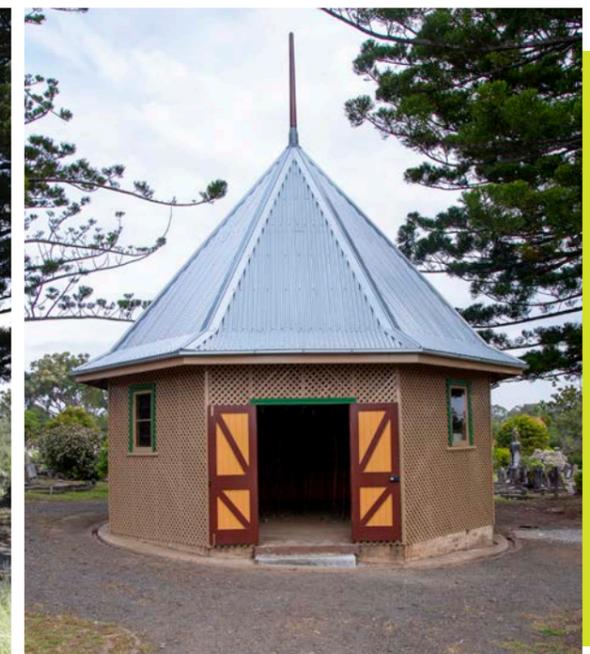
<b>Project</b>	<b>Recent Monument Safety Project</b>
<b>Funding Type</b>	Crown Reserves Improvement Fund Program
<b>Funding Purpose</b>	<p>Through our ongoing Monumental Safety and Conservation (MSC) program we have identified a number of monuments as high safety priorities. We make these monuments safe by laying them down or sectioning them off from the public. We also repair a number of these monuments each year as a part of our conservation program, however the cost to repair all of these monuments is significant.</p> <p>Accordingly, we have applied for a grant to cover the repair of 100 monuments, which are located in areas of high cemetery visitation. The focus is on monuments constructed within the last 50 years that were either installed before the 1994 Australian Standards, constructed by masons who are no longer in business and/or are now out of the standard 15-year warranty.</p>
<b>Funding Body</b>	Crown Land in NSW
<b>Amount Requested</b>	\$55,000 + GST
<b>Total Cost of Purpose</b>	\$169,400 + GST

#### Funding Approved During Term

<b>Project</b>	<b>Gravedigger's Hut</b>
<b>Funding Type</b>	Heritage Near Me Heritage Activation Grant 2018/19
<b>Funding Purpose</b>	<p>Rookwood is host to various historic structures, including a Grave Digger's Hut attributed to John Bursham Clamp and constructed in the 1900s. The pavilion was originally built as a rest house for grave diggers, funeral directors and hearse drivers.</p> <p>In 2018, Rookwood General Cemetery embarked upon a repair program in conjunction with Design 5 Architects and Southern Building Restoration to retain the historic nature of the dwelling.</p> <p>Stage one (1) works have been completed and the structure is now secure, weathertight and protected from further damage, such as vandalism and further decay.</p> <p>Stage two (2) works, including external painting, cladding repairs, paving and other works, are due to be completed in November 2019.</p> <p>Following completion of the restorations, the pavilion will be used for inclusion in history tours and art programs, whilst also offering visitors to Rookwood a place for rest and contemplation.</p>
<b>Funding Body</b>	Office of Environment and Heritage
<b>Amount Requested</b>	\$81,500 + GST
<b>Total Cost of Purpose</b>	Stage one (1): \$184,000, Stage two (2): \$60,000 + GST
<b>Amount Approved</b>	\$81,500 + GST
<b>Term of Funding</b>	12/11/18 - 30/4/19



Before



After

### 6.3.3 Leases and Licences

The following table outlines the leases and licences in effect for Rookwood General Cemetery during the 2018/19 financial year.

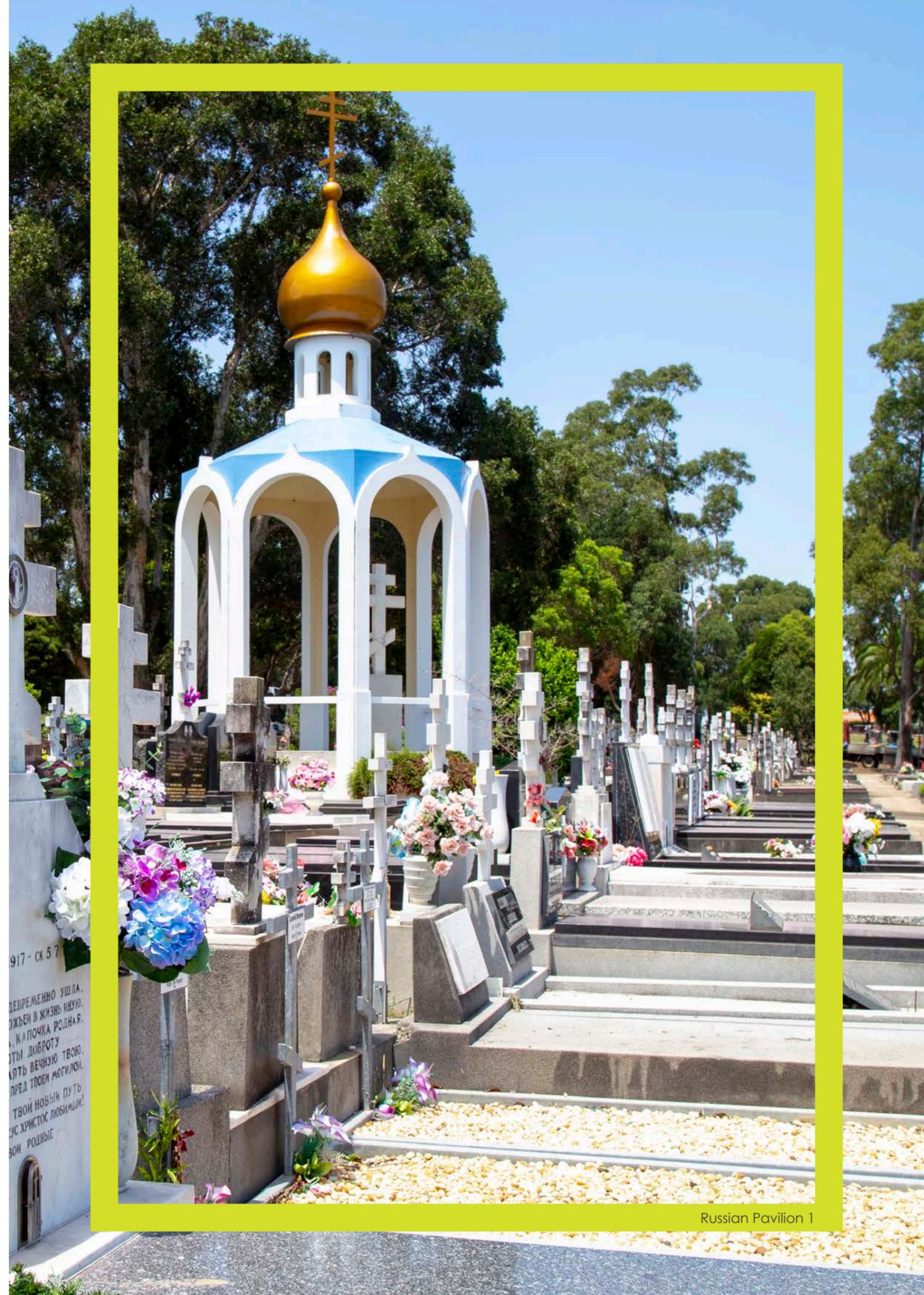
Title of Lease	Village at Rookwood
Licence Tenant Name	Fresh Catering Pty Ltd
Purpose / Description	<ul style="list-style-type: none"> <li>• Function Centre</li> <li>• Flower Shop</li> <li>• Cafe</li> </ul>

### 6.3.4 Improvements

Titled Affected	535-3000
Purpose / Description	<p>Renovation of the <b>All Souls</b> to create a ceremonial venue that encompasses modern facilities and heritage charm. This includes:</p> <ul style="list-style-type: none"> <li>• Catafalque to enable cremation services</li> <li>• Disability access ramp</li> <li>• Extended entrance</li> <li>• External awning</li> <li>• Seating for 170</li> <li>• TV screens</li> <li>• Integrated AV system</li> <li>• Interchangeable denominational elements</li> </ul>
Estimated Cost of Works	\$1,900,000
Development Application Number	DA/65/2018
Development Application Status	Approved
Status of the Work	Completed December 2018

### 6.3.5 Insurances

Rookwood General Cemetery obtains independent valuation for insurance reporting purposes, whilst also seeking independent insurance advice through an Insurance Broker. Our property assets are protected under an insurance policy called Industrial Special Risks Policy and we have additional insurance cover for public and products liability, motor fleet, management liability, contract works, professional liability, cyber insurance, journey injury, and voluntary workers personal accident.



Russian Pavilion 1

# 7. STRATEGIC PRIORITY 2

## ENSURING STRONG GOVERNANCE AND ACCOUNTABILITY

### HIGHLIGHTS

- Transitioned our governance structure from that of being overseen by an Administrator, to being overseen by a Board of Directors.
- Reviewed Board Committees, including revising charters and enlisting new members.
- Provided compliance training to all employees to ensure policies are adhered to.

### 7.1 COMMITTEES

With the introduction of a new Board of Directors in December 2018, we have reviewed our committee structure, enlisted new members and revised committee charters. As a result of this process, the following committees are in place to support management.

#### 7.1.1 Audit and Risk Committee

The Audit and Risk Committee (ARC) responsibilities include overseeing:

- Accountability obligations
- Internal control frameworks
- Risk management processes
- Financial management processes
- Internal and external audit processes
- Compliance with applicable laws and regulations

The ARC meets four (4) times per year, with the Committee Chair reporting to the Board on a quarterly basis.

#### 7.1.2 Community Advisory Committee

The Community Advisory Committee (CAC) exists to ensure Rookwood is managed in accordance with reasonable community expectations. Responsibilities include advice on:

- Changing demographics and trends
- Issues or matters of interest to the community
- Strategies to promote effective stakeholder engagements
- The implementation of stakeholder strategies

The CAC meets at least four (4) times per year, with special meetings to be held on an as-needs basis.

#### 7.1.3 Heritage Advisory Committee

The Heritage Advisory Committee (HAC) is committed to maintaining the historical, scientific, cultural, social, archaeological, architectural, natural and aesthetic significance of the Rookwood. This includes providing advice on:

- Matters relating to Rookwood's heritage items
- Strategies to preserve Rookwood's heritage assets
- The significance of any memorials proposed for reclamation
- The progress of the Rookwood General Cemetery Monument Safety and Conservation (MSC) program

The HAC meets at least four (4) times a year, with special meetings to be held on an as-needs basis.



