



**ROOKWOOD**  
— 1867 — GENERAL CEMETERY

# Annual Report 2022



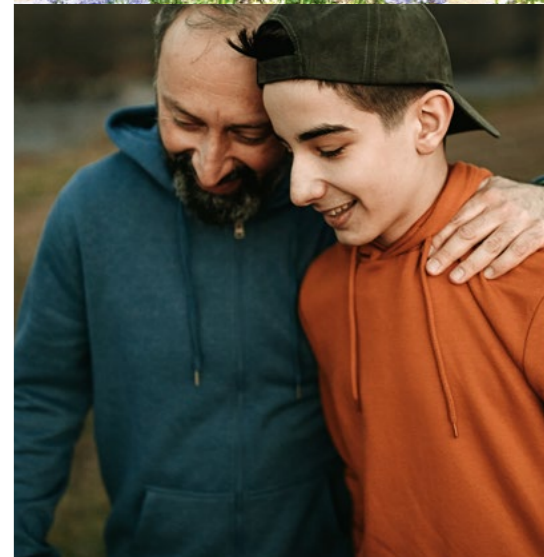
## Acknowledgement of Country

Rookwood General Cemeteries Reserve Land Manager acknowledges the continuing connection to lands, waters and living cultures of the traditional custodians of the land on which our cemeteries are located.

We pay our respects to elders past and present.

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Established in 1867, Rookwood Cemetery is the world’s largest Victorian cemetery and the equal third largest cemetery in the world by number of interments. As custodians of this land, **Rookwood General Cemeteries Reserve Land Manager (RGC)** maintains over 430 interment grounds, historic and modern memorial areas, culturally specific and nondenominational gardens, chapels, and function venues.

As Australia’s largest and most experienced multi-faith cemetery, we customise our services to respect the religious and cultural groups of Sydney. We also regularly engage with our communities to ensure we meet their evolving needs.



**Contact information**

rookwoodcemetery.com.au

02 8575 8100

**Cemetery location**

Hawthorne Avenue, Rookwood NSW 2141

PO Box 291, Lidcombe NSW 1825

**Cemetery open**

Sunrise to sunset, every day

**Office hours**

Monday to Friday: 7.30am - 4.00pm

Saturday: 9.00am – 1.00pm

Sunday: 9.00am – 3.00pm

ABN 65 959 157 751

*This Annual Report provides operational and financial information concerning RGC for the 2021-22 financial year.*

PURPOSE

**At one of life’s most significant moments, we provide genuine care and affordable choices for everyone, now and into the future.**

VALUES



**Respect Diversity**

- We actively listen and give others our attention
- We respect the work and opinion of everyone
- We go the extra mile to meet individual needs and differences



**Genuine Care**

- We show empathy for others
- We provide emotional support for each other
- We have the courage to speak up when something is wrong because we care about the outcome



**One Team**

- We communicate with each other clearly, transparently, and honestly
- We collaborate cross functionally to solve problems
- When something needs to be done, we go out of our way to help each other



**Deliver Excellence**

- We take pride in what we do
- We attend to tasks with our full attention and follow through on our commitments
- We go above and beyond to achieve the best outcomes for the community



## Year in Review

### Services



171  
Chapel services



105  
Cremations



2,509  
Bodily interments



103  
Ash interments



1,312  
Monumental and  
inscription permits  
processed

### Engagement Initiatives



65  
Communities



257,379  
Website visits



1,145  
New social media  
followers

### Governance



- 5 Administrator meetings held
- 5 Audit and Risk Committee meetings held
- 3 Community Advisory Committee meetings held
- 4 Heritage Advisory Committee meetings held

### Our People



91  
64 male, 27 female  
employees

### Financial Totals



\$228.8 million in accumulated net assets  
\$179.5 million in accumulated investments

# Message from the Administrator



**Lee Shearer**  
ADMINISTRATOR

## Welcome

Over the past two years, a significant reform agenda has been set for the New South Wales (NSW) cemeteries and crematoria sector. This was the result of several reviews, including an independent statutory review of the *Cemeteries and Crematoria Act 2013*, and the Independent Pricing and Regulatory Tribunal (IPART) review of costs and pricing.

These reviews particularly impacted RGC, as they resulted in the organisation being overseen by myself in the role of Administrator.

As Administrator, I am charged with uniting RGC with Northern Metropolitan Cemeteries Land Manager (NMC), Rookwood Necropolis Land Manager (RNLM) and Southern Metropolitan Cemeteries Land Manager (SMCNSW).

As a group these organisations manage eight cemeteries in Greater Sydney which constitutes approximately 410 hectares of burial space and represent over 80 per cent of all Crown cemetery sector services in NSW. These cemeteries support over 60 religious and cultural communities, performing more than 10,000 burial and cremation services each year. Furthermore, we employ more than 300 staff and deliver a combined turnover of approximately \$80M per annum.

During the 2021-22 financial year, my focus has been reshaping the NMC, RGC, and SMCNSW. This includes improving financial viability and sustainability, acting in public interest, overseeing the ongoing management of Crown cemeteries, and collaborating with State Government to acquire and develop new land.

Operationally, we have committed to meeting three fundamental needs, including the provision of available and affordable interments for all communities, equity for all religious and cultural beliefs, and long-term sustainability.

Key achievements include the creation of a unified culture with shared purpose and values, and the development of a strategic plan to guide the consolidation of NMC, RGC, and SMCNSW.

## Financial performance and governance

A Finance, Risk and Audit Committee (FRAC) with independent oversight was established across NMC, RGC, and SMCNSW.

All entities are now being managed as controlled entities of State Government including being audited by the NSW Auditor General. As a result, all investment funds have been transferred into TCorp as required by all State Government controlled entities. With NSW Treasury oversight of NSW TCorp, investment performance is closely monitored via the FRAC and Administrator meetings.

As a for purpose organisation, RGC has made a commitment to the community that our cemetery will be maintained in perpetuity. Previous assessments indicate that \$197.7 million is required to ensure the ongoing maintenance of Rookwood General Cemetery. The value of RGC's TCorp Investment as at 30 June 2022 was \$179.5 million.

During 2022-23 an actuarial review will be conducted, with the aim being to assess future maintenance costs. Strategies are also being implemented to enable these targets to be achieved. This includes rationalising and improving product offerings, establishing clear maintenance standards and delivery models, and most importantly, securing adequate land for cemetery development into the future.

## People and culture

On 1 March 2022 a new functional structure was implemented across NMC, RGC, and SMCNSW. This provided clear accountabilities for governance and risk, finance, ICT, people and culture, operations, built environment, marketing and stakeholder engagement, and customer care. Since this time the executives for each business unit have focused on consolidating the operations and forward plans in their respective areas.

Throughout this process, it was pleasing to see our people remain committed to helping families in their time of need. Overall, employees have demonstrated great resilience in the face of numerous challenges, including COVID-19 interruptions, adverse weather

conditions, and the need to unify and merge our operations.

## Provision of services to families and stakeholders

To underpin product development across NMC, RGC, and SMCNSW we have established a built environment division to manage capital works and maintain physical assets.

This includes the development of new burial areas, and the refurbishment of cemetery buildings and infrastructure. The Built Environment team are committed to achieving value for money in the use of public funds, while ensuring compliance with relevant planning regulations in an increasingly complex building and construction sector.

## Final thoughts

Since being appointed as Administrator, I have collaborated with NMC, RGC and SMCNSW to take a measured approach to the consolidation process. Together, we have strengthened governance arrangements, established a strong leadership team, implemented strategies to manage the long-term structure and undertaken some reform of our business operations. Each of these have been considerable milestones and I thank our dedicated workforce for their support in tackling what has been, and will continue to be, significant challenges with vigour and enthusiasm.

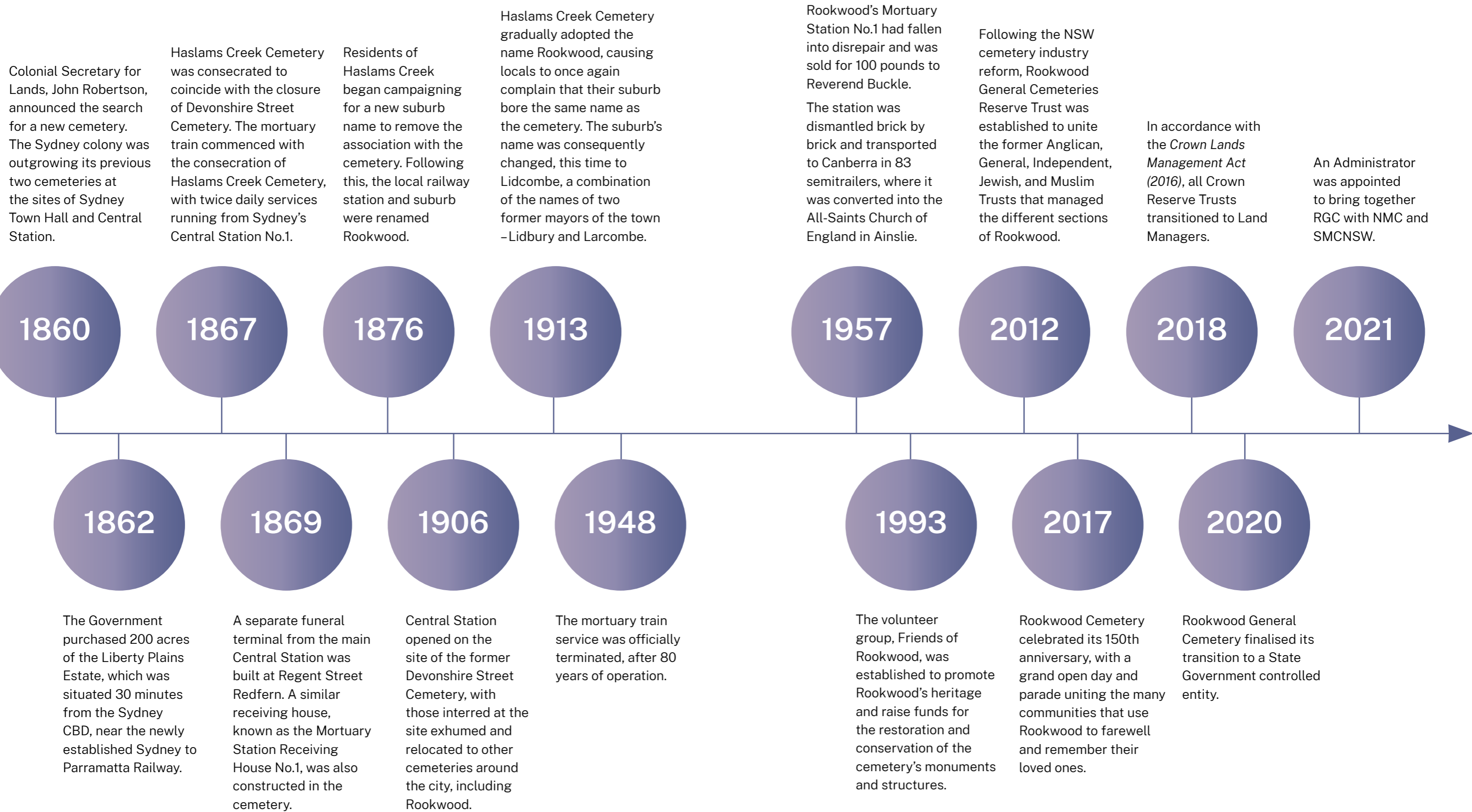
A handwritten signature in black ink, appearing to read 'Lee Shearer', written in a cursive style.

**Lee Shearer**  
Administrator

## Office of OneCrown Cemeteries

*Incorporating Northern Metropolitan Cemeteries Land Manager, Rookwood General Cemeteries Reserve Land Manager, Rookwood Necropolis Land Manager, and Southern Metropolitan Cemeteries Land Manager*

# History of our Cemetery



## Operating Environment

### Political Factors

#### Cemetery reform in NSW

In 2012 the State Government commenced reforms to the Crown cemetery sector with significant consolidation of Crown Trusts. This was followed by the introduction of the *Cemeteries and Crematoria Act 2013 (the Act)*, and a statutory review of the Act in 2020.