## 7.2 GOVERNANCE PROCESSES

### 7.2.1 Meeting Attendance

Board Meeting										
	12 Jul 18	27 Aug 18	24 Sep 18	22 Oct 18	19 Nov 18	17 Dec 18	27 Feb 19	6 Mar 19 (teleconference)	10 Apr 19	29 May 19
Katherine O'Regan BOARD CHAIR							Yes	Yes	Yes	Yes
Alberty Olley BOARD DIRECTOR							Apology	Yes	Yes	Yes
Nigel Corne BOARD DIRECTOR							Yes	Yes	Yes	Yes
Penelope Barletta BOARD DIRECTOR							Yes	Yes	Yes	Yes
Robyn Scott BOARD DIRECTOR							Yes	Yes	Yes	Yes
Richard Seidman BOARD DIRECTOR							Yes	Yes	Yes	Yes
Ahmad Kamaledine BOARD DIRECTOR							Yes	Apology	Yes	Yes
George Simpson CHIEF EXECUTIVE OFFICER	Yes	Yes	Yes							
Harin Rana DIRECTOR, CORPORATE SERVICES	Yes	Yes	Yes							
Jason Masters ADMINISTRATOR	Yes	Yes	Yes	Yes	Yes	Yes				

Audit & Risk Committee Meeting (ARC)				
	19 Sep 18	25 Oct 18 (teleconference)	18 Apr 19	8 May 19
Katherine O'Regan BOARD CHAIR			Yes	Yes
Alberty Olley BOARD DIRECTOR			Yes	Yes
Robyn Scott BOARD DIRECTOR			Yes	Yes
Abby Bloom* ARC INDEPENDENT MEMBER	Yes	Yes		
George Simpson CHIEF EXECUTIVE OFFICER	Yes	Yes	Yes	Yes
Harin Rana DIRECTOR CORPORATE SERVICES	Yes	Yes	Yes	Yes
Christine Feldmanis ARC CHAIR	Yes	Yes		
Chris Giumeli AUDIT OFFICE OF NSW	Yes	Yes		
Joseph Santangelo NEXIA AUSTRALIA	Yes			
Nadeeka Liyanage FINANCE MANAGER	Yes			

Community Advisory Committee (CAC)			
	11 Sep 18	4 Dec 18	9 May 19
Penelope Barletta BOARD DIRECTOR & CAC CHAIR			Yes
Father John Grillis INDEPENDENT MEMBER	Apology	Apology	Yes
Rev Dr Manas Ghosh INDEPENDENT MEMBER			Apology
George Simpson CHIEF EXECUTIVE OFFICER	Yes	Yes	
Crystal Lindsay MARKETING & COMMUNICATIONS MANAGER	Yes	Yes	Yes
Dimity d'Arbon STAKEHOLDER RELATIONSHIP MANAGER	Yes	Yes	Yes
Natalie Gane PROJECTS MANAGER - R&D AND MARKETING	Yes	Apology	
Father George Lapardin INDEPENDENT MEMBER	Apology	Apology	
Krste Musarevski INDEPENDENT MEMBER	Apology	Apology	
Oded Simmons INDEPENDENT MEMBER	Apology	Apology	
King Fong INDEPENDENT MEMBER	Apology	Apology	

Heritage Advisory Committee (HAC)			
	30 Jul 18	8 Nov 18	14 May 19
Nigel Corne BOARD DIRECTOR & HAC CHAIR			Yes
George Simpson CHIEF EXECUTIVE OFFICER	Apology	Apology	
Jeff Brazel DIRECTOR RESEARCH & DEVELOPMENT	Yes	Yes	Yes
Sach Killam HERITAGE SPECIALIST	Yes	Yes	Yes
Natalie Gane PROJECTS MANAGER - R&D AND MARKETING	Yes	Yes	
Matthew Johnson HERITAGE SPECIALIST	Yes	Yes	
Robyn Hawes FRIENDS OF ROOKWOOD	Yes	Yes	

### 7.2.2 Control Framework

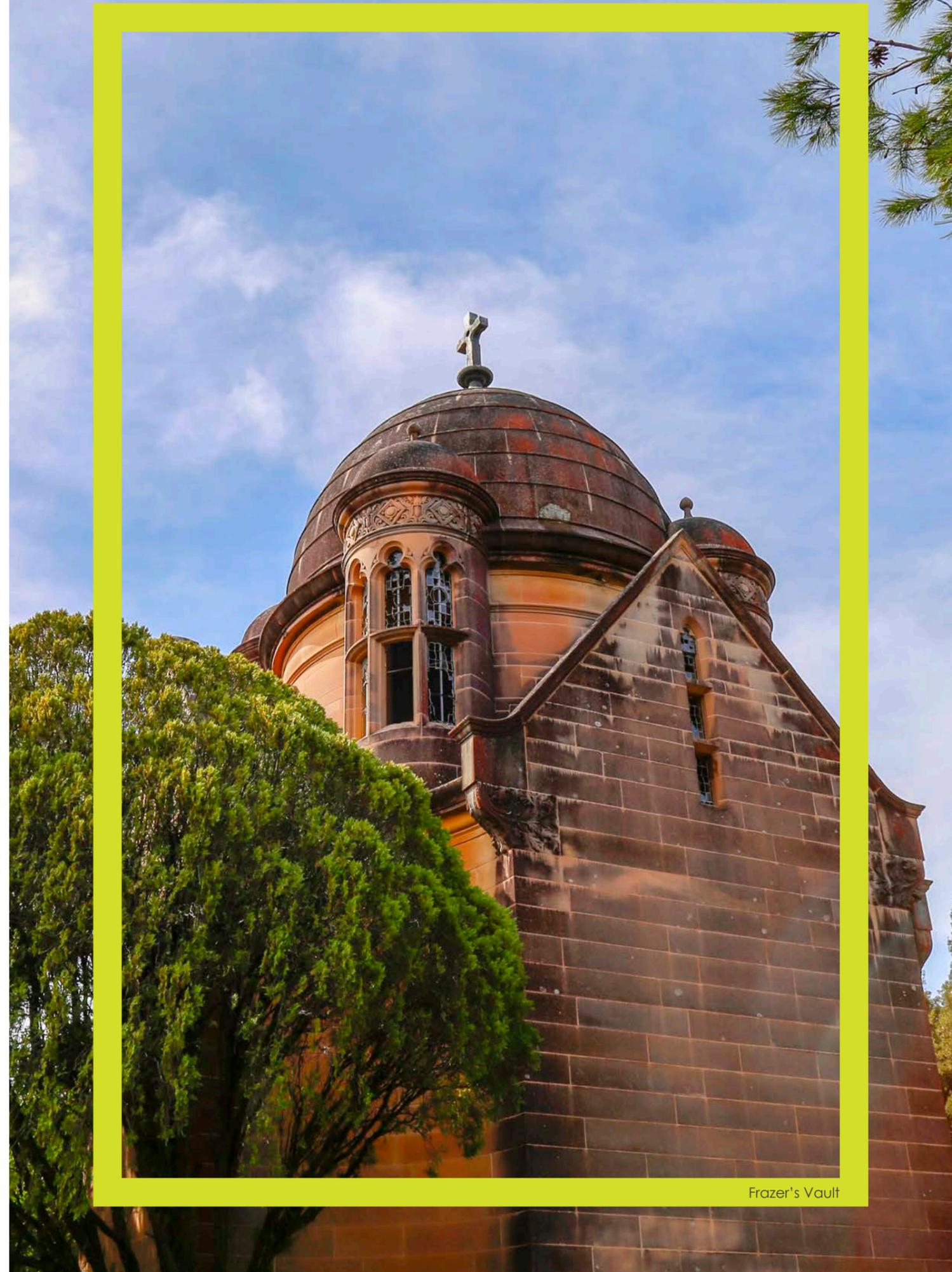
The internal control framework used by our organisation is defined by a suite of policies and procedures that employees and contractors must adhere to when performing their roles.

During the 2018/19 financial year we provided comprehensive compliance training to all employees to ensure they understood the policies that applied to them.

### 7.2.3 Risk Management

The risk management framework employed by Rookwood General Cemetery effectively manages and mitigates internal and external risks to our business, our employees and contractors, and visitors to Rookwood Cemetery.

Risk management plans are reviewed on a monthly basis by the management team and reported to the ARC on a quarterly basis.



Frazer's Vault

# 8. STRATEGIC PRIORITY 3

## ENHANCING RELATIONSHIPS WITH THE COMMUNITY, CLIENTS AND STAKEHOLDERS

### HIGHLIGHTS

#### Public Relationships

- Held the 10th Annual HIDDEN Sculpture Exhibition, with a new film category included to enable national and international artists to get involved.
- Hosted a WW1 remembrance event in collaboration with the Department of Defence, the Returned Service League and the Office of Australian War Graves.
- Supported the University of Technology Sydney to host an inaugural remembrance event in recognition of those that have donated their bodies to science.
- Commemorated the 150th anniversary of Mortuary Station at Regent Street by partnering with Transport Heritage and Sydney Trains to take part in the annual Transport Heritage expo.
- Held 44 group history talks and tours with Family history groups and Probus Clubs.
- Awarded the 2018 winner of the Australian Business Awards, for Community Contribution.
- Awarded the 2018 winner for the Western Sydney Awards for Business Excellence, for Excellence in Art and Culture.
- Grew our social media following to over 28,000 people, providing more opportunities for engagement.

#### Community and Stakeholder Relationships

- Hosted our inaugural Feast of All Saints event in partnership with A'Ohares Funeral Directors.
- Held a dedication service to launch the newly renovated All Souls ceremonial venue, dedicating it as a multi-faith venue.
- Collaborated with community leaders to prepare a submission in response to an enquiry conducted by the Regulation Committee into the impact and implementation of the Cemeteries and Crematoria Amendment Regulation 2018.
- Continued to collaborate with existing community groups, including supporting them with memorial events.
- Continued to collaborate with existing industry stakeholders, including involving them in our HIDDEN partnership program.

### 8.1 OUR STAKEHOLDERS

#### PUBLIC STAKEHOLDERS

Grave Owners (Existing and Potential)	Community Activists and Special Interest Groups
Cemetery Visitors	Volunteer Groups and Associations
Arts Community	Local Businesses
School Groups	Media
Recreationalists	Staff
Environmental Groups	

#### INDUSTRY STAKEHOLDERS

Government (The Hon. Melinda Pavey, Minister for Water, Property and Housing; The Hon. Tara Moriarty, Shadow Minister for Crown Lands; The Hon. Jodi McKay, Leader of the Opposition; The Cemeteries and Crematoria Association; Cumberland Council; Strathfield Council)	Stonemasons Funeral Directors
--	----------------------------------

#### COMMUNITY GROUPS

<b>Groups We Engage Daily</b>	
Chinese	Italian
Jewish	Orthodox (Greek, Macedonian, Russian, Serbian) communities
Muslim	
<b>Groups We Engage Regularly</b>	
Aboriginal	Cuban
Armenian	Druze
Assyrian	Estonian
Buddhist	Korean
Catholic	Syrian Orthodox
<b>Groups that Remain an Area of Focus</b>	
Anglican / Church of England	Orthodox Other (Lebanese, Coptic, Ukranian, Croatian, Romanian, Yugoslavian, Albanian)
Asian Other (Vietnamese, Indochinese, Khmer)	
Baptist	Pacific Islander (Somoan, Tongan, Fijian)
Hindu	Pentecostal / Hill Song
Latvian	Presbyterian
Lutheran	The Salvation Army
Maori	Uniting (non-continuing Presbyterian, Methodists and Congregationalists)
Non-Denominational	



## 8.2 STAKEHOLDER ENGAGEMENT

### 8.2.1 Public Stakeholder Engagement

As Crown Cemetery managers a part of our remit is to encourage the public use and enjoyment of cemetery land. Our public stakeholder engagement initiatives enable us to meet this obligation, through events that showcase Rookwood's history and cultures, and invite the public to enjoy the cemetery's vast parkland environment.

During 2018/19 we expanded our events calendar, hosted a number of significant events and launched an historic talks and tours program. These key events are illustrated below.

#### 10th Annual HIDDEN Sculpture Exhibition

1 September - 1 October, 2018

HIDDEN is an outdoor sculpture exhibition that takes place amongst the gardens and graves of Rookwood Cemetery. This unique annual exhibition features artworks that explore Rookwood's themes, including history, heritage, culture, remembrance and love.

In 2018, to celebrate the 10th anniversary of HIDDEN we developed a strategy to enable community, youth, education and accessibility groups to get involved. This included implementing a videography competition and creating online videos with audio descriptions for those who are blind or have low vision.

We also continued the HIDDEN donation program, whereby proceeds from the HIDDEN catalogue are donated to the Friends of Rookwood for cemetery restoration projects.

Moving forward, we aim to build on the HIDDEN exhibition to provide the community with more opportunities to get involved, with a sculpture competition for schools being our new initiative for 2019.



#### WW1 Remembrance Event

9 November, 2018

In recognition of the WW1 centenary, Rookwood General Cemetery embarked on a project to research servicemen and women memorialised in unofficial war graves throughout Rookwood.

Over 1700 unofficial war memorials were identified. This includes memorials of soldiers who died in training, returned service people memorialised in family graves, and symbolic monuments erected by families for soldiers killed or missing in action.

This event commemorated these servicemen and women, and acknowledge all of the brave people that have served to improve the lives of others. The proceedings commenced with a ceremony and video tribute, followed by morning tea, Anzac tours and an open-air museum.



#### University of Technology Remembrance Event

12 November, 2018

In remembrance of the men and women who have made a unique contribution to the advancement of medicine and science by donating their bodies to the University of Technology Sydney (UTS), Rookwood General Cemetery developed a memorial garden in partnership with UTS.

This unique garden recognises those who've donated their bodies for training and research purposes and provides their families with a peaceful place for reflection.