As a result of the statutory review, an Administrator was appointed to consolidate the management of NMC, RGC, and SMCNSW.

This consolidation seeks to support the financial sustainability of the sector, address future cemetery space across Greater Sydney, and deliver culturally relevant services.

RGC collaborates with the State Government to improve the Sydney's public cemeteries and crematoria. In accordance with a strong commitment to equity and access, we support reforms that deliver sustainable and affordable interment options to meet the evolving needs of Sydney's diverse communities and faiths.

#### Interment Industry Scheme

An equitable regulatory framework was a key recommendation of the statutory review.

Accordingly, the Industry regulator Cemeteries and Crematoria NSW (CCNSW) is implementing an Interment Industry Scheme (IIS) to set out how cemetery and crematorium operators must meet families' individual, religious, and cultural needs. RGC has collaborated with CCNSW in the development and consultation on the scheme, and supports its objectives to:

- Improve the financial sustainability of the interment industry in NSW
- Ensure that cemeteries are well maintained, now and into the future
- Provide consumers with a better experience when engaging with cemetery and crematoria operators
- Assist cemeteries and crematoria to provide consistent, appropriate quality of services and facilities
- Guide cemeteries and crematoria operators in providing sustainable and transparent fees
- Support cemeteries and crematoria to engage with religious, ethnic, and cultural groups to meet their end-of-life needs

The phased approach to the IIS implementation provides the opportunity for RGC to engage with industry and community stakeholders, and collaborate with the regulator to achieve a balanced regulatory environment that supports the industry's sustainability and its commitments to the Sydney community.

### Legal Factors

#### The primary documents directing our organisation include:

- Burra Charter (nationally accepted standards for heritage conservation practice in Australia)
- *Biodiversity Conservation Act 2016*
- *Cemeteries and Crematoria Act 2013*
- *Cemeteries and Crematoria Regulation 2014*
- *Crown Land Management Act 2016*
- *Crown Land Management Regulation 2018*
- *Environment Operations Act 1997*
- *Disability Inclusion Act 1982*
- *Government Information (Public Access) Act 2009*
- *Government Sector Finance Act 2018 (GSF Act)*
- *Government Sector Finance Regulation 2018* and the Treasurer's Directions issued under the *GSF Act*
- *Health Records and Information Privacy Act 2002*
- *Heritage Act 1977*
- *Heritage Regulation 2012*
- *Independent Pricing and Regulatory Tribunal Act 1992*
- *Local Environment Plans*
- *Privacy and Personal Information Protection Act 1998*
- *Public Interest Disclosure Act 1994*
- *Rookwood Conservation Management Plan*
- *State Records Act 1998*
- *Threatened Species Conservation Act 1995*
- *Threatened Species Conservation Regulation 2010*
- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2017*



### Economic Factors

#### Affordability

For many people, burying their loved ones is prescribed by their religious or spiritual beliefs. This means there will be an ongoing need for cemetery land. For others, rising costs are impacting the overall cost of living, including end-of-life choices.

RGC's role is to offer a range of products and services, from affordable to premium pricing. We are also committed to working across all levels of State Government to identify potential sites for new cemeteries. This work is underpinned by the requirement for environmentally and financially sustainable options, balanced with the need to ensure products and services meet diverse community needs.

#### Impact of COVID-19

Like all other industries, cemeteries and crematoria have been affected by COVID-19. Restrictions on the number of mourners attending a funeral led families to change the way they farewelled their loved ones. Smaller gatherings and live streaming of funeral services were some of the ways families responded to the COVID-19 restrictions.

## Our Operating Environment

### Technological Factors

Our technological operating environment has been impacted by the consolidation of NMC, RGC, and SMCNSW. The integration of systems is a complicated undertaking due to the nature and scale of our cemetery records, and documents, which differ at each site.

#### Current and upcoming ICT projects include the implementation of:

- A customer relationship management system to safely manage the existing client relationships while also keeping accurate records of past records of each cemetery
- A content management system to consolidate cemetery websites
- Shared file storage and synchronisation across different sites
- A financial system and workflow that captures and reports accounting data from a single general ledger
- A payroll system and workflow that handles the payments to all employees
- A human resources management system that administers the employment of all staff

### Environmental Factors

RGC manages our cemeteries in accordance with Conservation Management Plans, which provide a framework for appropriate care and management of our cemeteries.

Further to this, in accordance with the State Government's commitment to help NSW business and government to improve sustainability practices and reduce emissions to net zero by 2050, we continue to implement business practices designed to minimise waste, conserve resources, and protect the environment.

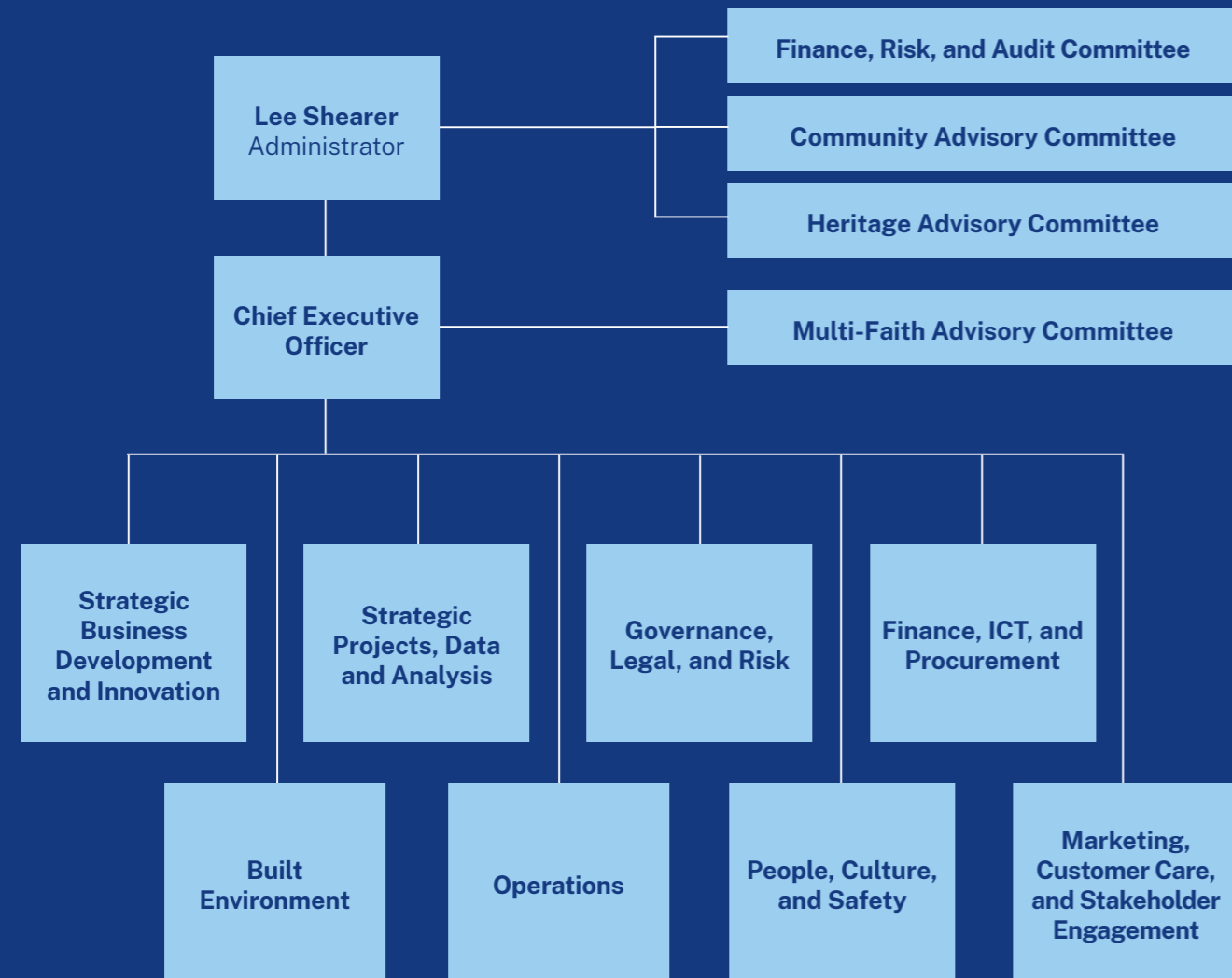
An Environmental Sustainability Working Party was established to determine our environmental priorities.





# Corporate Structure

On 1 March 2022 a functional structure was implemented to drive the consolidation of the back of house functions across NMC, RGC, and SMCNSW. Through this consolidation, we are striving to create downward pressure on pricing and optimise the delivery of our services.



# Administrator



**Lee Shearer**  
**Administrator**

Lee Shearer has an extensive career across public, private, and not-for-profit sectors, with a focus on leading substantial reforms, and implementing strategy and governance frameworks.

Her previous roles include Deputy Secretary and Resources Regulator for the NSW Department of Planning and Environment, Chief Compliance Officer at the NSW Department of Industry, Executive Director for the Compliance and Enforcement Branch Division of Resources and Energy, and Assistant Commissioner for the NSW Police.

Currently the Chair of the Juvenile Justice Reform, Lee has held Board positions in government, education, business, law and emergency management.

Lee has qualifications in government, legal, business and leadership, including Strategic Management of Regulatory and Enforcement Agencies intensive program at Harvard University, Diploma of Government Investigations, Post Graduate Diploma of Legal Practice and Diploma of Company Directors.

Lee has received significant awards, including Outstanding Alumni Achiever for the category of 'Exceptional Community Service' from University of Newcastle, NSW Telstra Businesswoman of the Year, Newcastle Australia Day Ambassador and the Australian Police Medal for Distinguished Service.

Lee was appointed Administrator of RGC in May 2021, to ensure the delivery of sustainable and affordable interment options for Sydney's diverse communities and faith groups.

## Executive Team



**Chris Reynolds**

**Executive Director Strategic Business Development and Innovation**

Chris Reynolds has formal qualifications as a registered property surveyor and town planner. His career commenced in offshore oil exploration, and then ventured into planning property development for government land agencies such as Landcom and the Land Development Agency in the ACT.

Chris' experience in leading large teams and delivering large-scale property and infrastructure projects took him down a career path of developing policy for complex problems, reforming, and providing programs for government. For the past 20 years, he has held executive positions within many government departments, including the Head of the Asbestos Response Taskforce ACT, the Chief Operating Officer Planning Department ACT, and Head of Crown Lands Department. Chris has developed a strong commitment to good leadership and building high-performing teams based on clarity of purpose, respect, trust, integrity, and collaboration.

Chris' current role in the cemetery industry began in 2021; he is leading the development of business strategy and driving the organisation to deliver on its core purpose both now and in the future.



**David Ham**

**Executive Director Built Environment**

David Ham joined the cemetery industry in 2019, overseeing roles of Chief Operations Officer and later Deputy Chief Executive Officer. Currently, as Executive Director Built Environment, David leads all major developments works and the teams established to execute these essential projects.

Previously David has held senior leadership roles in the not-for-profit sector, where he developed extensive experience in managing growth, development, and change. David also held the position of National Director Strategy, Planning, and Research of the Australian Red Cross and oversaw research and evaluation, social policy and advocacy, government tendering and business development, and strategic and operational planning. He has also worked as a management consultant, specialising in strategic planning, organisational reviews, business process improvement, and building organisational capacity and sustainability.

David has worked with diverse communities, including Aboriginal and Torres Strait Islander peoples in the Northern Territory, culturally and linguistically diverse communities in South-west Sydney, and people with a disability. David has a Bachelor of Arts in sociology and post-graduate qualifications in business.



**Haylee Smee**

**Director People, Culture, and Safety**

Haylee Smee is an innovative and agile People and Culture leader with close to 20 years' experience across complex, organisational structures. With a particular focus on leadership, talent management, training and development, employee experience and company culture, Haylee is a strategic leader who utilises her strong stakeholder management expertise to engage with individuals throughout all levels of the workforce.

Haylee's objective is to ensure leaders and employees work to a shared set of values, while building teams that deliver quality, customer-focused outcomes by aligning programming and action with organisational strategy. She has developed and delivered robust employee engagement initiatives suitable for diverse and dispersed workforces and is passionate about further developing the capabilities of all workers.

Haylee has successfully implemented organisation-wide initiatives to manage sustainable long-term change and promote positive transformation, and she is committed to supporting the organisation to embed a culture where the workforce is engaged and motivated to meet business needs and deliver exceptional customer service.



**Jeff Brazel**

**Interim Chief Financial Officer**

Jeffrey (Jeff) Brazel began his career in the cemetery industry in 2003 as a Client Services Advisor. Within two years 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 Research and Development business unit for Rookwood General Cemetery.

Throughout his years working in the cemetery industry, Jeff has gained substantial experience in monumental design and installation, operational systems, and activity analysis, as well as resource and development planning. He also established a world-first decomposition research project, with a patent pending on an innovative new above-ground structure that has potential to extend the life of cemeteries for years to come.

During 2021 Jeff undertook the role of Deputy Chief Executive Officer, followed by Interim Chief Financial Officer in 2022. He is also a graduate of the Australian Institute of Company Directors.

## Executive Team



### **Kelly Lofberg**

#### **Executive Director Marketing, Customer Care, and Stakeholder Engagement**

Kelly Lofberg has more than 20 years' experience working in stakeholder engagement, media and communication, social impact, government relations and public affairs. Previously, Kelly was managing director of an award-winning consultation and urban design firm.

She understands all levels of government and has a strong background in advocating for policy change in the public and private sectors. Career highlights include working with the UN funded Secretariat of the Pacific Regional Environment Programme, delivering training to 21 Pacific Island nations, consultation with victims and survivors of childhood sexual abuse in the Catholic Diocese of Maitland-Newcastle, and leading the media campaign for the ACTU's Your Rights at Work campaign.

Kelly has held several Board positions, including the Association of Mining and Exploration Companies, University of Newcastle Services, Hunter Anzac Memorial Limited, and the Newcastle Agricultural, Horticultural, and Industrial Association. She holds qualifications in marketing, public relations and finance.

Kelly is a member of the International Association of Public Participation and Australian Institute of Company Directors and has been an active member of several charities and community organisations.



### **Michael Ryan**

#### **Executive Director Governance, Legal, and Risk**

Michael Ryan has worked as a legal practitioner in private practice, public sector and in-house roles for more than 20 years, having started his working life at a major national law firm before joining the Commonwealth Attorney-General's Department.

For the past ten years, Michael's practice has focused on administrative law, and specifically the regulation and management of Crown land, including cemeteries. Throughout this period, he has fulfilled the role of General Counsel at the NSW Department of Industry and Special Counsel at the NSW Crown Solicitor's Office.

During 2020, Michael oversaw the five-year statutory review of the *Cemeteries and Crematoria Act 2013*, which culminated in a report entitled *The 11th Hour - Solving Sydney's Cemetery Crisis*. That report is regarded as the most thorough study ever undertaken of the Crown cemetery sector in NSW and received a warm reception from most industry stakeholders. The report shone particular light on the immediate needs of the sector to acquire land for future cemeteries and better provision for the perpetual maintenance of Crown cemeteries.

In 2021, Michael commenced working as General Counsel for RGC, NMC and SMCNSW on secondment from the Department of Planning and Environment.



### **Rob Smart**

#### **Executive Director Operations**

Rob Smart has been in the cemetery industry for over eight years as an Executive leader across numerous large Crown cemeteries in the Sydney region. His previous roles include Director of Operations, Chief Operations Officer and Deputy Chief Executive Officer.

Currently, as Executive Director Operations, Rob oversees burials, cremations and grounds maintenance across eight cemeteries. With vast experience in cemetery operations, Rob's role incorporates section development, civil works, facilities management, horticulture, and grounds maintenance, along with fleet, plant and machinery management.

Previously, Rob attained over 20 years' experience working within the landscape industry and has been a Board member of the Landscape Contractors' Association NSW.

He has experience working within public recreational facilities, residential and commercial landscape and the not-for-profit and charity sectors. His expertise also encompasses budget forecasting, project and program management.



### **Yalta Dabbene**

#### **Director Office of Strategic Projects, Data and Analytics**

Yalta Dabbene is an experienced transformational leader in strategy, business improvement, compliance, project management, performance frameworks and data analytics, within complex, regulated environments.

Yalta has over 30 years' experience in the public service, health and education sectors. Previous roles include Director Strategic Planning and Performance at the Health Education and Training Institute, where she delivered strategic initiatives and established the PMO function; and Specialist Advisor Strategic Projects for the Bureau of Health Information where she established their stakeholder engagement framework and data analytics capability uplift program. She also supported the COVID-19 Public Health Response branch to scope and implement a unified telecommunications solution.

Yalta humbly started her career at TAFE NSW as a laboratory glassware cleaner. Her last role there was as Director Strategic Planning and Performance, where she led Sydney TAFE through its first ever audit against the Vocational Education standards by the National regulator ASQA, which led to her being awarded the institute's highest honour as "Individual Award Winner for Outstanding Contribution to TAFE NSW".

With qualifications and achievements in project management, public health, auditing, education, Aboriginal cultural education, biomedical science and management, Yalta has joined the organisation to oversee large-scale strategic projects.

# STRATEGIC PRIORITIES



## Create a unified organisation

Establish strong governance frameworks and implement sound organisational process.



## Business Sustainability

Explore and create growth opportunities to help secure our future.



## Valued Relationships

Engage with our stakeholders to understand communities' needs.



## Our People

Engage and equip our people, and our leaders.



## Business Efficiency

Bring operational excellence to the management of, and reporting on, the organisation.



## Delivery of Purpose

Innovate and implement best practice procedures to support the provision of genuine care.



**PRIORITY 1 – CREATE A UNIFIED ORGANISATION**

## 1.1 Corporate Governance

On 28 May 2021, Lee Shearer was appointed by the Hon Melinda Pavey, MP, Minister for Lands and Water, as Administrator of RGC, ending 27 May 2022. This appointment was extended by the Hon Kevin Anderson for a further 12 months, up until 27 May 2023.

The Administrator is appointed under the *Crown Land Management Act 2016* to act as a 'one person Board'.

## 1.2 Committees

### Finance, Risk and Audit Committee

RGC has established the Finance, Risk and Audit Committee (FRAC) to oversee the financial management, investment funds, reporting, audit, insurance, and risk management framework.

### Community Advisory Committee

The primary objective of the Community Advisory Committee (CAC) is to ensure that RGC is operated and maintained in accordance with reasonable community expectations. The CAC assists on strategies to promote effective stakeholder engagements, advises of priority areas of concern and matters of interest to the community, and identifies changing demographics and trends.

### Heritage Advisory Committee

The Heritage Advisory Committee (HAC) has a primary purpose to provide advice and assess applications for monumental works in heritage sensitive areas of Rookwood Cemetery. The HAC is committed to maintaining the historical, scientific, cultural, social, archaeological, architectural, natural, and aesthetic significance of the cemeteries.

## 1.3 Meetings

### Administrator Meetings

	24/8/21	26/10/21	21/12/21	3/3/22	2/6/22
Lee Shearer	✓	✓	✓	✓	✓

### Finance, Risk and Audit Meetings

	27/7/21	20/9/21	14/12/21	3/3/22	26/5/22
Katherine O'Regan - Chair	✓	✓	✓	✓	✓
Melinda Snowden	✓	✓	✓	✓	✓
Robyn Scott	✓	✓	✓	✓	✓

### Community Advisory Committee Meetings

	2/9/21	4/11/21	7/6/22
Penny Barletta - Chair	✓	✓	✓
Virginia Flitcroft - Independent Member, Nurses on Location	✓	✓	✓
Rev Dr Manas Ghosh - Independent Member, Uniting Church	✓	✓	Apology

### Heritage Advisory Committee Meetings

	14/9/21	2/11/21	22/3/22	28/6/22
Nigel Corne - Chair	✓	✓	✓	✓
Mary Dewar Dutailis - Independent Member	✓	✓	✓	✓
Julie Rusten - Independent Member	✓	✓	✓	✓

## 1.4 Control Framework

### Code of Conduct

RGC has a Code of Conduct that sets out the professional standards and performance expectations that are required by our employees in all interactions they undertake with customers, other employees, and the community.

### Policy Framework

To ensure strong governance processes, a framework has been established to organise business policies into distinct business units, define charters, and confirm areas of responsibility.

### Risk Management

As mandated by Crown Lands NSW, RGC's risk management follows the guidelines defined by the International Organization for Standardisation (ISO 31000:2018). These guidelines provide a common approach to managing risk throughout the life of an organisation.

### Procurement

RGC has adopted a procurement process aligned with the requirements of the NSW Procurement Board, which seeks to achieve best value, compliance with delegations, and innovation. This process ensures the purchase of works, goods, or services is carried out in accordance with State Government legislation and regulation. It also focuses on probity principles and responsible procurement that aims to help our community and environment.

### Conflicts of Interest

The Administrator governs the organisation in accordance with practices expected of a State Government appointed Board. Accordingly, policy dictates that any conflicts of interest (including pecuniary interests) are declared and documented in an appropriate register. The declaration of any Conflicts of Interest is a standing agenda item on all business meetings.

PRIORITY 2 – BUSINESS SUSTAINABILITY



## 2.1 Services

### Client Services

Our customer care team provides empathetic care throughout the entire customer journey with our organisation. Whether families are looking to plan ahead with pre-purchase or for immediate needs, the team is committed to delivering high-quality services and clients are encouraged to provide feedback to promote continuous improvement.

### Interment Services

Our interment offerings include monumental and lawn areas, above-ground crypts, and mausolea. We offer non-denominational areas and culturally specific areas tailored to cultural and religious requirements.

### Cremation Services

Our cremation services offer families cost-effective end-of-life options. To complement the cremation service, we offer a range of unique memorial areas, from rose gardens and monumental gardens, through to niche walls.

### Ceremonial Venues

We have several unique ceremonial venues to suit the needs of our families. Due to COVID-19, attendance numbers for funerals services have been restricted and we have offered live streaming of funerals to enable guests to participate remotely.

### Condolence Venues

To meet the needs of our community groups, we manage cultural and non-denominational venues that cater for wakes and memorial services. Our function rooms, which consist of elegant indoor and outdoor spaces, are serviced by a team of hospitality specialists. Cultural and personal needs can be met at each site.

### Exhumation Service

Our exhumation service allows families to organise for remains to be removed or transferred to another site. This service requires the written approval of NSW Health.

### Genealogy Services

As custodians of significant historic data, we are committed to providing information on the services that have taken place within our grounds. This information is available via our website and, for more complex queries, through the assistance of our customer care team onsite.

### Monumental Services

Physical memorials, from small plaques and headstones through to full monuments, are an important part of our culture, as they acknowledge the deceased and provide the living with a place of remembrance. We offer families monuments that reflect their loved one's personal, religious, or cultural values.

### Monumental Care

Our Grounds Maintenance team work hard during the year to maintain the cemetery's garden landscape. For families looking for additional care options, we offer an annual package which includes washing down and preserving the monument. One-off special care is also available for families requiring a deep clean of their loved one's monument, this service is ideal for anniversaries and special occasions.