Following the completion of the garden in 2018, an inaugural event was held to acknowledge the significant contribution that donors have made to our society and to provide their families with a way to farewell and remember their loved ones.

For more information on the UTS Memorial Garden, see section 5.2.2 Cemetery Improvements.



## Winter Solstice Dusk Ceremony

22 June, 2019

Rookwood General Cemetery partnered with Living With our Dead to host our second annual Winter Solstice Dusk Ceremony to mark the shortest day and longest night of the year, and the transition point between seasons.

The Winter Solstice is a sacred day for many cultures around the world, with this event designed to inspire reflection, remembrance and renewal. The proceedings commenced with lantern making, a procession at Dusk to Rookwood's Elephant House and a short ceremony, followed by a light supper and peaceful music around a heart-warming fire.

Approximately 100 people were in attendance for this unique community based event.



## 150th Anniversary of Mortuary Station

9 June, 2019

In 1869 a dedicated funeral terminal was built at Regent Street Redfern. A similar receiving house, known as the Mortuary Station Receiving House No.1, was also constructed at Rookwood, with trains running twice daily between these locations.

To commemorate the 150th anniversary of Mortuary Station at Regent Street, Rookwood General Cemetery partnered with Transport Heritage and Sydney Trains by taking part in the annual Transport Heritage expo.

During this event we showcased the history of Rookwood Cemetery, through historic talks, video displays, monumental heritage demonstrations and sketch workshops.



## History Talks and Tours

Following a number of requests from Family History and Probus Clubs we implemented historic talks and tours to share the history and culture Rookwood Cemetery, including the story behind its development and evolution, and its significant link to our nation's heritage.

These talks and tours enable visitors to explore Rookwood's most historic and captivating areas, from its vast landscape and culturally specific gardens, through to its heritage buildings and memorials.

During the reporting period we held 44 group history talks and/or tours.



## 8.2.2 Community Stakeholder Engagement

During 2018/19 we continued to work with our community stakeholders on specific projects in accordance with their religious and cultural needs. Further to this, we increased our community contact base, hosted a number of significant community events in collaboration with key stakeholders.

## Chinese Miners Event

Saturday 20th October, 2018

Rookwood General Cemetery partnered with the Australian Chinese Workers Association (ACWA) to establish a monument in memory of the Chinese miners who were injured and killed in riots from 1851 to 1861.

Since unveiling the monument in 2016, we have supported ACWA to host a remembrance event commemorating those who endured hardship and lost their lives during these tragic events.



## All Saints Day Event

Saturday 3rd November, 2018

In partnership with A'Ohares Funeral Directors, Rookwood General Cemetery hosted an event in celebration of the Feast of All Saints. The proceedings commenced with a traditional mass, followed by morning tea.

The intimate event was open to all Christian denominations that observe All Saints Day, including Roman Catholic, Methodist, Lutheran Church and Protestant denominations.



## Dedication Service

28th November, 2018

Following the renovation of the All Souls, we hosted a service to re-dedicate the chapel as a multi-faith ceremonial venue that could be utilised by the multicultural communities of Sydney. The ceremony was performed by clergy from the Uniting Church, the Syriac Orthodox Church and the Catholic Church, along with a Civil Celebrant representing the non-denominational community.

For more information on the All Souls renovation, see section 5.2.2 Cemetery Improvements.



## Merchant Navy Commemoration

Sunday 14th April, 2019

Rookwood's Merchant Navy Memorial and Columbarium commemorates those who lost their lives while serving with the Merchant Navy during both the Great War and World War II. This dedicated structure was first designed and built at 'Rookwood' in 1947.

For over 50 years a commemorative event has been held at this memorial, with Rookwood General Cemetery partnering with the Merchant Navy War Memorial Fund since 2016 to host this event. Through our involvement our aim is to ensure that this annual commemoration continues and that the sacrifices made by veterans is forever recognised by the new generation of maritime community members.



The following table details the community stakeholder engagements held during the 2018/19 financial year.

Date	Engagement Activity
July 2018	Elite Funeral Directors HIDDEN exhibition partnership   Sydney Historical Society
August 2018	Chinese community expo   Eid al-Adha event   Discussions with Schools, TAFE, universities and disability groups regarding HIDDEN exhibition tours and/or workshops   Russian community event   Training day for Invocare employees
September 2018	Aboriginal community meeting   Community collaboration regarding the enquiry conducted by the Regulation Committee into the impact and implementation of the Cemeteries and Crematoria Amendment Regulation 2018   Focus group meeting
October 2018	Chinese miners' memorial event   Estonian community event   Heritage rose event   Latvian community event   Macedonian memorial event
November 2018	All Saints Day event   Dedication of services opening Rookwood's newly renovated All Souls
February 2019	Chinese New Year
March 2019	Macedonian memorial event   Italian-Australian community charity lunch
April 2019	Harmony Day   Greek Easter   Macedonian Easter   Merchant navy memorial event   Syrian Easter
May 2019	Italian Catholic mass   Martyr's memorial event   Serbian community meeting
June 2019	Eid al-Fitr Event   Focus group   Italian Catholic mass   Meeting with Antiochian Archbishop   Russian memorial event

### 8.2.3 Industry Stakeholder Engagement

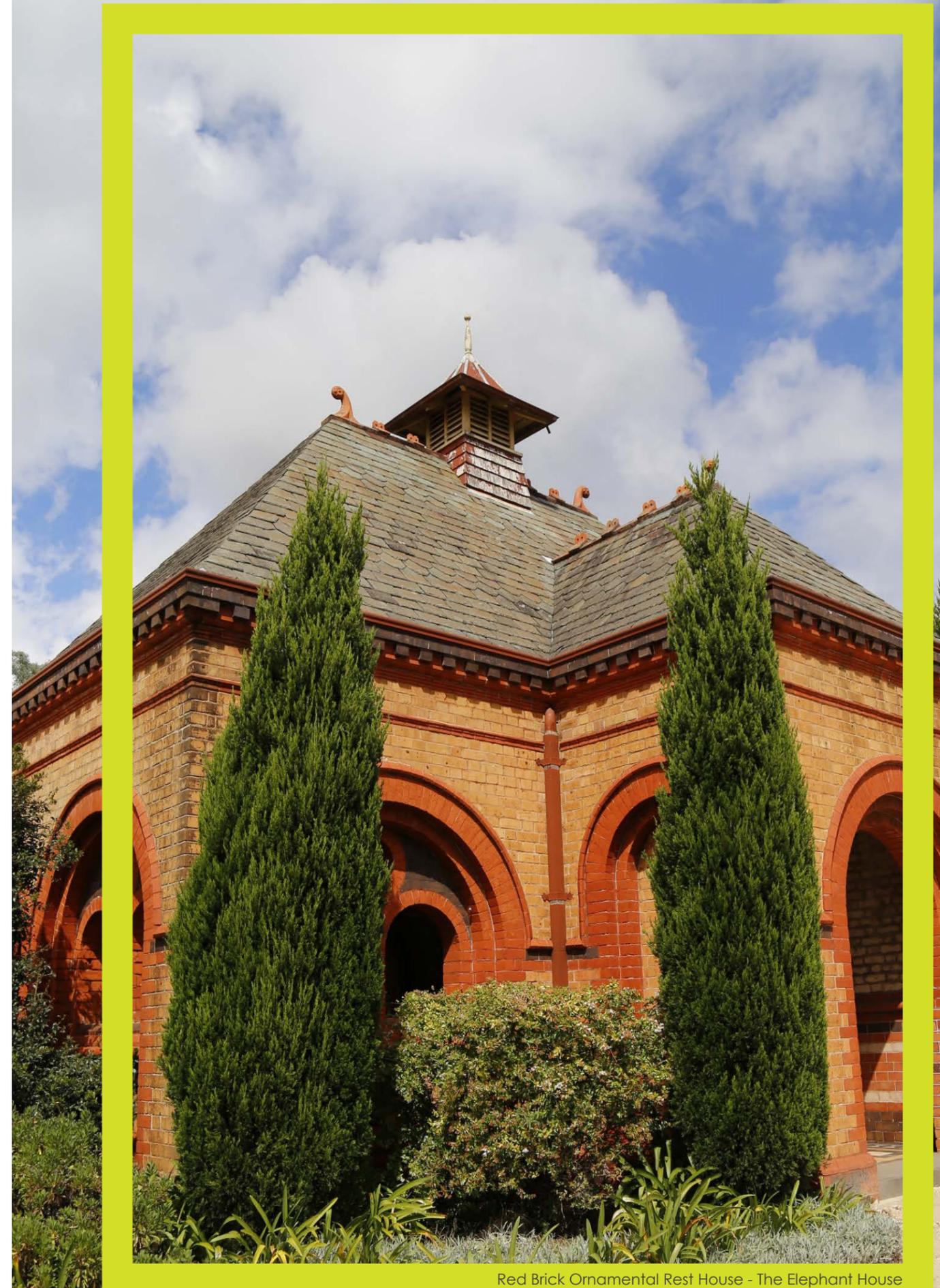
Our industry stakeholder engagement continues to focus on collaborating with Government, Funeral Directors and Stonemasons to meet the needs of bereaved families.

The following table details the industry stakeholder engagements held during the 2018/19 financial year.

Date	Engagement Activity
October 2018	End of year stakeholder engagement
March 2019	Funeral director one-on-one meetings
May 2019	Funeral director engagement
June 2019	Stonemason engagement   Collaboration with various stonemasons regarding the introduction of new Australian standards for monumental construction.

### 8.2.4 Multicultural Plan

As Rookwood General Cemetery provides services to a growing number of people from culturally diverse backgrounds, we have developed a multicultural plan that has been approved by Multicultural NSW. This plan ensures our workforce understands the needs of our different religious and cultural groups, and defines how we provide communities with equal access to our services.



Red Brick Ornamental Rest House - The Elephant House

# 9. STRATEGIC PRIORITY 4 DEVELOPING OUR LEADERSHIP AND PEOPLE

## HIGHLIGHTS

- Continued to engage with employees through newsletters and team building initiatives
- Continued six-monthly performance reviews focused on recognising employee achievements.
- Provided extensive learning and development opportunities to our people, with a particular focus on safety and wellbeing.
- Provided leadership development to the management team, to guide them in managing and motivating their teams.
- Reviewed safety initiatives with a view to improving cemetery safety for visitors and the workforce.

## 9.1 WORKFORCE EQUITY AND DIVERSITY

At Rookwood General Cemetery our employees comprise of a range of diversity groups, including people from culturally and linguistically diverse backgrounds, permanent and part-time workers, men, women, mature workers, young workers, carers, and those with special needs. We strive to be an employer of choice and as a result we have a strong employee retention rate, with the length of service for many of our employees exceeding ten (10) years.

The following tables provide an overview of our workforce for the 2018/19 financial year.

### Employees by Departmental Category

	2018-19	2017-18	2016-17
External	56	58	62
Internal	30	32	30

Number of internal versus external employees for the 2018/19 financial year, in comparison to the 2017/18 and 2016/17 financial years.

### Employees by Employment Type

Full-time Permanent	77
Part-time Permanent	9

Number of permanent and part-time employees for the 2018/19 financial year.

### Employees by Gender

Female	24
Male	62

Number of employees by gender for the 2018/19 financial year.

### Employees by Age Bracket



Number of employees by age bracket for the 2018/19 financial year.



## Employees by Length of Service



Number of employees by length of service for the 2018/19 financial year.

## Senior Executives by Salary Band and Gender

Band	Gender	
2018/19	Male	Female
Total Executives	4	1
Average Remuneration	\$176,882.55	

Band	Gender	
2017/18	Male	Female
Total Executives	4	1
Average Remuneration	\$189,351.00	

Number of senior executives employed as at 30 June 2019, broken down by salary band and gender, compared with the number as at 30 June 2018.

## 9.2 EMPLOYEE ENGAGEMENT

### 9.2.1 Internal Communication

Employee newsletters have continued, with plans underway to implement an electronic mailing system in the next period. This tool will enable us to track open-rates and analyse the content that employees find most engaging.

All Staff Meetings are also held every quarter to provide employees with an update on the organisation's performance, both in terms of operations and financials.

### 9.2.2 Team Building Initiatives

Throughout the year we have provided a range of opportunities for employees to collaborate outside of their day-to-day roles. Our goal in doing this, is to enable our workforce to establish effective working relationships with both internal and external colleagues.

The following table outlines the team building initiatives held during the 2018/19 financial year.