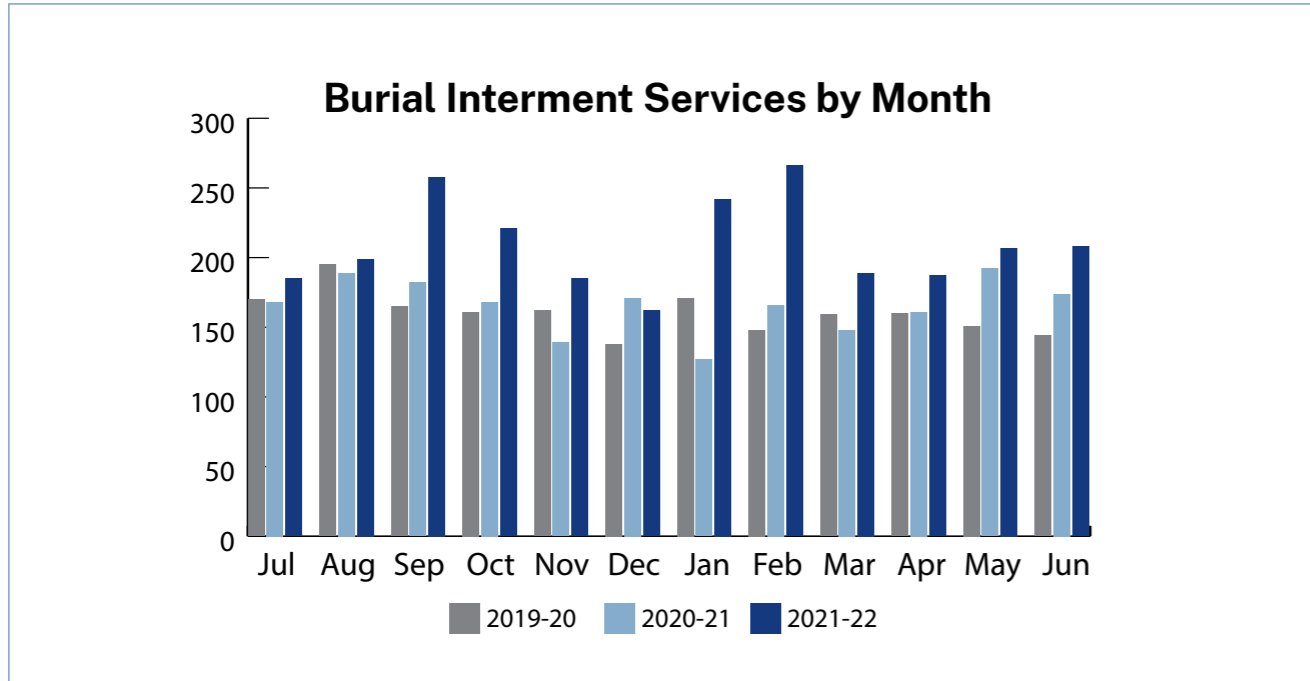
### Heritage Restoration and Conservation

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

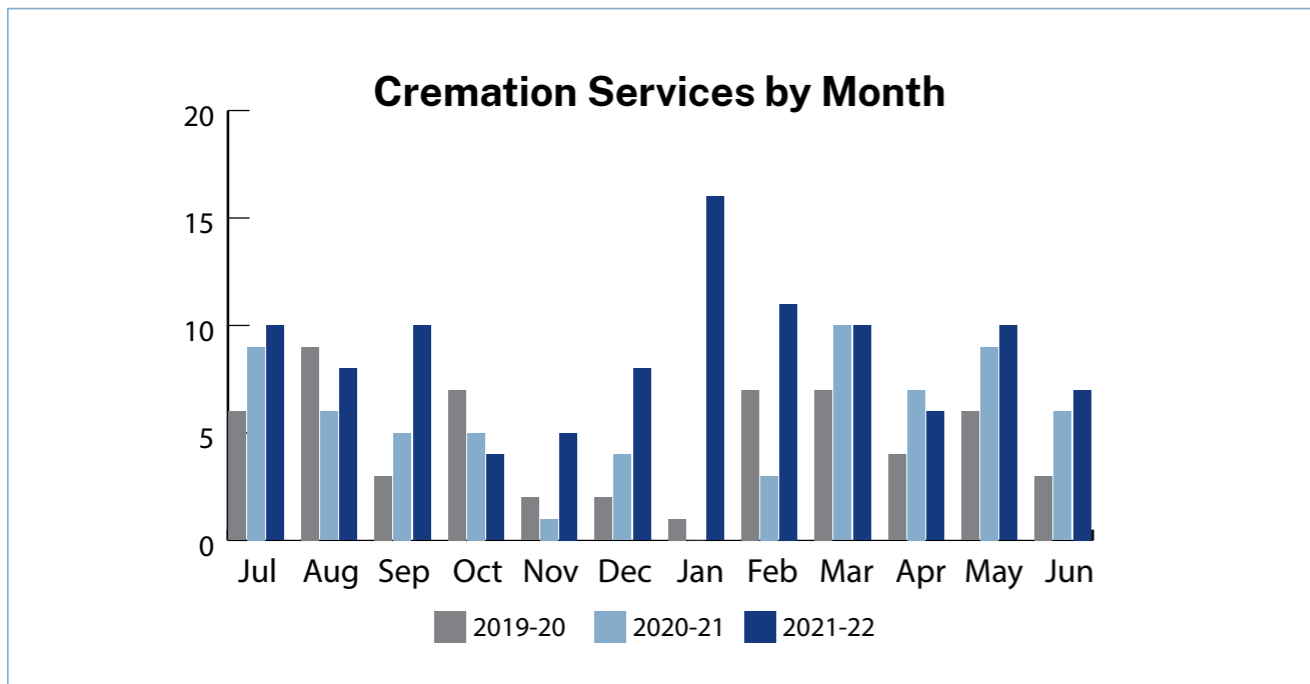
## 2.2 Service Delivery

At RGC, our products and services are designed to meet the needs of the religious and cultural groups that use our cemetery to farewell and remember their loved ones.

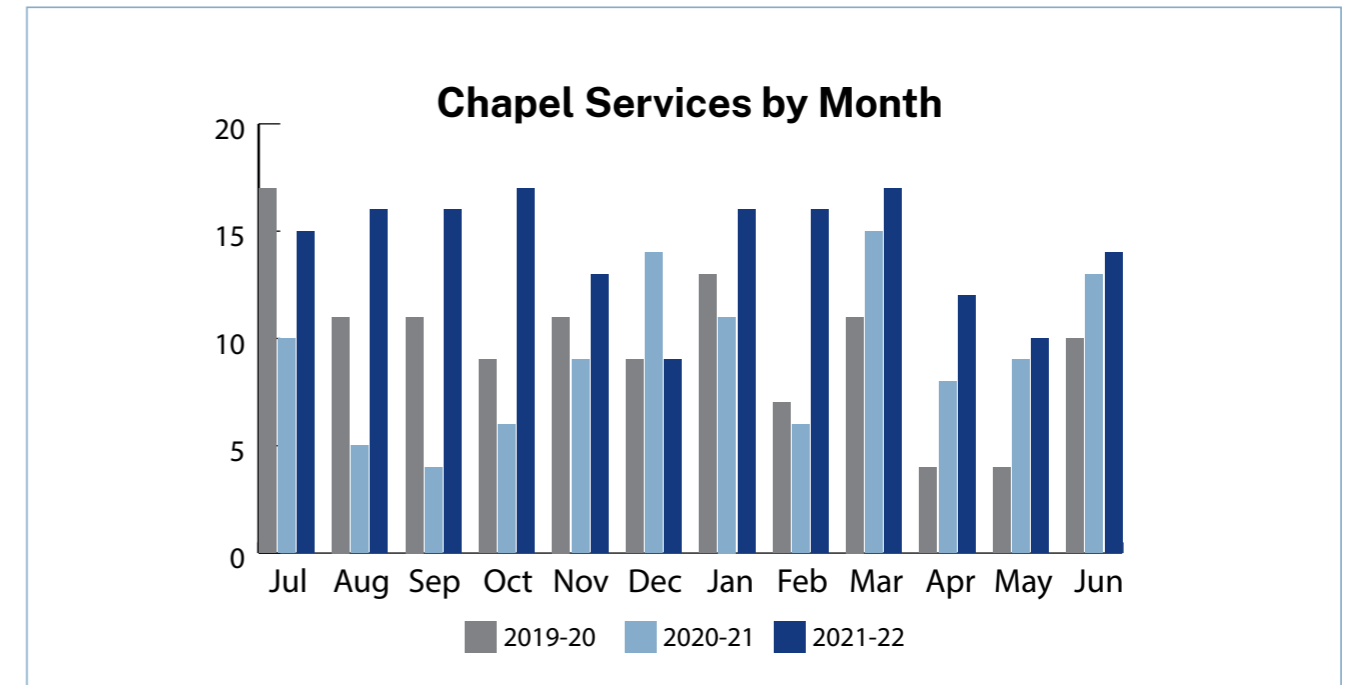
Our service figures for this financial year, in comparison to the previous two years are illustrated below.



Number of interment services conducted by month during the 2021-22 financial year, in comparison to the 2020-21 and 2019-20 financial years.



Number of cremation services conducted by month during the 2021-22 financial year, in comparison to the 2020-21 and 2019-20 financial years.



Number of chapel services conducted by month during the 2021-22 financial year, in comparison to the 2020/21 and 2019/20 financial years.



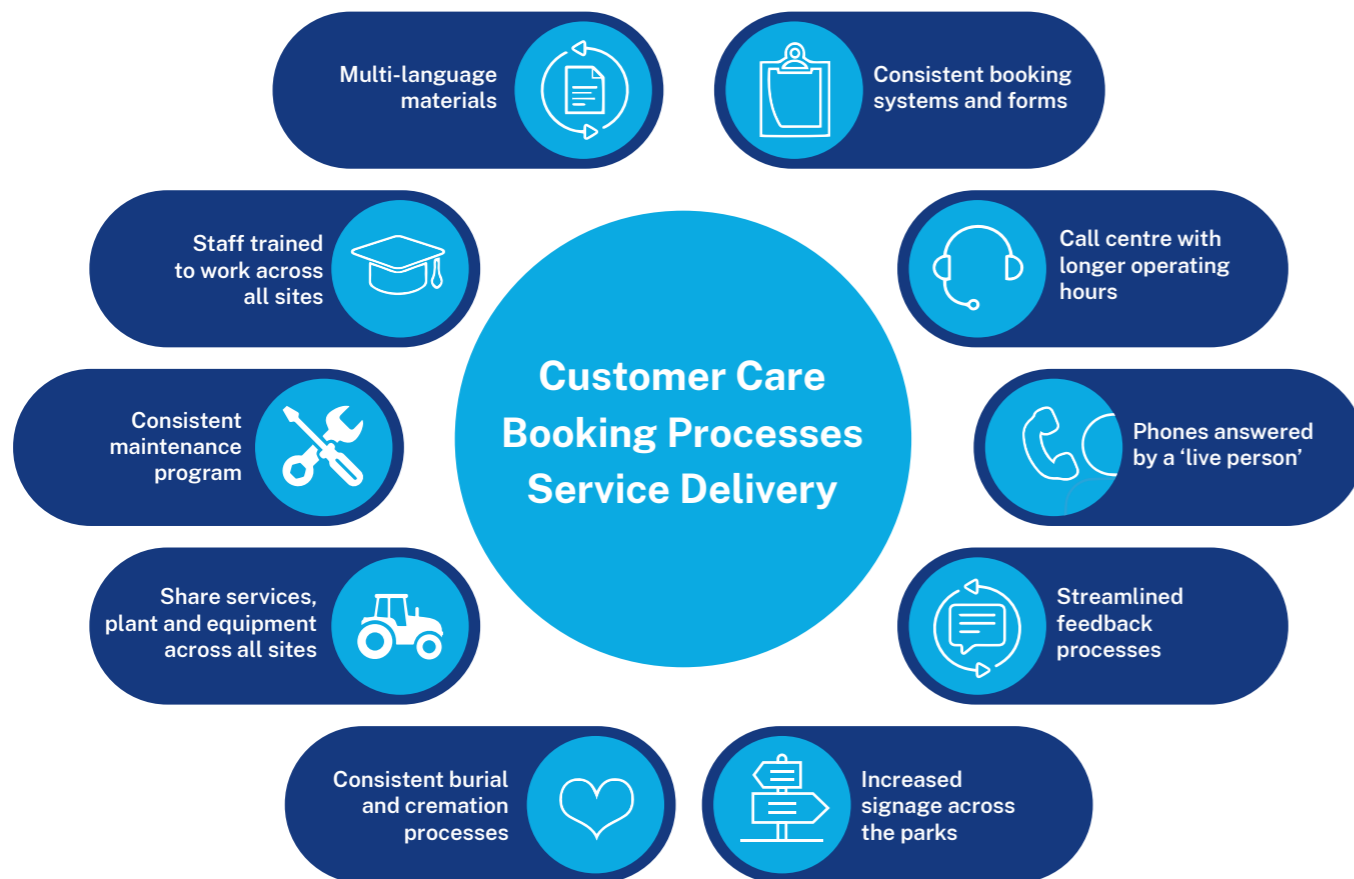
## 2.2 Consumer Response

During 2021-22 complaints received by RGC have centred around extreme factors such as the weather and COVID-19. This includes such aspects as the condition of the cemetery grounds, restrictions to funeral attendee numbers due to NSW health guidelines, and limits to the number of services available due to our staffing levels.

The heavy and persistent rainfall has caused delays in burials at some sites, and made accessing some cemetery areas difficult or impossible. This has led to complaints from families and funeral directors throughout the year.

In the face of these challenges, we have focused on improving client experience, with a view to streamlining customer care, booking processes and service delivery to create consistency across NMC, RGC, and SMCNSW.

The diagram below illustrates the improvements we are working to implement.



## 2.3 Operational Achievements

### Land Strategies

As identified in the independent statutory review of *the Act*, which occurred in 2020, the NSW Crown cemeteries sector requires the acquisition of new land to continue meeting the interment needs of Greater Sydney's communities.

To address the critical need for cemetery land to service the community into the future, RGC is developing a Land Strategy. This strategy includes exploring opportunities within our existing cemetery, working in partnership with NSW Crown Lands and CCNSW, and seeking to identify new land opportunities at suitable locations across Sydney.

### Cemetery Improvements

During 2021-22, with a view to enhancing our cemeteries, RGC continued our capital works program. These works focused on developing burial areas to meet community needs, improving infrastructure to address ageing assets, and building upgrades to improve the amenity of our facilities

Labour challenges and supply chain issues caused by COVID-19 along with the persistent wet weather resulted in project delays and cost escalation. Where necessary, projects were rescope, and timelines and budgets adjusted to address these challenges.

Environmental sustainability is increasingly being factored into our capital works projects, with new developments and cemetery master planning now considering sustainability measures.

The table below illustrates the improvement projects undertaken this financial year, with a cost of greater than \$50,000.

Development Type	Project	Cost (\$)	Status of Works at 30/06/2022
Section Development	Chinese lawn 2	119,694	Completed
	Jewish section 26F	107,320	Ongoing
	Macedonian Orthodox 9	256,593	Completed
	Muslim 8 block H	550,486	Completed
Infrastructure	Chinese swale	127,404	Ongoing
Buildings	78 Waterloo Road tenancy fit out	498,301	Completed
	Silica dust containment facility	51,530	Completed

### Cemetery Maintenance

Burials and grounds working groups have been established to address common themes across Crown cemeteries, including WHS, procedures and maintenance standards. Further to this, RGC trialed robotic mowers; however, these proved unsuccessful due to the varied and undulating nature of our grounds.

Tree survey works were implemented to assess the state of trees on site, with arborists engaged to address any trees defined as medium to high-risk.

Following the peak of COVID-19, RGC engaged House with No Steps to undertake grounds maintenance works within one of the Heritage areas of the cemetery.



## Heritage Initiatives

As custodians of Australia’s oldest working cemetery and the largest remaining Victorian cemetery in the world, RGC is committed to conserving Rookwood for future generations. Conservation of the cemetery’s heritage fabric is done in accordance with a Conservation Management Plan. This key planning tool is also used to guide any development works such as the refurbishment of buildings and infrastructure.

### Works Completed with the Friends of Rookwood

RGC was proud to work with the Friends of Rookwood and families to complete important maintenance, conservation, and repair projects. To recognise the Friends group, during the year, a dedication plaque was placed in Rookwood’s Heritage Rose Garden.

### External Heritage Conservation Projects

Our Monumental-Heritage team continued offsite works with numerous councils, churches, and community groups, with most external works consisting of monument safety programs or War Memorial conservation projects. The table below illustrates the conservation projects undertaken outside the gates of Rookwood this financial year.

Location	Organisation	Project Summary
<b>Morpeth War Memorial</b>	Maitland City Council	Renovation of the Morpeth War Memorial, including mortar repair and cleaning of the obelisk
<b>Oswald Cemetery safety/conservation works</b>	Maitland City Council	Restoration/safety conservation of various memorials within Oswald Cemetery
<b>The Bight Cemetery</b>	Mid North Coast Council	Restoration of damaged memorial, including reforming the existing sandstone base and repairing hidden pins
<b>Brewarrina War Memorial</b>	Brewarrina Council	Restoration of local War Memorial panel, including repainting the existing marble inscription panel
<b>St Thomas Rest Park inscription conservation</b>	North Sydney Council	Restoration of memorial, including re-blackening the inscription
<b>Eastern Suburbs Memorial Park</b>	Southern Metropolitan Cemeteries	Monument safety and conservation program, including survey and emergency safety repair works
<b>Woronora Memorial Park</b>	Southern Metropolitan Cemeteries	Monument safety and conservation program, including survey and emergency safety repair works
<b>Macquarie Park Cemetery and Crematorium</b>	Northern Metropolitan Cemeteries	Monument safety and conservation program, including survey and emergency safety repair works
<b>St Thomas’ Enfield</b>	St. Thomas Church	Quarterly monument workdays for St. Thomas Church, including restoration of broken cross
<b>Lane Cove</b>	Lane Cove Council	Restoration of World War One Memorial, including conservation of the inscription plaque
<b>Martin Place Cenotaph</b>	City of Sydney	Repainting and hand cleaning of existing flag stones
<b>St Mary’s RSL</b>	St Mary’s RSL	Restoration of War Memorial bronze plaque



### Monumental Safety and Conservation Program

We continued the long-standing Monumental Safety and Conservation Program (MSCP). This program includes the assessment and documentation of Rookwood’s monuments, for the purpose of repairing deteriorating monuments, conserving heritage monuments, and ensuring a safe cemetery environment.

The safety of Rookwood’s monuments is a priority for RGC and throughout 2021-22 where the MSCP identified any monuments that were non-compliant with Australian Standards, we collaborated with the respective external stonemasons to supervise the repair of these monuments.

## 2.5 Financial Management Leases, Licences, and Permits

Leases and Licences in Effect During Term		
Facility	Tenant Name	Purpose
Village at Rookwood	Fresh Catering PTY LTD	Function centre, flower shop, cafe
Greek Florist*	Greek Orthodox Archdiocese of Australia, St Athanasios Parish	Flower shop

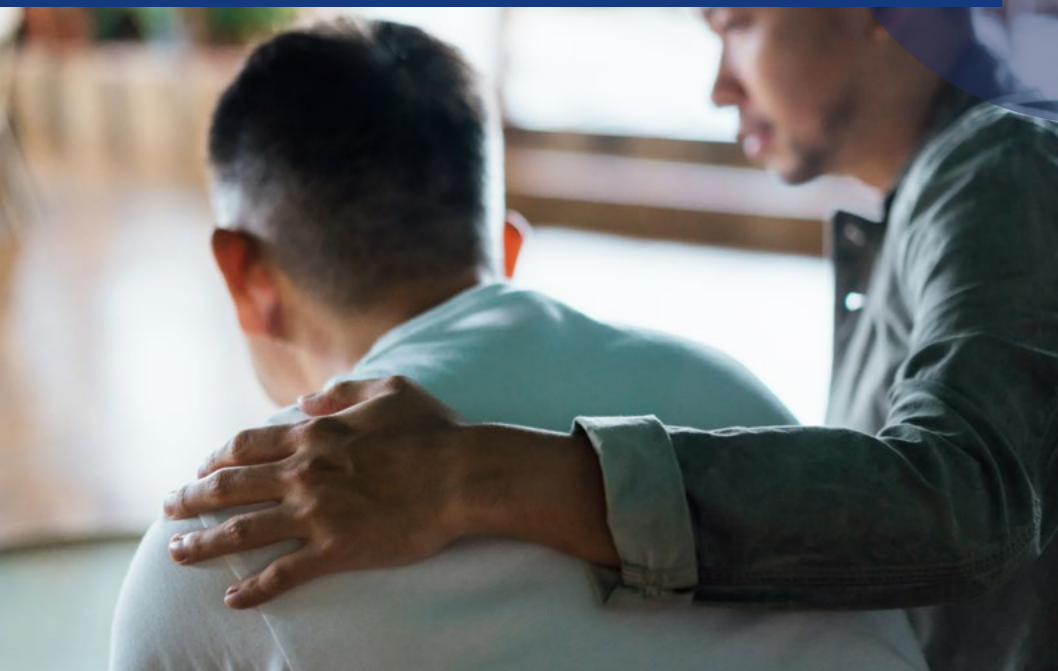
\*Due to COVID-19 we waived the monthly rent payable for a period of 3 months as a way of providing assistance to our tenant. This period included 1 July to 30 September 2021.

### Insurance

On an annual basis we obtain independent advice through an insurance broker. Our property assets are protected under an Industrial Special Risk Policy, and we have additional insurance cover for other liability including public and products liability, cyber, motor fleet, management liability, voluntary workers, and business travel.



**PRIORITY 3 – VALUED RELATIONSHIPS**



**PRIORITY 3 – VALUED RELATIONSHIPS**

**3.1 Stakeholders**

As a consolidated group, NMC, RGC and SMCNSW are Sydney’s leading provider of burial and cremation services. We help over 60 religions and cultures to farewell and remember their loved ones and collaborate with industry, community and government stakeholders across these various groups.

**Religious and cultural groups**

- |               |                     |                       |                      |
|---------------|---------------------|-----------------------|----------------------|
| Aboriginal    | Druze               | Italian               | Portuguese           |
| Albanian      | Dutch               | Japanese              | Romanian             |
| Armenian      | Egyptian (Orthodox) | Jewish                | Russian (Orthodox)   |
| Assyrian      | English             | Korean                | Salvation Army       |
| Bangladeshies | Estonian            | Latvian               | Samoan               |
| Baptist       | Fijian              | Lebanese              | Scottish             |
| Bosnian       | French              | Lutheran              | Serbian (Orthodox)   |
| Brazilian     | German              | Macedonian (Orthodox) | Slovakian            |
| Buddhist      | Greek (Orthodox)    | Malaysian             | South African        |
| Bulgarian     | Hillsong Church     | Maltese               | Spanish              |
| Burmese       | Hindu               | Muslim                | Sri Lankan           |
| Cambodian     | Hong Kong Chinese   | Nepalese              | Syrian (Orthodox)    |
| Chilean       | Hungarian           | New Zealander         | Tongan               |
| Chinese       | Indian              | Pentecostal           | Ukrainian (Orthodox) |
| Croatian      | Indonesian          | Philippino            | Vietnamese           |
| Cuban         | Irish               | Polish                | Welsh                |
| Czech         |                     |                       |                      |

**Community stakeholders**

- Aboriginal and Torres Strait Islanders
- Aboriginal Land Councils
- Cemetery visitors
- Cultural organisations
- Educational institutions
- Environmental groups
- Faith based organisations
- Historical and genealogical groups
- Horticultural groups
- Interment right holders, applicants and relatives
- Media
- Not-for-profits and advocacy groups
- Residents
- Service providers

**Industry stakeholders**

- Associations
- Consultants
- Funeral Directors
- Local Health Districts
- Monumental Masons
- NSW Coroners Court
- Other Cemetery Operators
- Police Force
- Tenants (Café and florist)

**Government and regulatory stakeholders**

- Cemeteries and Crematoria NSW
- Crown Lands NSW
- Department of Fair Trading
- Department of Planning and Environment
- Department of Primary Industries
- Department of Veteran Affairs
- Heritage NSW
- Local councils
- Local Members of Parliament
- Multicultural NSW
- NSW Health
- NSW Trustee and Guardian
- Office of Australian War Graves
- Research institutions

## PRIORITY 3 – VALUED RELATIONSHIPS



### 3.2 Events

During the first half of 2021-22 the State Government enforced COVID-19 lockdowns and capacity restrictions which impacted events and onsite activities, resulting in RGC cancelling all public events. In early 2022 we were pleased to invite the public once again into our cemeteries to enjoy these parkland heritage assets.