Date	Engagement Activity
Quarter 1 (July – September 2018)	End of financial year update event
	Staff farewell event
	Staff BBQs x 3
Quarter 2 (October – December 2018)	End of year event celebration
	Melbourne Cup
	St. Andrews Day event
	Staff BBQs x 3
Quarter 3 (January – March 2019)	Australia Day event
	Harmony Day event
Quarter 4 (April – June 2019)	Staff BBQ
	Vision Australia morning tea

## 9.3 EMPLOYEE RECOGNITION

### 9.3.1 Achievement Awards

Awards	Award Recipient
CEO's Award	Michelle Sturgess, Memorial Services Co-ordinator
Employee of the Year	Julie Kerr, Client Services Advisor
Rookie of the Year	Gary Barling, Graphic Designer
Team of the Year	Grounds and Maintenance team

### 9.3.2 Performance Reviews

Performance reviews are conducted on a six-monthly basis to enable managers to conduct a formal assessment and provide feedback to their teams. Our employee's objectives are aligned to our strategic plan, therefore as our plan evolves, so to do individual team priorities.

## 9.4 EMPLOYEE DEVELOPMENT

We recognise that our people are integral to the success of our organisation, and as a result, we provide both employees and the leadership team with ongoing development opportunities. These training initiatives enable our workforce to further their skills, cross train in new areas, reduce the risk of injury, and ultimately, improve the service we offer to clients and stakeholders.

The following table details our Learning and Development program for the 2018/19 financial year.

Training	Training Provider	Department	Numbers
Board Workshop	Julie Garland Training	Board, Leadership team	15
Cemetery Safety Course	Foot Print Training	Burials team	3
Confined Spaces	Sydney Safety Training	Monumental team	5
Contractor Management Masterclass	NSCA	People and Culture team	1
Cultural Competence Program	SBS	Multiple departments	24
Executive and Manager Leadership Training	Julie Garland Training	Management team	15
First Aid Training	Allen's Training	Multiple departments	53
Grief Awareness Training	Associated Counsellors and Psychologists Sydney	All departments	85
HSR Training	Courtneil	Operations team	3
Issue Work Permits	Sydney Safety Training	Multiple departments	10
Machinery Training / VOC	Newcastle Training and Assessment	Operations team	12
Manager's Leadership Training	Julie Garland Training	Management team	10
Move 4 Life - Manual Handling	Move 4 Life	All departments	81
Payroll Compact Seminar	Payroll Specialists	People and Culture team	1
PlotBox Training	PlotBox	All departments	291
Policies and Procedures Induction and Training	Safetrac	Multiple departments	86
Remove Non Friable Asbestos Training	Sydney Safety Training	Multiple departments	10
Strategy Leadership Strategy	Julie Garland Training and Executives	Leadership team	12
Warden Training	Chubb	Multiple departments	6
White Card Training	Comsec Training	Multiple departments	10
WHS Diploma	NSCA	People and Culture team	1
Working From Heights	Sydney Safety Training	Monumental team	5
Workplace Ergonomics	FIFO Consulting	Multiple departments	4
<b>Total</b>			<b>743</b>

## 9.5 WORK HEALTH AND SAFETY

Rookwood General Cemetery ensures that our Work Health and Safety (WHS) systems and practices meet and surpass legislative requirements by:

- Collaborating with the wider cemetery community on risk mitigation strategies
- Ensuring the workforce is consulted on all WHS matters
- Ensuring all known risks are controlled as reasonably as possible
- Striving to continuously review and improve safety initiatives

### 9.5.1 Safety Initiatives

We continue to implement new safety initiatives to maintain a safe cemetery environment for visitors and employees. During the reporting period, this included:

- Cemetery safety training
- Confined spaces training
- Move 4 Life body movement manual handling training
- Non friable asbestos removal training
- Working from heights training
- Workstation ergonomics assessment training

Over the next twelve (12) months, WHS initiatives will focus on:

- Chainsaw operations training
- Due diligence training
- Health monitoring – Silicosis education and chest X-rays for stonemasons
- iCare P2 program
- Mental health first aid training
- Workers compensation education and training

### 9.5.2 Injury Statistics

Injury Category	Injury Numbers
<b>Lost Time Injuries</b> <i>1 or more days away from work</i>	11
<b>Medical Treatment Injuries</b> <i>Treatment required, with no days away from work</i>	13
<b>New Worker's Compensation Cases Opened</b>	12

# 10. STRATEGIC PRIORITY 5

## DRIVING INNOVATION

### HIGHLIGHTS

- Progressed plans to develop a state-of-the-art mausoleum, incorporating condolence spaces, retail facilities and crypts that are positioned at a height that families can physically touch.
- Continued to manage a decomposition project to investigate the possibility of enabling families to re-use existing allotments.
- Commenced the tendering process for the development of a spoil processing facility to provide for the management and disposition of green waste throughout the cemetery.
- Installed a new accounting system and commenced the implementation of a new Cemetery Management System (CMS) and Mapping System scheduled for July 2019.
- Successfully linked 91% of Rookwood General Cemetery's interment plots to our new mapping system.

### 10.1 DEVELOPING A NEW MAUSOLEUM

We have progressed our plans to develop a state-of-the-art mausoleum, which will maximise Rookwood's vertical space. Following the appointment of an architectural firm at the end of June 2018, we have designed a mausoleum that will incorporate crypts, retail facilities and condolences spaces.

Through additional tender processes the project team now incorporates Engineers, Urban Planning, Heritage, Landscape, Geotechnical, Surveyors and Building Code of Australia (BCA) consultants to produce a detailed design.

The next step in the process is to finalise a substantive business case, which will be presented to the Rookwood General Cemetery Board for budget approval in July 2019, before we then progress through to the Development Application (DA).

Stakeholder engagement with Government and communities will be intensified once the design has been finalised and the DA process has commenced.

### 10.2 MANAGING A DECOMPOSITION PROJECT AND ABOVE GROUND STRUCTURE

The scientifically controlled and managed decomposition project, which has been designed to investigate the interment environment and associated conditions, is now fully established. It is hoped that the findings from this revolutionary research will identify ways of allowing families to re-use existing allotments.

Collaboration with the Australian Facility for Taphonomic Experimental Research and the University of Technology Sydney (UTS) will provide a means of ratifying the project's findings.

To further this project, we have now formalised the patent for an above ground structure that provides for an earth style interment. The unique features of this design are currently being tested before a commercial version is developed.

### 10.3 IMPLEMENTING A SPOIL PROCESSING FACILITY

Following the approval from Cumberland Council for the development of a spoil processing facility at Rookwood, we have completed the planning, approval and tendering process during 2018/19.

This new facility will provide for the management and disposition of green waste by means of it being mixed back with Rookwood's clay soils in the form of humus, which can be used throughout the cemetery.

Once operational, the spoil processing plant will improve efficiencies and reduce costs, with the finer-grade soil created by the facility being utilised for back filling and top-ups of allotments, thus reducing the number of top-ups required at each allotment. Furthermore, we will also remove the need for green waste generated on site to be disposed of at a cost.



## 10.4 DEVELOPING AN EFFICIENT IT ENVIRONMENT

In 2018/19 we successfully installed a new accounting system and commenced the implementation of a new Cemetery Management System (CMS) and Mapping System scheduled for July 2019.

The new CMS and Mapping system, known as PlotBox, will provide one central repository for all data. This data will be readily accessible to both office and field employees, thus providing more integrity in data and consequential decisions.

At the time of publication of this report, we have 91% of Rookwood General Cemetery's interment plots linked to our new mapping system. Throughout the 2019/20 financial year we will refine this system and related workflow processes, whilst also continuing to map the remainder of the cemetery.



Lutheran Chapel



Serpentine Canal and Summer Rest House

# FINANCIALS

# 11. FINANCIALS

## 11.1 CHAIRPERSON'S DECLARATION



**ROOKWOOD**  
EST 1867 GENERAL CEMETERY

PO Box 291 Lidcombe NSW 1825  
02 8575 8100  
www.rookwoodcemetery.com.au  
Rookwood General Cemeteries Reserve Land Manager  
(ABN: 65 959 157 751)

Mr C Giumelli  
Director, Financial Audit  
Audit Office of New South Wales  
GPO Box 12  
SYDNEY NSW 2001

25 September 2019

**Representation Letter by Those Charged with Governance**  
**Rookwood General Cemeteries Reserve Land Manager**

We provide this representation letter in connection with your audit of the financial statements of Rookwood General Cemeteries Reserve Land Manager (the "Land Manager") for the year ended 30 June 2019, so you can express an opinion on whether the financial statements give a true and fair view in accordance with:

- the *Public Finance and Audit Act 1983*
- the *Crown Land Management Act 2016*
- Australian Accounting Standards.

We confirm, to the best of our knowledge and belief, having made enquiries we considered necessary to inform ourselves, the following representations made to you during your audit.

We have fulfilled our responsibilities, as set out in the Annual Engagement Plan dated 14 April 2019, for the preparation of the financial statements in accordance with Australian Accounting Standards, the *Public Finance and Audit Act 1983* and the *Crown Land Management Act 2016*. We believe, in all material respects, the financial statements give a true and fair view in accordance with these requirements.

We have provided you with all relevant information and access as agreed in the terms of audit engagement.

Having considered the written representations made to you by the Chief Executive Officer and the Director of Corporate Services on 25 September in connection with your audit of the financial statements of the Rookwood General Cemeteries Reserve Land Manager, there are no matters which would cause us to believe that those written representations are not accurate.

We are not aware of any other matters that have not been communicated to you that are relevant to the recording of transactions and the preparation of the financial statements.

  
Ms O'Regan  
Chair

## 11.2 INDEPENDENT AUDITOR'S REPORT



**AUDITOR-GENERAL**  
NEW SOUTH WALES

**INDEPENDENT AUDITOR'S REPORT**  
**Rookwood General Cemeteries Reserve Land Manager**

To Members of the New South Wales Parliament

**Opinion**

I have audited the accompanying financial statements of Rookwood General Cemeteries Reserve Land Manager (the Land Manager), which comprise the Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Land Manager as at 30 June 2019, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

My opinion should be read in conjunction with the rest of this report.

**Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Land Manager in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Other Information

Other information comprises the information included in the Land Manager's annual report for the year ended 30 June 2019, other than the financial statements and my Independent Auditor's Report thereon. The Directors' of the Land Manager are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprises the Directors' declaration.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### The Directors' Responsibilities for the Financial Statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Directors determine is necessary to enable the preparation and fair presentation of the financial statements that is free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Land Manager's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where the Land Manager will be dissolved by an Act of Parliament or otherwise cease operations.

### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Land Manager carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

C J Giumelli  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

2 October 2019  
SYDNEY

Statement of Profit or Loss and Other Comprehensive Income for the Period Year Ended 30 June 2019

	Note	30 Jun 2019 \$	30 Jun 2018 \$
<b>CONTINUING OPERATIONS</b>			
<b>REVENUE</b>			
Sales	4(a)	23,154,381	25,135,890
Other revenue	4(a)	327,158	270,420
<b>OTHER INCOME</b>			
Investment income	4(b)	7,074,227	8,815,172
Net increase in fair value of investment	4(b)	5,877,265	1,826,910
Net gain on disposal of fixed assets	4(b)	48,720	190,513
Other interest revenue	4(b)	73,467	34,586
<b>Revenue and other income</b>	<b>4</b>	<b>36,555,218</b>	<b>36,273,491</b>
<b>EXPENSES</b>			
Costs of sales		(3,378,596)	(3,478,399)
Employee benefits expense	4(d)	(8,368,350)	(8,093,884)
Depreciation and amortisation expenses	4(e)	(1,508,242)	(1,759,813)
Lands and grounds expenses		(2,327,241)	(2,509,310)
Write down and impairment of assets		-	60,000
Other expenses	4(c)	(3,219,177)	(4,245,328)
Net decrease in fair value of investments		-	(4,620,244)
Finance Cost		-	(36,411)
R&D project expense		(15,650)	(116,214)
Expenditure		(18,817,256)	(24,799,603)
<b>Net Result from continuing operations</b>		<b>17,737,962</b>	<b>11,473,888</b>
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR</b>			
Changes in revaluation surplus of property, plant and equipment		-	-
<b>Total other comprehensive income</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>		<b>17,737,962</b>	<b>11,473,888</b>

The accompanying notes form part of these financial statements.