#### Islamic Family Day

In collaboration with our Islamic Funeral Directors, RGC hosted an inaugural event to recognise a 111-year history between Rookwood and our Islamic community. With 90% of the Islamic burials in NSW being held at Rookwood, this event gave us a unique way to bring the community together to reflect on the memory of loved ones and honour their final resting place.

#### History Tours

We were pleased to re-introduce both private and public history tours. These tours invite the community to travel back in time through 150 years to learn about Rookwood's fascinating history, the story behind its development and evolution, and its significant link to our nation's heritage.

#### Cultural Memorial Days

Through ongoing collaboration with community leaders and associations, RGC was able to support a range of culturally specific memorial days that enable community connection. These included Qingming Festival, Orthodox Easter and Jewish Martyr's Memorial service.



### 3.3 Stakeholder Forums

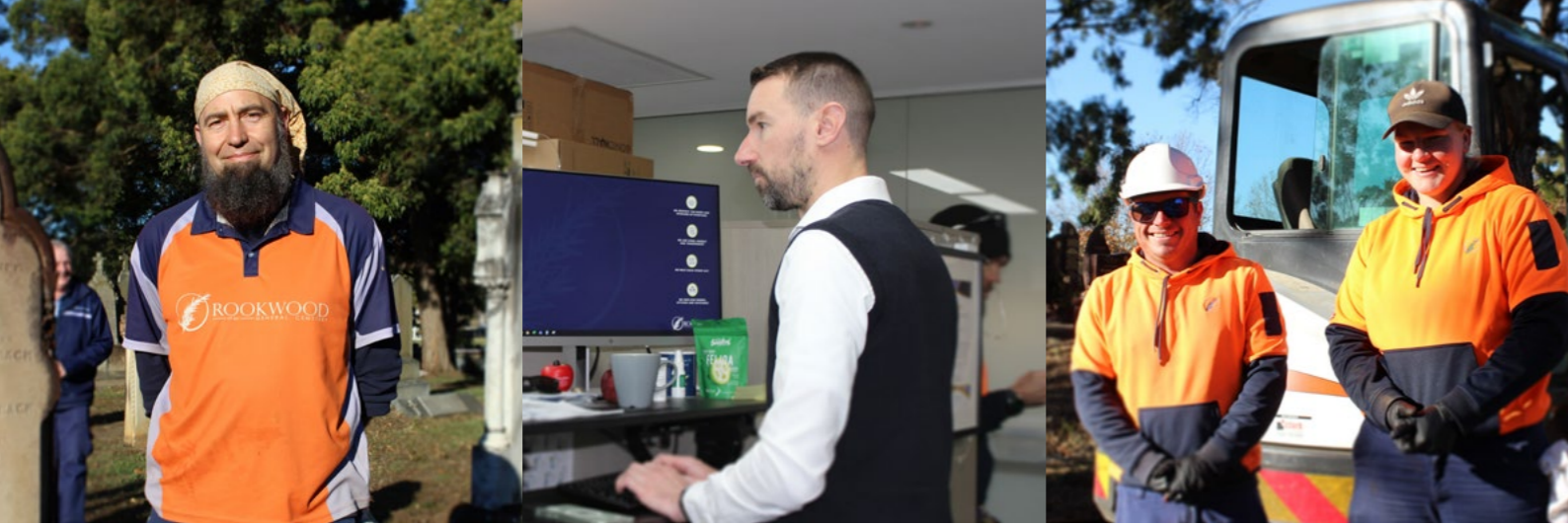
At RGC we value our relationships with our diverse stakeholders and following the COVID-19 lockdowns and restrictions, we were eager to reconnect with industry partners, including community groups and funeral directors.

In April and May 2022, we hosted a series of stakeholder engagement forums to understand how we can better meet stakeholder needs, and provide the opportunity for stakeholders to participate in our organisation.

In addition to this, we developed a stakeholder consultation program, consisting of one-on-one engagement with funeral directors. The first series of engagement meetings will commence in late 2022.



**PRIORITY 4 –OUR PEOPLE**



## 4.1 Workforce Diversity

During the 2021-22 financial year, with the implementation of a new functional structure across NMC, RGC, and SMCNSW, employees commenced the process of transitioning into new roles.

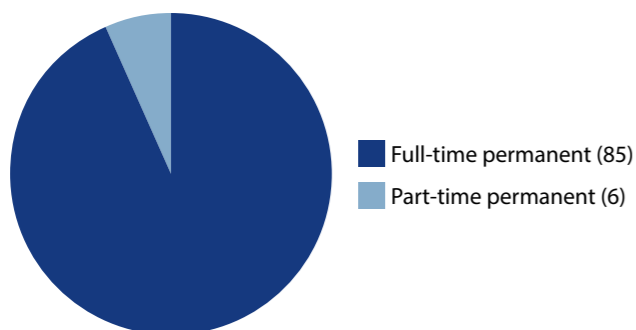
Several senior leaders and employees moved on from the organisation, while others were appointed to work across multiple Land Managers.

The below statistics represent RGC's diverse workforce as at 30 June 2022.

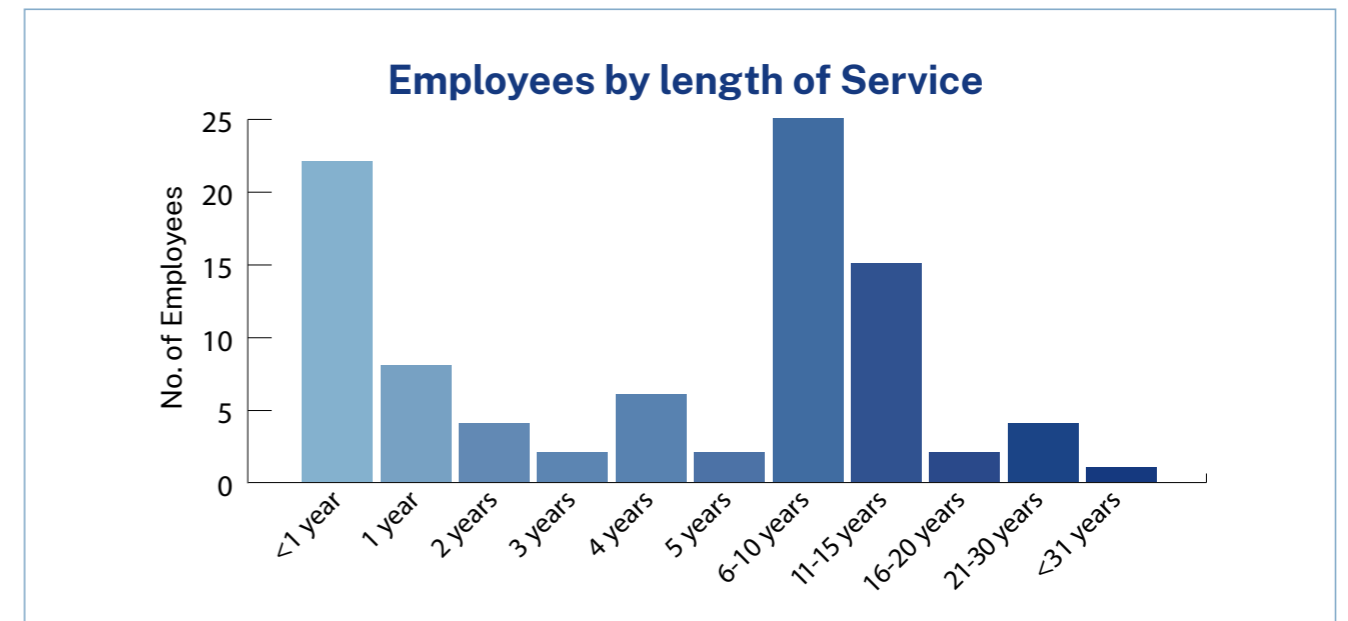
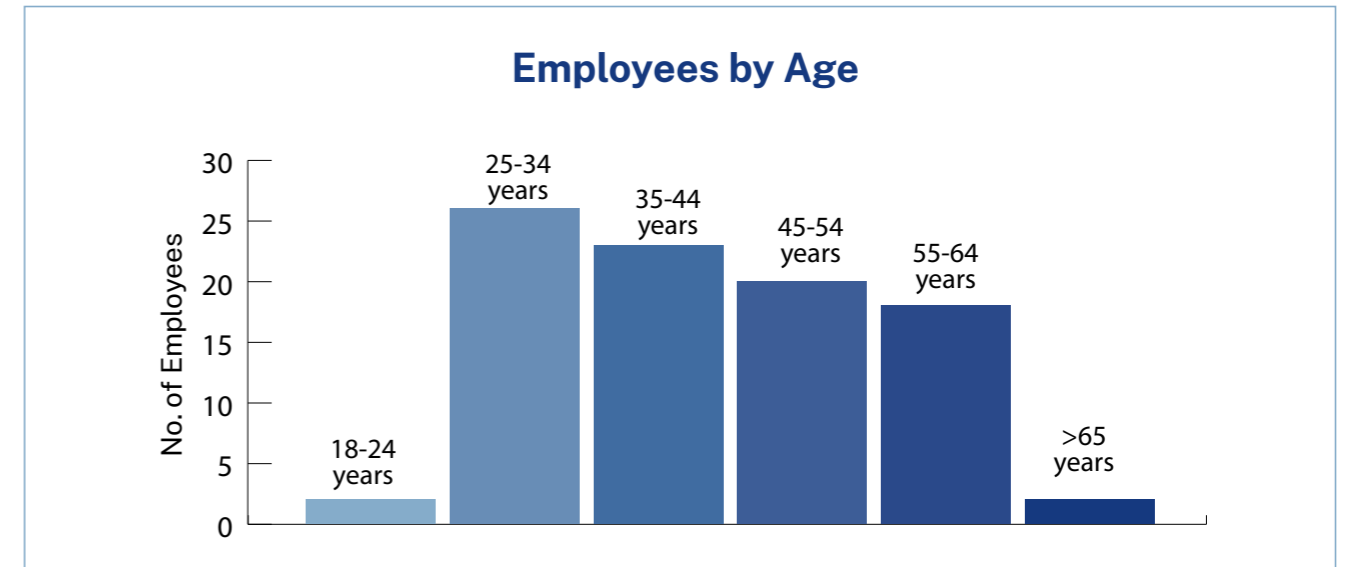
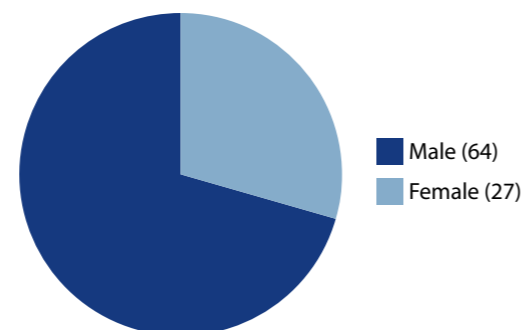
### Employees by Department

Built Environment	16
Finance, ICT, and Procurement	10
Governance, Legal, and Risk	2
Marketing, Customer Care, and Stakeholder Engagement	15
Operations	39
People, Culture, and Safety	5
Performance and Improvement	1
Strategic Business Development and Innovation	3
<b>Total</b>	<b>91</b>

### Employees by Employment Type



### Gender



### Senior Executive Salaries by Band and Gender

SOORT* Remuneration Band	Salary Range (\$)	Male	Female
Band 4	281,551-307,050	-	-
Band 3	247,901-281,550	2	1
Band 2	231,151-247,900	-	1
Band 1	197,400-231,150	3	1