Statement of Financial Position as at 30 June 2019

	Note	30 Jun 2019 \$	30 Jun 2018 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	787,153	2,408,500
Trade and other receivables	6	1,512,705	725,528
Inventories	7	7,606,466	7,907,238
<b>TOTAL CURRENT ASSETS</b>		<b>9,906,324</b>	<b>11,041,266</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	8	37,191,771	36,198,908
Intangibles - software	9	1,887,572	-
Financial assets at Fair value	10	152,853,157	135,195,625
Trade and other receivables	6	573,143	1,699,676
<b>TOTAL NON-CURRENT ASSETS</b>		<b>192,505,643</b>	<b>173,094,209</b>
<b>TOTAL ASSETS</b>		<b>202,411,967</b>	<b>184,135,475</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	1,653,563	924,968
Employee benefits	12	1,111,805	919,530
Other	13	752,651	1,132,593
<b>TOTAL CURRENT LIABILITIES</b>		<b>3,518,019</b>	<b>2,977,091</b>
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	12	326,364	317,564
Other	13	132,693	143,891
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>459,057</b>	<b>461,455</b>
<b>TOTAL LIABILITIES</b>		<b>3,977,076</b>	<b>3,438,546</b>
<b>NET ASSETS</b>		<b>198,434,891</b>	<b>180,696,929</b>
<b>EQUITY</b>			
Accumulated equity	15	171,515,603	153,777,641
Revaluation reserve		26,919,288	26,919,288
<b>TOTAL EQUITY</b>		<b>198,434,891</b>	<b>180,696,929</b>

The accompanying notes form part of these financial statements.

Statement of Changes in Equity for the Year Ended 30 June 2019

2019	Note	Accumulated Equity \$	Asset Revaluation Surplus \$	Total \$
<b>Balance at 1 July 2018</b>		153,777,641	26,919,288	180,696,929
<b>Net result for the year</b>		17,737,962		17,737,962
<b>Other comprehensive income</b>				
Net change in revaluation surplus of property, plant and equipment		-	-	-
<b>Total other comprehensive income</b>		-	-	-
<b>Total comprehensive income for the year</b>		17,737,962		17,737,962
<b>Transactions with owners in their capacity as owners</b>				
Increase / (decrease) in equity from transfers		-	-	-
<b>Balance at 30 June 2019</b>		171,515,603	26,919,288	198,434,891

2018	Note	Accumulated Equity \$	Asset Revaluation Surplus \$	Total \$
<b>Balance at 1 July 2017</b>		142,303,753	26,919,288	169,223,041
<b>Net result for the year</b>		11,473,888	-	11,473,888
<b>Other comprehensive income</b>				
Net change in revaluation surplus of property, plant and equipment		-	-	-
<b>Total other comprehensive income</b>		-	-	-
<b>Total comprehensive income for the year</b>		11,473,888	-	11,473,888
<b>Transactions with owners in their capacity as owners</b>				
Increase / (decrease) in equity from transfers		-	-	-
<b>Balance at 30 June 2018</b>		153,777,641	26,919,288	180,696,929

The accompanying notes form part of these financial statements.

Statement of Cash Flows for the Period Ended 30 June 2019

	Note	30 Jun 2019 \$	30 Jun 2018 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from:			
Sales of goods and services		25,176,513	27,995,279
Dividends		258,756	1,905,753
Interest		610,310	1,665,031
<b>Total Receipts</b>		26,045,579	31,566,063
Payments to:			
Employees		(8,139,271)	(8,053,350)
Suppliers		(10,362,774)	(13,803,153)
<b>Total Payments</b>		(18,502,045)	(21,856,503)
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	14	7,543,534	9,709,560
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from:			
Sales of property, plant and equipment		125,067	353,727
Disposal of investments		35,675,049	40,664,856
Purchase of:			
Property, plant and equipment		(4,465,023)	(1,591,242)
Investments		(41,100,001)	(47,522,455)
<b>NET CASH FLOW FROM INVESTING ACTIVITIES</b>		(9,764,908)	(8,095,114)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Loans and trust funds		600,029	(374,963)
<b>NET CASH FLOW FROM FINANCING ACTIVITIES</b>		600,029	(374,963)
Net increase/(decrease) in cash held		(1,621,347)	1,239,483
Cash at the beginning of the reporting period		2,408,500	1,169,017
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	5	787,153	2,408,500

The accompanying notes form part of these financial statements.

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

FOR THE YEAR ENDED 30 JUNE 2019

## 1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

### (A) Reporting Entity

The Rookwood General Cemeteries Reserve Land Manager (the Land Manager), is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Entity is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

The Land Manager is a Crown Reserve Land Manager operating under the Cemeteries and Crematoria Act 2013 (NSW). The Land Manager is primarily involved in the provision of burial and memorialisation services for the public. The Land Manager was charity registered under the ACNC act until 21.11.2017 when it's charity status was revoked.

Rookwood General Cemeteries Reserve Land Manager was established on 27 April 2012 as a Reserve Land Manager pursuant to section 92(1) of the Crown Lands Act 1989. The establishment of the Land Manager was the subject of ministerial direction under the provisions of section 111A of the Crown Lands Act 1989.

In accordance with the Crown Lands Management Act (2016), all Crown Reserve Land Managers are transitioning to Land Managers. As a result of this change, from 1 July 2018 the new legal entity is Rookwood General Cemeteries Reserve Land Manager ("the Land Manager").

These financial statements for the year ended 30 June 2019 have been authorised for issue by the Board on 25th September 2019.

### (B) Basis of Preparation

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

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- the requirements of the Public Finance and Audit Act 1983(the Act) and Public Finance and Audit Regulation Act 2015
- Treasurer Directions issued under the Act.

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

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

All amounts are rounded to the nearest dollar and are expressed in Australian currency, which is the entity's presentation and functional currency.

### (C) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

### (D) Standards issued but not yet effective and not adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 July 2018, and have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Land Manager, except for AASB15 and AASB16, which are effective 1 July 2019. NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise.

### Revenue from Contracts with Customers

AASB 15 replaces AASB 118 Revenue, AASB 111 Construction Contracts and four Interpretations issued by the AASB and amends the principles for recognising revenue from contracts with customers. It applies to all contracts with customers except leases, financial instruments and insurance contracts. The Standard requires an entity to recognise revenue on a basis that depicts the transfer of promised goods or services to customers at an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. To achieve that principle, an entity shall apply all of the following steps:

- a) identify the contract with a customer;
- b) identify the separate performance obligations in the contract;
- c) determine the transaction price;
- d) allocate the transaction price to the separate performance obligations in the contract; and
- e) recognise revenue when (or as) the entity satisfies a performance obligation.

Consequential amendments to other Standards are made by AASB 2014-5 Amendments to Australian Accounting Standards arising from AASB 15. The mandatory application date of AASB 15 has been deferred for NFP entities to annual reporting period beginning on or after 1 January 2019 by AASB 2016-7. ( effective for the financial year 2019/20).

The Land Manager has performed an internal assessment of the impact of the new standard on their financial statements. We have identified revenue in relation to the recognition of monument income may be reduced by \$208,410 for the current year as a result of applying the new standard. The Land Manager will continue to assess the impact of AASB 15 and its effect on revenue recognition and cost allocation during the financial year 2019-2020 to ensure compliance for year ended 30 June 2020.

### AASB 16 Leases

This standard is applicable to annual reporting periods beginning on or after 1 January 2019. The standard replaces AASB 117 'Leases' and for lessees will eliminate the classifications of operating leases and finance leases. Subject to exceptions, a 'right-of-use' asset will be capitalised in the statement of financial position, measured at the present value of the unavoidable future lease payments to be made over the lease term.

The exceptions relate to short-term leases of 12 months or less and leases of low-value assets (such as personal computers and small office furniture) where an accounting policy choice exists whereby either a 'right-of-use' asset is recognised or lease payments are expensed to profit or loss as incurred.

A liability corresponding to the capitalised lease will also be recognised, adjusted for lease prepayments, lease incentives received, initial direct costs incurred and an estimate of any future restoration, removal or dismantling costs.

Straight-line operating lease expense recognition will be replaced with a depreciation charge for the leased asset (included in operating costs) and an interest expense on the recognised lease liability (included in finance costs).

In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117.

However, EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation) results will be improved as the operating expense is replaced by interest expense and depreciation in profit or loss under AASB 16. For classification within the statement of cash flows, the lease payments will be separated into both a principal (financing activities) and interest (either operating or financing activities) component.

The Land Manager has made an internal assessment on the new lease standard and is of the view that the Land Manager has no existing lease agreements, therefore, the new standard has no impact on the financials.

## **(E) Changes in accounting policies, including new or revised AAS**

### **i. Effective for the first time in 2018-19**

The Land Manager has adopted AASB 9 Financial Instruments (AASB 9), which resulted in changes in accounting policies in respect of recognition, classification and measurement of financial assets and financial liabilities; derecognition of financial instruments; impairment of financial assets and hedge accounting. AASB 9 also significantly amends other standards dealing with financial instruments such as the revised AASB 7 Financial Instruments: Disclosures (AASB 7R).

The Land Manager applied AASB 9 retrospectively but has not restated the comparative information which is reported under AASB 139 Financial Instruments: Recognition and Measurement (AASB 139). Any differences arising from the adoption of AASB 9 have been recognised directly in accumulated funds and other components of equity.

#### a) Classification and measurement of financial instruments

On 1 July 2018 (the date of initial application of AASB 9), the Land Manager's management has assessed which business models apply to the financial assets held by the Land Manager and has classified its financial instruments into the appropriate AASB 9 categories. There were no reclassifications as a result, with financial assets continuing to be classified through profit or loss.

There was no impact of transition to AASB 9 on reserves and accumulated funds in 2019 or retrospectively.

Upon the adoption of AASB 9, there was no material impact on the Land Manager's financial statements.

#### (b) Impairment

The adoption of AASB 9 has changed the Land Manager's accounting for impairment losses for financial assets by replacing AASB 139's incurred loss approach with a forward-looking expected credit loss (ECL) approach. AASB 9 requires the Land Manager to recognise an allowance for ECLs for all debt instruments not held at fair value through profit or loss. There is no material impact to the Land Manager on adopting the new impairment model.

## **(F) Basis of measurement**

The financial statements have been prepared on an accrual basis (with the exception of Statement of Cash Flow) and are based on historical cost, except for certain financial instruments. The method used to measure fair value is discussed further within the relevant notes.

## **2. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS**

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The estimated liability for long service leave is recognised and measured based on the current wages, superannuation and worker compensation insurance costs, using a probability factor based on completed year of service published by Australian Government, Department of Finance. Currently the Land Manager has adopted the Treasury guidelines for calculating the provision for long service leave with the exception of discounting as noted in the policy and has been considered as being immaterial.

## **3. SIGNIFICANT ACCOUNTING POLICIES**

### **(A) Financial instruments**

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in net result.

The Land Manager determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

#### **i) Financial assets at fair value**

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

#### Classification and measurement under AASB 9 (from 1 July 2018)

The Land Manager's financial assets at fair value are classified, at initial recognition, and subsequently measured at fair value through profit or loss. Transaction costs of financial assets carried at fair value through profit or loss are expensed in net results.

### Financial assets at fair value through profit or loss

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

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

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

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

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

The Hour-Glass Investment Facilities are designated at fair value through profit or loss as these financial assets are managed and their performance is evaluated on a fair value basis, in accordance with a documented risk management strategy, and information about these assets is provided internally on that basis to the Land Manager's key management personnel.

The movement in the fair value of the Hour-Glass Investment Facilities incorporates distributions received as well as unrealised movements in fair value and is reported in the line item 'investment revenue'.

When measuring the fair value of an asset or a liability, the Land Manager uses market observable data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

With regards to fixed income Tier 1 & Tier 2 assets the Land Manager adopts income recognition on a cash basis & therefore carries gross market value of the instrument on its Statement of Financial Position.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

### 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.

Receivables consist predominantly of trade debtors in relation to the provision of goods and services and accrued investment income. Collectability of debtors is reviewed on an ongoing basis. A provision for impairment is raised when there is some doubt as to whether collection exists.

### **ii) Financial liabilities**

Financial liabilities are classified as either 'at fair value through profit or loss' or 'at amortised cost'.

### Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held-for-trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held-for-trading if they are incurred for the purpose of repurchasing in the near term. Gains or losses on liabilities held-for-trading are recognised in the net result.

Financial liabilities at fair value through profit or loss are stated at fair value, with any gains or losses arising on remeasurement recognised in the net result.

## **(B) Property, plant and equipment**

### **(i) Cemetery Land**

Valuations of Government Property that are prepared for financial reporting purposes are to be valued in accordance with the Treasury Policy "Valuation of Non-current assets at Fair value" TPP 14-1 and AASB 13 Fair value measurement. The Land Manager engaged an independent valuer to value the total land of 185 hectares as on 30.06.2017. The valuation is based on market values as well as the application of cemetery land split between

1. Land under buildings
2. Land under Roads and Formed Pathways
3. Land for interment and
4. Land buried out.

Discount factors of 50% to approx 95% are used depending upon the restriction on use. The Land buried out are required to remain undisturbed in perpetuity and therefore attracts the discounting of 90%.

### **(ii) Acquisition of property, plant and equipment**

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

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

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

### Depreciation of property, plant and equipment

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

	2019% pa	2018 % pa
<b>Buildings</b>	5-33.3	5-33.3
<b>Civil Work</b>	5-20	5-20
<b>Plant Equipment</b>	5-33.3	5-33.3
<b>Computer Equipment</b>	33.3	33.3
<b>Motor Vehicles</b>	14	14

Depreciation rates, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

### Revaluation of property, plant and equipment

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

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs.

Revaluations shall be made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Land Manager conducts a comprehensive revaluation at least every three years for its land and buildings (except infrastructure and land under infrastructure) where the market or income approach is the most appropriate valuation technique and at least every five years for other classes of property, plant and equipment. The last comprehensive revaluation was completed on 30.06.2017 and was based on an independent assessment.

There was no external valuation performed on plant and equipment. In 2019, an internal assessment had been performed by the Land Manager to identify the fair value of the plant and equipment. The outcome from the internal assessment was that all plant and equipment was held at fair value being the current written down book value.

Non-specialised assets with short useful lives are measured at depreciated historical cost, which for these assets approximates fair value. The Land Manager has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are recognised in other comprehensive income and credited to revaluation surplus in equity. However, to the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the revaluation surplus.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Where an asset that has previously been revalued is disposed of, any balance remaining in the revaluation surplus in respect of that asset is transferred to accumulated funds.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

### Impairment of property, plant and equipment

The carrying values of property, plant and equipment are reviewed for impairment at each reporting date, with recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

If there is an indication of possible impairment, the recoverable amount of the affected asset (or group of related assets) is estimated by its disposal value in comparison with its carrying amount.

An impairment loss exists when the carrying value of an asset exceeds its estimated recoverable amount. The asset is then written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

### Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

### Derecognition and disposal

An item of property, plant and equipment is derecognised upon disposal, when the item is no longer used in the operations of the Land Manager or when it has no sale value. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

## (C) Inventories

### Materials and goods for resale

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

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

### Interment sites

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

### Mausoleums and crypts

Mausoleum and crypts are valued at the lower of the cost of development per unit of mausoleum and crypt and net realisable value. Where there is evidence that net realisable value is lower than the cost of development the carrying value of the interment spaces is reduced to reflect this. The cost of the interment space is recognised in the statement of profit or loss and other comprehensive income on the signing of an unconditional contract of sale and the issuance of a burial licence. Effective control of the interment space is passed to the buyer at this point.

### Construction contracts and work in progress

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

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

## (D) Employee benefits

Employee benefits comprise wages and salaries, annual leave, accumulating and non-accumulating sick leave, long service leave, and contributions to superannuation plans.

Provision is made for the Land Manager'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.

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

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

## (E) Trade creditors and other payables

Trade creditors and other payables represent liabilities for goods and services provided to the Land Manager before the end of the financial year that are unpaid. These amounts are usually settled in 30 days. The carrying amount of the creditors and payables is deemed to reflect fair value.

## (F) Trade and other receivables

Trade and other receivables, which include amounts due from sales of merchandise and from services provided to customers, are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. Normal terms of settlement vary from seven to ninety days. The carrying amount of the receivable is deemed to reflect fair value. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

## (G) Deferred income

The liability for deferred income is the amounts received in advance for incomplete construction contracts and works in progress. Revenue is recognised as the works are completed and accepted by the purchaser.

The incomplete work will usually be completed within 12 months of receipts of the amount in advance. Where the amount received is in respect of work that will be provided over a period that exceeds 12 months after the reporting date, the liability presented as non-current'.

## (H) Revenue recognition

Revenue is recognised in accordance with AASB118 Revenue and is recognised to the extent that it is probable that the economic benefits will flow to the Land Manager and the revenue can be reliably measured at fair value.

Revenue from the sales of goods is recognised when the control of goods passes to the customer.

Revenue from the provision of services is recognised when the service has been provided.

### Sale of Burial Licences / goods sold

Revenue from the granting of a burial licence or sale of goods in the course of ordinary activities is measured at the fair value of the consideration received or receivable, net of returns.

Revenue is recognised when substantial evidence exists, usually in the form of an executed perpetual interment right, that the significant risk and rewards of ownership have been transferred to the customer.

Recovery of the consideration is probable and the amount of revenue can be measured reliably.

### Rendering services

Revenue from rendering services including interments, chapel fees, abiding care fees is recognised in profit and loss on execution of the service. Revenue from monumental work will be deferred income and is recognised according to stages of completion.

## Other Revenue

Rental income from operating leases are recognised in profit and loss on a straight line basis over the term of the lease agreement.

## Investment income

Investments are initially recognised at fair value plus, in the case of investments not at fair value through profit or loss, transaction costs.

Investment income comprises of interest income on funds invested (on fixed term deposits, hybrids, subordinated debts) and dividend income received from equity investments.

Interest income on fixed term deposit is recognised as it accrues in the profit and loss using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

Dividend and franking credit income is recognised in the profit and loss on the date that the Land Manager's right to receive payment is established. As has been mentioned the Land Manager's charity status was revoked on 21.11.2017.

During the year the Land Manager has decided to liquidate some financial instruments and invested in Treasury Corporation ( Tcorp). The Tcorp Hour- Glass Investment facilities that are normally part of financial assets at fair value Categories include the strategic cash facility and Long-term growth facilities .

The Hour-Glass Investment Facilities are designated at fair value through profit or loss using the second leg of the fair value option under AASB 139.9 (b) (ii) – i.e. these financial assets are managed and their performance is evaluated on a fair value basis, in accordance with a documented risk management strategy, and information about these assets is provided internally on that basis to the Land Manager's key management personnel.

The Treasury Risk Management Policy requires management to report on all investments, including the amount, yield, maturity, counterparty credit rating and total investments with counterparty. Exposure limits per counterparty are set to minimise the Land Manager's risk.

Any Hour-Glass Investment facilities held by the Land Manager are short term unit and long term unit Land Manager investment funds managed by the NSW Treasury Corporation (TCorp). The Land Manager has been issued with a number of units in TCorp's Hour-Glass Cash Facility Land Manager, based on the amount of the deposit and the unit value for the day.

The movement in the fair value of the Hour-Glass Investment Facilities incorporates distributions received as well as unrealised movement in fair value and is reported in the line item 'Revenue and other income'.

## Sale of Investments

The gain/loss on the sale of investments is recognised when the investment is realised.

## Net gain/loss on disposal of fixed assets

Net gain/loss on disposal of fixed assets is recognised once the sale is executed and the consideration is received.

## (I) Expenditure

Expenditure is accounted for on an accruals basis and is classified according to its nature.

## (J) Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less where the investment is convertible to known amounts of cash and is subject to an insignificant risk of changes in value. For the purposes of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

## (K) Taxation

### Income tax

The Land Manager has received advice that it is exempt from income tax as per the Income Tax Assessment Act 1997.

### 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, in which case it is recognised as part of the cost of acquisition of an asset or as part of an item of expense.

Receivables and payables are recognised inclusive of GST.

The net amount of GST recoverable from or payable to the Australian Taxation Office is included as part of receivables or payables.

Cash flows are included in the statement of cash flow on a gross basis. The GST component of cash flows arising from investing and financing activities that is recoverable from or payable to the Australian Taxation Office is classified as an operating cash flow.

## (L) Currency and rounding amounts

The financial statements are presented in Australian dollars, which is the Land Manager's functional and presentation currency. All values are rounded to the nearest dollar (\$) unless otherwise stated.

## (M) Comparative figures

When required by accounting standards, comparative figures have been adjusted to conform to changes in presentation for the current year, otherwise comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

## (N) Provisions, contingent liabilities and contingent assets

Provisions are measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at the reporting date, including the risks and uncertainties associated with the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. Provisions are discounted to their present values, where the time value of money is material.

Any reimbursement that the Land Manager can be virtually certain to collect from a third party with respect to the obligation is recognised as a separate asset. However, this asset may not exceed the amount of the related provision.

No liability is recognised if an outflow of economic resources as a result of present obligation is not probable. Such situations are disclosed as contingent liabilities, unless the outflow of resources is remote in which case no liability is recognised.

## (O) Perpetual care

There is a general expectation on the part of the public that the cemetery will be maintained in perpetuity.

The Land Manager is currently accumulating reserves to provide for the future maintenance expenses of the cemetery. At this time the Land Manager is aware that there may be significant on-going cash outflows for future maintenance and have been advised by an independent Actuarial valuation consultant the estimated amount of Perpetual obligation. The Land Manager has invested in good quality financial instruments which can generate enough investment returns to maintain the Cemetery in Perpetuity. There is a general expectation on the part of the public that the cemetery will be maintained in perpetuity. No liability has crystallized for future maintenance on the date of the Financials, hence no additional liability is recognized on this account.

4. REVENUE, OTHER INCOME AND EXPENSES	30 Jun 2019 \$	30 Jun 2018 \$
<b>(a) REVENUE</b>		
Sales of goods	16,373,552	18,765,615
Rendering of services	6,780,828	6,370,275
Sales revenue	<b>23,154,381</b>	25,135,890
Rental revenue	<b>327,158</b>	270,420
Other revenue	<b>327,158</b>	270,420
<b>Total revenue</b>	<b>23,481,539</b>	25,406,310
<b>(b) OTHER INCOME</b>		
Interest	6,186,913	7,107,522
Dividends	887,314	1,707,650
Investment income	7,074,227	8,815,172
Net gain on disposal of investments	117,293	1,826,910
Net increase in fair value of investments	5,759,972	-
Net gain on disposal of property, plant & equipment	48,720	190,513
Other Interest Revenue	73,467	34,586
Total other income	<b>13,073,679</b>	10,867,181
<b>Total revenue and other income</b>	<b>36,555,218</b>	36,273,491
<b>(c) COST OF SALES AND OTHER EXPENSES</b>		
Cost of sales	(3,378,596)	(3,478,399)
Reduction of carrying value of inventory	-	60,000
<b>Other expenses</b>		
Contract labour expense	(250,361)	(196,522)
Motor vehicle expenses	(129,296)	(127,984)
Computer expenses	(317,570)	(193,972)
Movement in allowance for impairment	11,619	11,334
Insurance	(550,075)	(28,494)
Repairs and maintenance*	(589,483)	(481,857)
Operating costs	(1,394,011)	(3,227,833)
<b>Total other expenses</b>	<b>(3,219,177)</b>	(4,245,328)
*No employee related maintenance expenses are included in the repairs and maintenance category		
<b>(d) EMPLOYEE BENEFITS EXPENSE</b>		
Salaries and wages	(7,174,971)	(7,185,579)
Superannuation expense	(618,497)	(599,519)
Workers Compensation Insurance	(317,391)	(281,969)
Fringe benefit tax	(56,416)	(27,322)
Movement in employee benefits provisions	(201,075)	505
<b>Total employee benefits expense</b>	<b>(8,368,350)</b>	(8,093,884)

<b>(e) DEPRECIATION AND AMORTISATION EXPENSES</b>		
Buildings	(397,676)	(418,349)
Civil works	(287,610)	(277,687)
Computers	(87,959)	(366,576)
Motor Vehicles	(287,357)	(291,215)
Plant & Equipments	(401,606)	(405,986)
Intangibles - Software	(46,034)	-
<b>Total depreciation and amortisation expenses</b>	<b>(1,508,242)</b>	<b>(1,759,813)</b>

Refer to note 3 (B) (ii) for recognition and measurement policies on depreciation and amortisation