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

## 4.2 Consultants

### Use of Consultants

Consultant	Purpose	Amount (\$)
BDO Administration (SA) Pty Ltd	Cost of services and perpetual maintenance obligation review	41,642
Capital Pty Ltd	Strategic land acquisition modelling	4,000*
Carroll and O'Dea Lawyers	Organisation obligations advice	20,705
Davidson HR Consulting Pty Ltd	Consultancy to implement qualtrics survey platform	2,167
Degotardi, Smith and Partners	Conservation areas surveyor	2,280
Deloitte	Amalgamation advice	117,288*
Delprado, Bruce George	Structural engineer advice	770
Delta Performance Coaching	WHS review	14,180*
Eco Logical Australia	New land acquisition preliminary ecology constraints	6,974
Endeavour Property Advisory	Site acquisition advisory retainer	4,433*
Gordon Property Advisory Services Pty Ltd	Site acquisition advisory	6,680*
Gracosway Pty Ltd	Public affairs strategy	5,788*
GriffinBrooks Consulting	Amalgamation advice	65,424
Kirjala Consulting	Business assurance	1,531
Learning Ventures Pty Ltd	Strategic workshop and executive engagement	13,333*
Martens and Associates Pty Ltd	Geotechnical investigation	3,700
Mayo, Richard Neil	Amalgamation advice	1,067*
MBM Legal and Conveyancing	Proposed head quarter lease advice	1,546*
Mercer Consulting Australia Pty Ltd	Classification framework and remuneration structure	26,733*
Opteon Property Group Pty Ltd	Fixed asset revaluation	2,000
Pamsel Investments Pty Ltd	Financial advisor	10,909
Preston Rowe Paterson Sydney Pty Ltd	Fixed asset revaluation	41,000
Red Earth Geosciences	Research and development	79,532
Sabhanlil Pty Ltd	Amalgamation advice	111,783*
SJB Planning (NSW) Pty Ltd	Cemetery planning advice	5,817
Thinksmart Consulting Pty Ltd	Organisational transformation	45,380*
Triaxial Consulting	Engineer advice Muslim building	32,771
Winterbottom Advisory	Amalgamation advice	17,766*
ZAP Technology Pty Ltd	System support	185

### Use of Contractors

Supplier	Purpose	Amount (\$)
CBR Property Consultants Pty Ltd	Professional services	68,351*
Department of Planning Industry and Environment	Professional services	48,292*
Hays Specialists Recruitment (Australia) Pty Ltd	Recruitment agency - temporary staff	1,598
Moir Recruitment Pty Ltd	Recruitment agency - temporary staff	78,571*
Roberts, Nicholas John	Professional services	45,494*
Talent International (NSW) Pty Ltd	Recruitment agency - temporary staff	19,699

\*As a part of uniting NMC, RGC, SMCNSW, these costs for contractors and consultants have been shared equally across the three Land Managers.



## 4.3 Developing Capabilities

RGC has focused on strong partnership with leaders across the organisation to develop change readiness capability.

Additionally, an employee engagement program saw over 80 employees across NMC, RGC and SMCNSW participate in workshops to develop and define organisational values.

Ensuring the health and safety of our employees continues to remain a priority with significant resources, time and financial investment being allocated. Learning and development in this area has been deployed through toolbox talks, formal qualifications, coaching and on the job learning.



## 4.4 Work, Health and Safety

### Safety Initiatives

To ensure the safety of cemetery visitors and employees, we have commenced a review of the Emergency Planning Committee and Emergency Control Organisations. We also have introduced emergency wardens and the systematic review of fire prevention systems and extinguishers.

In the coming financial year, a dedicated Work, Health and Safety (WHS) team will be recruited to assist with the implementation of an amalgamated WHS Management System across NMC, RGC, and SMCNSW.

## Injury Statistics

Injury Category	Injury Numbers
Total lost time injuries (1 or more days off work)	5
Total medical treatment injuries (treatment but no time off work)	-
Total new worker's compensation cases opened	7
Total workers compensation open with iCare as at 30 June 2022	3



PRIORITY 5 – BUSINESS EFFICIENCIES



## 5.1 Change Management

To support consolidation of NMC, RGC, and SMCNSW, an enterprise-wide change management program is required to assist the workforce in adopting company wide change. Change needs to be systematically managed to ensure there are minimal impacts to employee satisfaction, productivity, and wellbeing.

RGC adopted a structured and integrated change management approach, founded on the principle of leader led change, delivered through collaboration, consultation, and consistent communication.

## 5.2 Pricing Strategy

In accordance with IPART, RGC offers products and services that range from affordable to premium. Overall, we are committed to ensuring our prices:

- are affordable and equitable
- are simple and transparent
- allow for the perpetual maintenance of our cemetery into the future

Pricing is developed in consultation with our community and CCNSW, with a focus on ensuring families and loved ones can have access to an end-of-life service they can afford.

During the 2021-22 financial year, our annual fee increase did not occur. This decision was taken in direct response to the impacts of COVID-19 and the periods of uncertainty caused by the pandemic.

## PRIORITY 5 – BUSINESS EFFICIENCIES

### 5.3 Minimising Environmental Impacts

At RGC we are committed to reducing the impact of our operations on the environment and improving the sustainability of our products and services. This year we continued to implement business practices designed to minimise waste, conserve resources, and protect the environment.

Key initiatives to improve environmental sustainability in 2021-22 included:

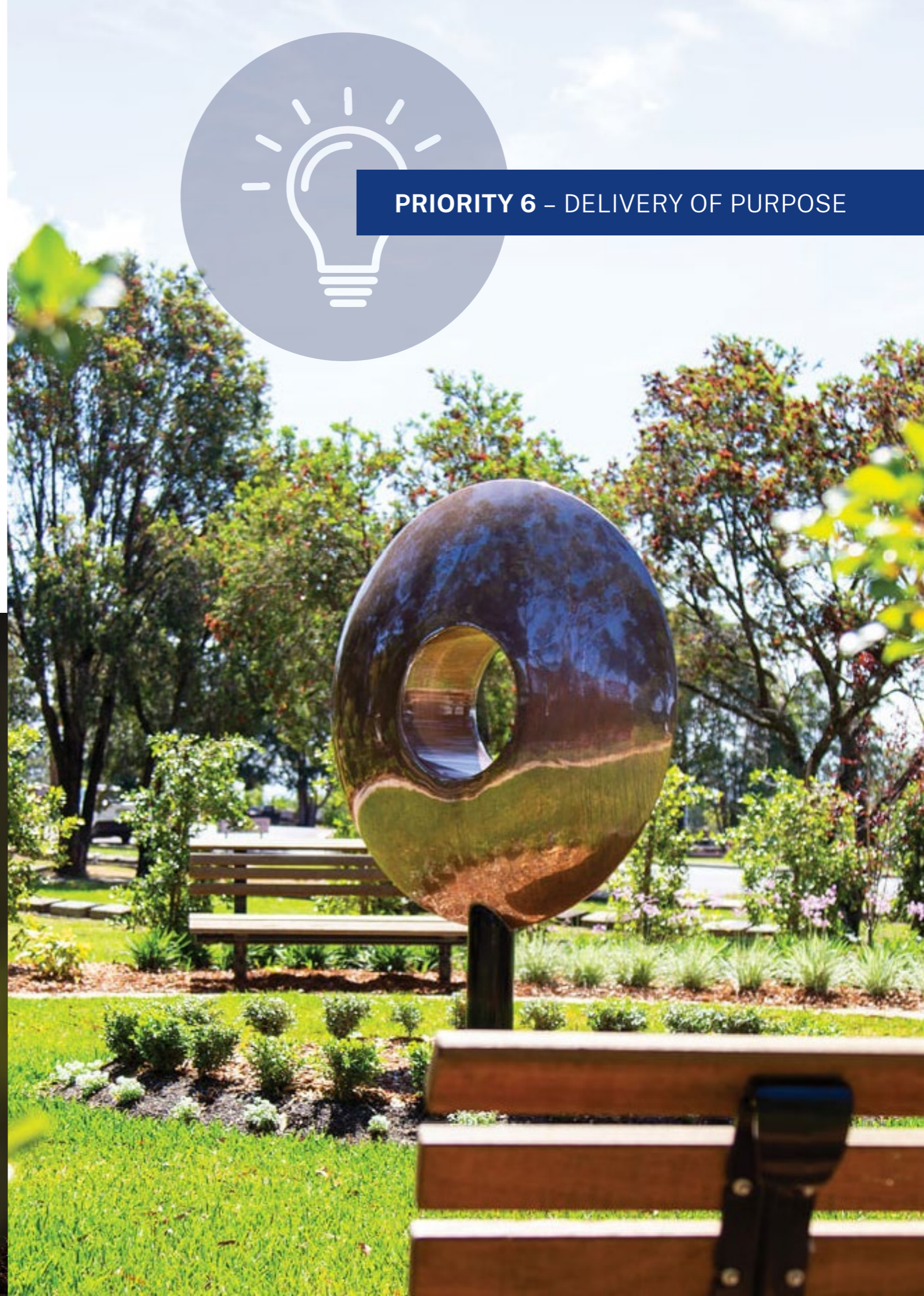
- Continuing operation of the soil processing plant to prepare soil for backfilling and topping up of graves, while reducing the removal of soil off-site; the plant also enables sorting of green waste and rainwater harvesting
- Capturing and underground storage of water for re-use in cleaning and irrigation

- Considering environmental sustainability in all new developments and master planning
- Including new plantings in new section developments, preferencing native species and hardy exotics
- Ensuring our events include sustainable initiatives such as water stations to reduce single use plastics, biodegradable supplies, recycling bins, and online marketing to reducing paper printing

An environmental sustainability working party was also established to determine environmental priorities for the next 5-10 years.



## PRIORITY 6 – DELIVERY OF PURPOSE



## PRIORITY 6 – DELIVERY OF PURPOSE

### 6.1 Decomposition Project

RGC continues to oversee a long-term decomposition project that is being conducted in collaboration with consultant geologist Dr Boyd Dent, the Australian Facility for Taphonomic Experimental Research and the University of Technology Sydney (UTS).

The project, which is now in its fifth year, is researching ways to influence soil composition by exploring safe ways to accelerate the decomposition process, including trialing varying soil mixes, water, oxygen, oxidising compounds, and temperatures.

Throughout 2021-22, groundwater levels, moisture levels, temperature, soil composition and gases, at all experiment sites have continued to be monitored and tested.

As a part of this project RGC has designed and holds the design patent for an innovative process for disposition of burials in an above-ground structure that connects families with the earth.

### 6.2 UTS Project

RGC's strategic partnership with the UTS has provided the opportunity to engage a Research Fellow and engineering students to assist with a work, health and safety challenge that could improve safety, by making it easier to manoeuvre coffins around monuments and uneven surfaces during the interment process.

During 2021-22 the Primary Scoping Study has continued with UTS's Mechanical and Mechatronic Design Department Studio program. This program is for high performing UTS students to gain industry experience by exploring concepts and technologies for future development.

The UTS team have worked closely with RGC to develop detailed design concepts, including recommendations for materials and suppliers for the potential machinery. During the next phase of the project, the team will produce a prototype to test the design and materials.

### 6.3 Spoil Processing Plant

The Spoil Processing Plant is designed to give RGC the ability to completely manage our soil and green waste. All soil generated from burial operations is being processed onsite in dry and safe conditions, thus reducing waste by producing a higher volume of reusable soil, which we have called 'Rookwood Soil'. The site also acts as a central point for all waste management, improving safety and clearing up other areas throughout the cemetery.

### 6.4 Renewable Tenure

Currently all interment licences across our cemeteries are sold in perpetuity, which means the licence holder retains the right to the allotment forever. It is our commitment to the community that perpetual licences will always be available for families.

We are also committed to developing new interment areas where we can offer families the choice of renewable licences. The option for renewable tenure is popular in other states of Australia and at an international level the reuse of graves is common in other countries and cultures. Often family traditions encourage reuse of graves to allow families to bury their loved ones in the same area as their relatives.

To meet the needs of all religions and cultures, consideration is being given to providing perpetual and renewable options in the future. Before the reuse of an allotment can occur, heritage evaluation will be conducted, sites recorded, and licence holders will be given an offer of two years to renew. Cemetery records for interment sites are required to be retained permanently in accordance with the *State Records Act 1998*.