<b>5. CASH AND CASH EQUIVALENTS</b>		
Cash at bank	732,741	1,552,799
Cash on hand	275	175
Short-term deposits	54,137	855,526
<b>Total cash and cash equivalents</b>	<b>787,153</b>	<b>2,408,500</b>

<b>6. TRADE AND OTHER RECEIVABLES</b>		
<b>(a) Current assets</b>		
Sale of goods and services	666,126	394,654
Less Allowance for expected credit loss*	(17,990)	(35,115)
<b>Net trade debtors</b>	<b>648,136</b>	<b>359,539</b>

Dividends receivable	105,291	255,447
Interest receivable	-	-

<b>Investment income receivable</b>	<b>105,291</b>	<b>255,447</b>
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Other Debtors	731	43,062
Prepayments	158,548	67,480
Amounts receivable from Rookwood Necropolis Land Manager	600,000	-

<b>Trade and other receivables</b>	<b>1,512,705</b>	<b>725,528</b>
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*Movement in the allowance for expected credit loss		
Balance at 1 July	35,115	50,437
Amounts written off during the year	(5,507)	(3,988)
Amounts recovered during the year	-	-
Increase/(Decrease) in allowance recognised in net result	(11,619)	(11,334)

<b>Balance</b>	<b>17,989</b>	<b>35,115</b>
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<b>(b) Non Current Assets</b>		
Amounts receivable from Rookwood Necropolis Land Manager	573,143	1,699,676

The Land Manager has provided an interest free loan to Rookwood Necropolis Land Manager. Land Manager has provided payments of \$1,025,000, \$400,000 and \$375,000 in financial years 2015-16, 2016-17 and 2017-18 respectively. During the financial year Rookwood Necropolis Land Manager has repaid total of \$600,000. The Land Manager has taken the decision to discount the loan to reflect the present value at the TCorp Government 5 year bond rate of 1.299%. The movement in the present value for financial year 2018-19 is reflected in other interest revenue and finance costs in the profit and loss.

<b>Total trade and other receivables</b>	<b>2,085,848</b>	<b>2,425,204</b>
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<b>7. INVENTORIES</b>		
Materials and goods for resale	77,755	56,084
Interment sites	5,591,393	6,695,556
Mausoleum & crypts	756,221	1,155,598
Work in progress	1,181,097	-

<b>Total inventories</b>	<b>7,606,466</b>	<b>7,907,238</b>
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<b>8. PROPERTY, PLANT AND EQUIPMENT</b>		
Crown land at fair value	26,363,200	26,363,200
Less: Accumulated depreciation	-	-

<b>Total Crown land at fair value</b>	<b>26,363,200</b>	<b>26,363,200</b>
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Buildings at fair value	7,498,409	5,573,323
Less: Accumulated depreciation	(815,787)	(418,349)

<b>Total Buildings at fair value</b>	<b>6,682,622</b>	<b>5,154,974</b>
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Civil works at fair value	2,626,361	2,258,032
Less: Accumulated depreciation	(565,297)	(277,687)

<b>Total Civil works at fair value</b>	<b>2,061,064</b>	<b>1,980,345</b>
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Plant and equipment at fair value	2,604,832	2,685,737
Less: Accumulated depreciation	(1,214,355)	(766,281)

<b>Total plant and equipment at fair value</b>	<b>1,390,477</b>	<b>1,919,456</b>
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Motor vehicles at fair value	1,220,712	1,054,592
Less: Accumulated depreciation	(526,304)	(273,659)

<b>Total motor vehicles at fair value</b>	<b>694,408</b>	<b>780,933</b>
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<b>Total property, plant and equipment</b>	<b>37,191,771</b>	<b>36,198,908</b>
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## 11. TRADE CREDITORS AND OTHER PAYABLES

Trade creditors	709,840	-
Other creditors and accruals	943,723	924,968
<b>Total</b>	<b>1,653,563</b>	<b>924,968</b>

## 12. EMPLOYEE BENEFITS

### (a) CURRENT

Annual leave	745,915	642,126
Long service leave	365,890	277,404
<b>Total current employee benefits</b>	<b>1,111,805</b>	<b>919,530</b>

### (b) NON-CURRENT

Long service leave	326,364	317,564
<b>Total non-current employee benefits</b>	<b>326,364</b>	<b>317,564</b>

## 13. OTHER LIABILITIES

### (a) CURRENT

Deposits held in advance	741,454	1,121,278
Annual and abiding care	11,197	11,315
<b>Total</b>	<b>752,651</b>	<b>1,132,593</b>

### (b) NON-CURRENT

Annual and abiding care	132,693	143,891
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## 14. RECONCILIATION OF CASHFLOWS FROM OPERATING ACTIVITIES TO NET RESULT

### Reconciliation of net surplus for the year to net cash flow from operations

	30 Jun 2019	30 Jun 2018
	\$	\$
Surplus for the year	17,737,962	11,473,888
Depreciation and amortisation expense	1,508,242	1,759,813
Gain on disposal of assets	(48,720)	(190,513)
Unrealised (gain)/loss on investments	(5,759,972)	4,620,244
Other Interest Revenue	(73,463)	(34,586)
Finance Cost	-	36,411
Dividend Reinvestments	(6,355,318)	(6,693,650)
Net loss/(gain) on disposal of investments	(117,293)	(1,826,910)
Increase/(decrease) in assets		
Movement in current receivables	(96,228)	1,442,176
Movement in current inventories	300,772	(736,155)
Movement in other current assets	(91,068)	47,599
Increase/(decrease) in liabilities		
Movement in Suppliers	377,155	(219,148)
Movement in current provisions	441,267	37,323
Movement in non-current provisions	(279,801)	(6,932)
<b>Net cash flows from operating activities</b>	<b>7,543,534</b>	<b>9,709,560</b>

## 15. ACCUMULATED EQUITY

Accumulated Equity	171,515,602	153,777,641
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Accumulated equity are equity that have been set aside for the furtherance of any or all of the Land Manager's purposes. These include the provision of perpetual care, development of the facilities and the establishment of additional sources of revenue.

Accumulated equity include amounts which were settled at the time of dissolution of the previous reserve trusts and the creation of Rookwood General Cemetery Land Manager.

## 16. FINANCIAL INSTRUMENTS - FAIR VALUES AND RISK MANAGEMENT

### (a) Accounting classifications and fair values

30 Jun 2019	Note	Carrying value			Fair value
		Loans and receivables	Fair Value through profit and loss	Other Liabilities	Level
		\$	\$	\$	\$
<b>Financial assets measured at fair value</b>					
Shares in listed companies		-	17,278,805	-	17,278,805
Hybrid investment		-	673,452	-	673,452
Subordinated Debt		-	3,130,284	-	3,130,284
Tcorp Long-term Growth Fund		-	127,299,333	-	127,299,333
Tcorp Strategic Cash Fund		-	4,471,283	-	4,471,283
Investment funds		-	0	-	0
		-	152,853,157	-	152,853,157
<b>Financial assets not measured at fair value</b>					
Trade and other receivables		912,705	-	-	912,705
Cash and cash equivalents		787,153	-	-	787,153
		1,699,858	-	-	1,699,858
<b>Financial Liabilities not measured at fair value</b>					
Trade payables		-	-	1,653,563	1,653,563
		-	-	1,653,563	1,653,563
30 Jun 2018	Note	Carrying value			Fair value
		Loans and receivables	Fair Value through profit and loss	Other Liabilities	Level
		\$	\$	\$	\$
<b>Financial assets measured at fair value</b>					
Shares in listed companies		-	18,669,852	-	18,669,852
Hybrid investment		-	16,853,420	-	16,853,420
Subordinated Debt		-	8,124,538	-	8,124,538
Tcorp Long-term Growth Fund		-	78,297,045	-	78,297,045
Tcorp Strategic Cash Fund		-	2,608,126	-	2,608,126
Investment funds		-	10,642,644	-	10,642,644
		-	135,195,625	-	135,195,625
<b>Financial assets not measured at fair value</b>					
Trade and other receivables		725,528	-	-	725,528
Cash and cash equivalents		2,408,500	-	-	2,408,500
		3,134,028	-	-	3,134,028
<b>Financial Liabilities not measured at fair value</b>					
Trade payables		-	-	924,968	924,968
		-	-	924,968	924,968

### (b) Financial risk management

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

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

#### (i) Risk Management framework

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

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

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

#### (ii) Credit risk

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

#### Trade and other receivables

The Land Manager applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on the payment profiles of sales over a period of 12 months before 30 June 2019 or 1 July 2018 respectively and the corresponding historical credit losses experienced within this period.

The loss allowance as at 30 June 2019 and 1 July 2018 (on adoption of AASB 9) was determined as follows for trade receivables:

30 Jun 2019	Current	0-30 days due	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Expected loss rate	0.00%	0.22%	0.00%	8.71%	25.39%	
Gross carrying around (\$)	182,286	379,525	17,139	29,523	57,433	665,906
Loss allowance (\$)	-	840	-	2,570	14,580	17,990

30 Jun 2018	Current	0-30 days due	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
Expected loss rate	0.00%	0.22%	0.00%	8.71%	25.39%	
Gross carrying around (\$)	-	233,290	72,694	26,470	62,200	394,654
Loss allowance (\$)	-	3,591	-	4,995	26,529	35,115

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

As at 30 June 2019, the Trade receivables balances as below;

	30 Jun 2019	30 Jun 2018
	\$	\$
Gross amount	665,906	394,654
Current	182,286	-
Not more than 30 days	379,525	233,290
More than 30 days but not more than 60 days	17,139	72,694
More than 60 days but not more than 90 days	29,523	26,470
More than 90 days	57,433	62,200
<b>Total</b>	<b>665,906</b>	<b>394,654</b>

#### Cash and cash equivalents

The Land Manager held cash and cash equivalents of \$787,153 at 30 June 2019. The cash and cash equivalents are held with bank and financial institution counterparties, which are rated AA- to AA+ . Therefore, credit risk is considered negligible.

#### (iii) Liquidity risk

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

#### Payables

As at 30 Jun 2019, the Land Managers financial liabilities have contractual maturities (including interest payments where applicable) as summarised below;

30 Jun 2019	Current		Non-Current	
	Within 6 months	6-12 months	1 - 5 Years	Later than 5 years
Trade & Other Payables	\$ 1,467,094	\$ -	\$ 186,469	\$ -
<b>Total</b>	<b>1,467,094</b>	<b>-</b>	<b>186,469</b>	<b>-</b>

30 Jun 2018	Current		Non-Current	
	Within 6 months	6-12 months	1 - 5 Years	Later than 5 years
Trade & Other Payables	\$ 738,527	\$ -	\$ 186,441	\$ -
<b>Total</b>	<b>738,527</b>	<b>-</b>	<b>186,441</b>	<b>-</b>

#### Receivables

As at 30 Jun 2019, the Land Manager's financial assets have contractual maturities (including interest payments where applicable) as summarised below

30 Jun 2019	Current		Non-Current	
	Within 6 months	6-12 months	1 - 5 Years	Later than 5 years
Trade & Other Receivables	\$ 1,512,705	\$ -	\$ 573,143	\$ -
<b>Total</b>	<b>1,512,705</b>	<b>-</b>	<b>573,143</b>	<b>-</b>

30 Jun 2018	Current		Non-Current	
	Within 6 months	6-12 months	1 - 5 Years	Later than 5 years
Trade & Other Receivables	\$ 725,528	\$ -	\$ 1,699,676	\$ -
<b>Total</b>	<b>725,528</b>	<b>-</b>	<b>1,699,676</b>	<b>-</b>

#### (iv) Market risk

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

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

## 17. NON-FINANCIAL ASSETS - MEASUREMENT

### Non-financial assets measured at fair value

30 Jun 2019	Level 1	Level 2	Level 3	Level 4
Property, Plant and Equipment ( Note 8)				
Crown land			26,363,200	26,363,200
Buildings			6,682,622	6,682,622
Civil Works			2,061,063	2,061,063
Plant & equipment			1,172,554	1,172,554
Computer equipment			217,924	217,924
Motor vehicles			694,408	694,408
<b>Total</b>			<b>37,191,772</b>	<b>37,191,772</b>

30 Jun 2018	Level 1	Level 2	Level 3	Level 4
Property, Plant and Equipment ( Note 8)				
Crown land			26,363,200	26,363,200
Buildings			5,154,974	5,154,974
Civil Works			1,980,345	1,980,345
Plant & equipment			1,203,662	1,203,662
Computer equipment			715,794	715,794
Motor vehicles			780,933	780,933
<b>Total</b>			<b>36,198,908</b>	<b>36,198,908</b>

(i) Valuation Techniques and Inputs	Valuation Technique	Comments
Crown land	Market approach	Based on market evidence for open space land
Building	Current replacement cost	Based on Replacement Cost

Fair value of the Land Manager's main property assets is estimated based on appraisals performed by independent, professionally-qualified property valuers. The significant inputs and assumptions are developed in close consultation with management. The valuation processes and fair value changes are reviewed by the Board and Audit and Risk Committee at each reporting date.

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

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

In 2017, a positive adjustment of 2.3% was incorporated for these factors. The land was revalued on 30 June 2017.

The significant unobservable input is the adjustment for factors specific to the land in question. The extent and direction of this adjustment depends on the number and characteristics of the observable market transactions in similar properties that are used as the starting point for valuation. Although this input is a subjective judgement, management considers that the overall valuation would not be materially affected by reasonably possible alternative assumptions.

The appraisal for buildings was carried out using current replacement cost that reflects the amount that would be required to replace the service capacity of an asset. For the valuation industry the Replacement Cost is generally understood to mean the estimated cost to construct or acquire, as of the valuation date, a substitute asset of comparable utility, adjusted for obsolescence. In 2017, a negative adjustment of 27.3% was incorporated for these factors. The buildings were revalued on 30 June 2017.

Instrument	Fixed return Financial Investment	Variable Return Financial Instruments	Carrying value as at 30 June 2019
	\$	\$	\$
Cash		787,153	787,153
Tcorp Long-term Growth Fund		127,299,333	127,299,333
Tcorp Strategic Cash Fund		4,471,283	4,471,283
Investment funds		-	-
Subordinated Debt		3,130,284	3,130,284
Hybrids		673,452	673,452
Equities		17,278,805	17,278,805
<b>Investment Total</b>		<b>153,640,310</b>	<b>153,640,310</b>

Instrument	Fixed return Financial Investment	Variable Return Financial Instruments	Carrying value as at 30 June 2018
	\$	\$	\$
Cash		2,408,500	2,408,500
Tcorp Long-term Growth Fund		78,297,045	78,297,045
Tcorp Strategic Cash Fund		2,608,126	2,608,126
Investment funds		10,642,644	10,642,644
Subordinated Debt		8,124,538	8,124,538
Hybrids		16,853,420	16,853,420
Equities		18,669,852	18,669,852
<b>Investment Total</b>		<b>137,604,125</b>	<b>137,604,125</b>

### (v) Interest rate risk

At 30 June 2019, the Land Manager is exposed to changes in market interest rates through bank borrowings at variable interest rates. The investments in short and long term deposits all pay fixed interest rates. The following table illustrates the sensitivity of profit and equity to a reasonably possible change in interest rates of +/- 0.50% (2019: +/- 0.50%). These changes are considered to be reasonably possible based on observation of current market conditions. The calculations are based on a change in the average market interest rate for each period, and the financial instruments held at each reporting date that are sensitive to changes in interest rates.

	0.5%	-0.5%	0.5%	-0.5%
	Surplus	Surplus	Equity	Equity
	\$	\$	\$	\$
30 Jun 2019	681,808	(681,808)	681,808	(681,808)
30 Jun 2018	594,671	(594,671)	594,671	(594,671)

### (vi) Equity price risk

The Land Manager's listed equity securities are susceptible to market-price risk arising from uncertainties about future values of the investment securities. The Land Manager manages the equity price risk through industry and institution diversification and placing limits on individual and total equity instruments. Reports on the equity portfolio are submitted to the Land Manager's senior management on a regular basis. The Land Manager's Board reviews and approves all equity investment decisions. At the reporting date, the exposure to listed equity securities at fair value is listed above. An increase or decrease of 10% on the ASX 200 market index could have an impact of approximately \$ 1.8 million on the income attributable to the Land Manager, depending on whether or not the decline is significant or prolonged.

An assumption has been made that assets within all asset categories other than land and buildings have their fair value reflected in the existing net book value as at 30 June 2017.

From a seller's perspective, it is the price that would be received for the asset is based on the cost to a market participant buyer to acquire or construct a substitute asset of comparable utility, adjusted for obsolescence. That is because a market participant buyer would not pay more for an asset than the amount for which it could replace the service capacity of that asset. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

(i) Reconciliation of the carrying amounts of non-financial assets	\$
Balance at 1 July 2018	36,198,908
Additions	4,465,024
Disposals	(76,347)
Depreciation movement	(1,508,242)
Gains/losses recognised in other comprehensive income:	
Revaluation of Crown land	-
Revaluation of buildings	-
<b>Balance at 30 June 2019</b>	<b>39,079,343</b>

## 18. COMMITMENTS

### (a) Capital commitments

Capital commitment of \$1,939,911 with Aspect Designed and Development PTY LTD as at 30 June 2019. Year ended 30.06.2018 it was 990K.

## 19. RELATED PARTY TRANSACTIONS

### (a) Transactions with related entities

During the year, Land Manager entered into transactions on arm's length terms and conditions with other entities controlled by the NSW government. These transactions include:

Payments to Cemeteries and Crematoria NSW for levy

Payments to Rookwood Necropolis Land Manager for levy

Payment to the Audit office for the audit of our financial statement.

Payments from Rookwood Necropolis Land Manager to Rookwood General Cemeteries Reserve Land Manager as partial loan repayment.

### (b) Transactions with Key Management Personnel

Compensations of the Land Manager's key management personnel ( Executives and Land Manager's board) includes salaries, non-cash benefits and contributions to superannuation.

	30-Jun-19	30-Jun-18
Short-term employee benefit	1,042,831	1,067,858
Post-employment benefits	142,616	61,928
Long-term employee benefit	2,691	-
Termination Benefits	75,266	-
	<b>1,263,404</b>	<b>1,129,786</b>

## 20. SUBSEQUENT EVENTS

The Land Manager is transitioning to a new PlotBox cemetery management system from 1 July 2019.

## 21. CONTINGENT ASSETS & LIABILITIES

No contingent assets and liability exists for 30 June 2019

## 22. AUDITOR'S REMUNERATION

	30-Jun-19	30-Jun-18
<b>Audit and review of financial statements</b>		
Audit Fees- Audit office of NSW	79,500	75,000
<b>Total auditor's remuneration</b>	<b>79,500</b>	<b>75,000</b>

End of Audited Financial Statements.

# 12. DISCLOSURE INDEX

The Rookwood General Cemetery 2019 Annual Report complies with the following legislative guidelines:

- Crown Land Manager Reporting Requirements, Cemeteries and Crematoria NSW (CCNSW)
- Annual Report Compliance Checklist, NSW Treasury

Crown Land Manager Reporting Requirements (CCNSW)	Page Reference
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1.4.3 Number of ex-officio in attendance	44-45
1.4.4 No. of pecuniary interests declared (if any)	N/A
1.4.5 Meeting type: Annual General meeting / Other meeting	44-45
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<b>2.9 Initiatives conducted relevant to realisation of the objects of the Cemeteries and Crematoria Act 2013</b>	26-66
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3.2.2 Name of Independent auditor	10-11
3.2.3 Copy of auditors statement to be attached	TBC
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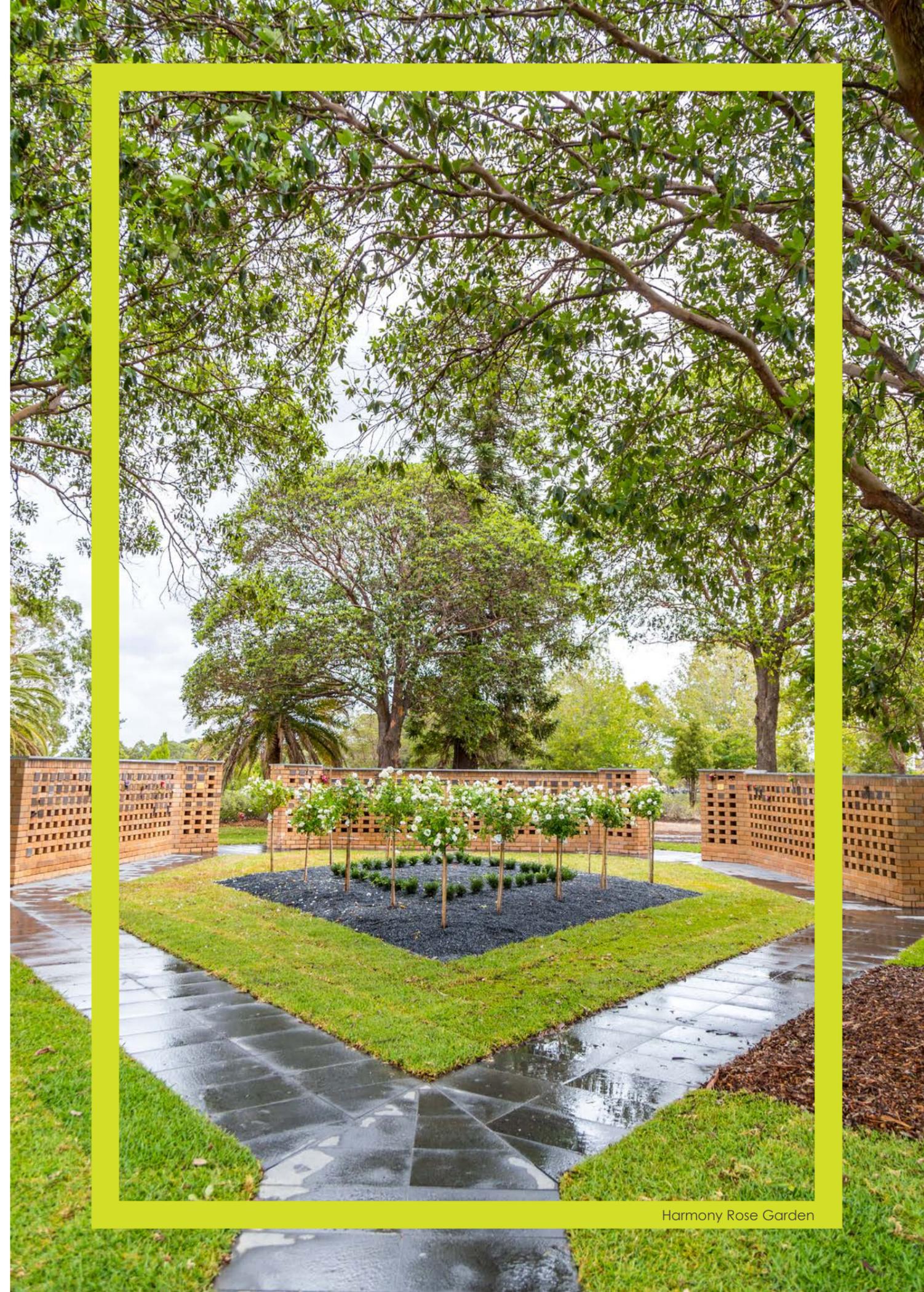
Annual Report Compliance Checklist (NSW Treasury)	Page Reference
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<b>Implementation of Price Determination</b>	
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All Annual Reports developed by our organisation can be found on our website under Corporate Governance – [www.rookwoodcemetery.com.au](http://www.rookwoodcemetery.com.au).

# 13. GLOSSARY OF TERMS

Glossary of Acronyms	
CCNSW	Cemeteries and Crematoria NSW
MSC	Monumental Safety and Conservation
Tcorp	Treasury Corporation of NSW
KPI	Key Performance Indicators
AICD	Australian Institute of Company Directors
GWS	Greater Western Sydney
OEH	Office of Environment and Heritage
CMP	Conservation Management Plan
ARC	Audit and Risk Committee
CAC	Community Advisory Committee
HAC	Heritage Advisory Committee
UTS	University of Technology Sydney
ACWA	Australian Chinese Workers Association
WHS	Work Health and Safety
CMS	Cemetery Management System
BCA	Building Code of Australia
DA	Development Application



Harmony Rose Garden



02 8575 8100

[info@rookwoodcemetery.com.au](mailto:info@rookwoodcemetery.com.au)

Hawthorne Ave, Rookwood NSW 2141

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