## Financial Report 2022





## Financial Report 2022

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### INDEPENDENT AUDITOR'S REPORT

Rookwood General Cemeteries Reserve Land Manager

To Members of the New South Wales Parliament

#### Opinion

I have audited the accompanying financial statements of Rookwood General Cemeteries Reserve Land Manager (the Land Manager), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, 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:

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

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

#### Basis for Opinion

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

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

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

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

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

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

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

### Administrator's Responsibilities for the Financial Statements

The Administrator is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Administrator's responsibility also includes such internal control as the Administrator determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Administrator is responsible for assessing the Land Manager's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

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

My objectives are to:

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

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

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

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

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



Karen Taylor  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

13 October 2022  
SYDNEY

### Statement by Accountable Authority

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

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



Lee Shearer APM  
Administrator  
OneCrown Cemeteries

12<sup>th</sup> October 2022

## Statement of Comprehensive Income

for the financial year ended 30 June 2022

	Note	30 June 2022 \$'000	30 June 2021 \$'000
<b>CONTINUING OPERATIONS</b>			
<b>EXPENSES EXCLUDING LOSSES</b>			
Employee-related expenses	2 (a)	(9,205)	(7,968)
Operating expenses	2 (b)	(9,862)	(8,960)
Depreciation and amortisation	2 (c)	(1,350)	(1,511)
Finance costs	2 (d)	(4)	-
<b>Total expenses excluding losses</b>		<b>(20,421)</b>	<b>(18,439)</b>
<b>REVENUE</b>			
Sale of goods and services from contracts with customers	3 (a)	26,742	23,787
Investment revenue	3 (b)	(14,387)	29,092
Grants and other contributions	3 (c)	-	1,038
<b>Total revenue</b>		<b>12,355</b>	<b>53,917</b>
<b>Operating result</b>		<b>(8,066)</b>	<b>35,478</b>
Gains / (losses) on disposal	4	93	7
<b>Net result from continuing operations</b>		<b>(7,973)</b>	<b>35,485</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Changes in revaluation surplus of property, plant and equipment		2,455	-
<b>Total other comprehensive income</b>		<b>2,455</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>(5,518)</b>	<b>35,485</b>

The accompanying notes form part of these financial statements.

## Statement of Financial Position

for the financial year ended 30 June 2022

	Note	30 June 2022 \$'000	30 June 2021 \$'000
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	6,579	2,645
Receivables	6	1,210	628
Inventories	7	6,950	6,243
<b>TOTAL CURRENT ASSETS</b>		<b>14,739</b>	<b>9,516</b>
<b>NON-CURRENT ASSETS</b>			
Financial assets at fair value	8	179,539	191,869
Other financial assets	9	192	-
Property, plant and equipment			
- Land and buildings		35,821	34,480
- Plant and equipment		1,665	832
- Infrastructure systems		1,811	1,390
Total property, plant and equipment	10	<b>39,297</b>	<b>36,702</b>
Right-of-use asset	11	747	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>219,775</b>	<b>228,571</b>
<b>TOTAL ASSETS</b>		<b>234,514</b>	<b>238,087</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Payables	13	1,493	824
Contract liabilities	15	1,421	1,261
Provisions	14	1,609	1,188
Borrowings	16	195	-
<b>TOTAL CURRENT LIABILITIES</b>		<b>4,718</b>	<b>3,273</b>
<b>NON-CURRENT LIABILITIES</b>			
Contract liabilities	15	99	110
Provisions	14	514	386
Borrowings	16	383	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>996</b>	<b>496</b>
<b>TOTAL LIABILITIES</b>		<b>5,714</b>	<b>3,769</b>
<b>NET ASSETS</b>		<b>228,800</b>	<b>234,318</b>
<b>EQUITY</b>			
Accumulated funds	17	198,905	206,878
Reserves	17	29,895	27,440
<b>TOTAL EQUITY</b>		<b>228,800</b>	<b>234,318</b>

The accompanying notes form part of these financial statements.

## Statement of Changes in Equity

for the financial year ended 30 June 2022

	Accumulated Equity \$'000	Asset Revaluation Surplus \$'000	Total \$'000
<b>Balance at 1 July 2021</b>	<b>206,878</b>	<b>27,440</b>	<b>234,318</b>
<b>Net result for the year</b>	<b>(7,973)</b>	<b>-</b>	<b>(7,973)</b>
<b>Other comprehensive income</b>			
Net change in revaluation surplus of property, plant and equipment	-	2,455	2,455
<b>Total other comprehensive income</b>	<b>-</b>	<b>2,455</b>	<b>2,455</b>
<b>Total comprehensive income for the year</b>	<b>(7,973)</b>	<b>2,455</b>	<b>(5,518)</b>
<b>Balance at 30 June 2022</b>	<b>198,905</b>	<b>29,895</b>	<b>228,800</b>

	Accumulated Equity \$'000	Asset Revaluation Surplus \$'000	Total \$'000
<b>Balance at 1 July 2020</b>	<b>171,393</b>	<b>27,440</b>	<b>198,833</b>
<b>Net result for the year</b>	<b>35,485</b>	<b>-</b>	<b>35,485</b>
<b>Other comprehensive income</b>			
Net change in revaluation surplus of property, plant and equipment	-	-	-
<b>Total other comprehensive income</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>35,485</b>	<b>-</b>	<b>35,485</b>
<b>Balance at 30 June 2021</b>	<b>206,878</b>	<b>27,440</b>	<b>234,318</b>

The accompanying notes form part of these financial statements.

## Statement of Cash Flows

for the financial year ended 30 June 2022

	Notes	30 June 2022 \$'000	30 June 2021 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee related		(8,739)	(7,811)
Suppliers for goods and services		(12,934)	(10,687)
<b>Total Payments</b>		<b>(21,673)</b>	<b>(18,498)</b>
<b>Receipts</b>			
Sales of goods and services		29,539	26,707
Interest received		98	106
Grants and other contributions		-	1,038
<b>Total Receipts</b>		<b>29,637</b>	<b>27,851</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	20	<b>7,964</b>	<b>9,353</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of property, plant and equipment		93	61
Proceeds from sale of financial assets		13,967	486
Repayment of other loans and deposits		-	200
Purchase of property, plant and equipment		(1,545)	(131)
Purchase of financial assets		(16,301)	(10,192)
Purchase of other financial assets		(192)	-
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(3,978)</b>	<b>(9,576)</b>
Payment of principal portion of lease liabilities		(52)	-
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>(52)</b>	<b>-</b>
Net increase/(decrease) in cash and cash equivalents		3,934	(223)
Opening cash and cash equivalents		2,645	2,868
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	5	<b>6,579</b>	<b>2,645</b>

The accompanying notes form part of these financial statements.

**1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES****(A) REPORTING ENTITY**

The Rookwood General Cemeteries Reserve Land Manager (the entity), is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The entity is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The entity is a Crown Reserve Land Manager operating under the *Cemeteries and Crematoria Act 2013* (NSW). The entity is primarily involved in the provision of burial and memorialisation services for the public. The entity is exempt from Income Tax.

On the 28 May 2021 The Hon Melinda Pavey, MP, Minister for Water, Property and Housing, appointed Leedar Investments Pty Ltd (Lee Shearer nominated) to administer Rookwood General Cemeteries Crown Land Manager, with the term expiring 27 May 2023. This appointment was in response to the 11th Hour Report with the gazettal also including Southern Metropolitan Cemeteries Crown Land Manager, Northern Cemeteries Crown Land Manager and Rookwood Necropolis Crown Land Manager. The Administrator has adopted the brand 'One Crown'. The intent of the appointment is to realize the potential efficiencies identified in the 11th Hour Report without overtly impacting service delivery standards at the various sites. The most suitable business model to deliver the final efficiency gains is yet to be determined by the NSW Government.

These financial statements for the year ended 30 June 2022 have been authorised for issue by the Administrator on 12/10/2022.

**(B) BASIS OF PREPARATION**

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

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

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

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

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

**(C) STATEMENT OF COMPLIANCE**

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

**(D) ACCOUNTING FOR THE GOODS AND SERVICES TAX**

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- amount of GST incurred by the entity as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense and

**1. Statement of significant accounting policies (cont'd)**

- receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

**(E) COMPARATIVE INFORMATION**

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

**(F) CHANGES IN ACCOUNTING POLICIES, INCLUDING NEW OR REVISED AUSTRALIAN ACCOUNTING STANDARDS**

The accounting policies applied in the preparation of this financial report are consistent with those of the previous financial year.

i. Effective for the first time in FY2021-22

There are no changes as a result of adoption of any new accounting standard.

ii. Issued but not yet effective

NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise.

**(G) IMPACT OF COVID-19 ON FINANCIAL REPORTING FOR 2021-22**

The impact of the Coronavirus (COVID-19) pandemic is ongoing, and while the impact has been recognised for the entity up to 30 June 2022, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

Judgement has been exercised in considering the impacts that the Coronavirus (COVID-19) pandemic has had, or may have, on the entity based on known information. This consideration extends to the nature of the products and services offered, customers, supply chain, staffing and geographic regions in which the entity operates. Other than as addressed in specific notes, there does not currently appear to be either any significant impact upon the financial statements or any significant uncertainties with respect to events or conditions which may impact the entity unfavourably as at the reporting date or subsequently as a result of the Coronavirus (COVID-19) pandemic.

**2 EXPENSES EXCLUDING LOSSES****(a) EMPLOYEE RELATED EXPENSES**

	30 June 2022 \$'000	30 June 2021 \$'000
Salaries and wages (including annual leave)	(7,792)	(6,784)
Superannuation - defined contribution plans	(731)	(597)
Long service leave	(173)	(137)
Workers' Compensation Insurance	(496)	(448)
Fringe benefit tax	(13)	(2)
	<b>(9,205)</b>	<b>(7,968)</b>

**(b) OPERATING EXPENSES**

	30 June 2022 \$'000	30 June 2021 \$'000
Auditor's remuneration - audit of the financial statements	(89)	(90)
Cost of sales	(3,524)	(3,611)
Maintenance*	(585)	(634)
Insurance	(279)	(224)
Consultants	(586)	(703)
Research and development	(195)	(96)
Operating lease rental expense	(15)	(2)
Brokerage Fees	(66)	-
Gardening and horticultural costs	(1,262)	(936)
Communications and IT	(709)	(628)
Site costs	(1,117)	(897)
Other operating expenses	(1,435)	(1,139)
	<b>(9,862)</b>	<b>(8,960)</b>

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

Expenses incurred for the project OneCrown initiatives, being one-third share of the expenses paid by the entity, are invoiced to Northern Metropolitan Cemeteries Land Manager and Southern Metropolitan Cemeteries Land Manager in equal proportion.

**Recognition and Measurement****Maintenance expense**

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

**2. Expenses excluding losses (cont'd)****Cost of sales**

Licence sales cost of goods sold are recognised as and when a sale occurs. Monument cost of sales are recognised when the costs for materials/service charges are incurred.

**(c) DEPRECIATION AND AMORTISATION EXPENSES**

	30 June 2022 \$'000	30 June 2021 \$'000
Buildings	(569)	(570)
Infrastructure systems	(261)	(311)
Plant and equipment	(481)	(630)
Right-of-use assets	(39)	-
	<b>(1,350)</b>	<b>(1,511)</b>

Refer to notes 10 and 21 for recognition and measurement policies on depreciation and amortisation.

**(d) FINANCE COSTS**

	30 June 2022 \$'000	30 June 2021 \$'000
Interest expense from lease liabilities	(4)	-
	<b>(4)</b>	<b>-</b>

**Recognition and Measurement**

Finance costs consist of interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW GGS entities.

3 REVENUE

Recognition and Measurement

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15 *Revenue from Contracts with Customers*. Comments regarding the accounting policies for the recognition of income are discussed below.

Sale of goods

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

Type of Good	Nature of timing of Satisfaction of Performance Obligation, Including Significant Payment Terms	Revenue Recognition Policies
<b>Interment licences</b>	The performance obligation of transferring the right of interment is typically satisfied at the point in time that full payment and all necessary documents have been received from the customer. Payments from customers are typically received in advance of the right to inter being provided.	Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied.
<b>Monument products</b>	The performance obligation of delivering and installing a completed monument is typically satisfied when the customer confirms that the monument product delivered is acceptable. Payments from customers are typically received in advance of the monumental product being delivered except in instances when the total contract value exceeds \$5,000, in which case 50% is payable in advance and the remainder is payable when the monument product is delivered.	Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied.
<b>Stonemasons' permits</b>	The performance obligation of issuing a permit is typically satisfied when the works proposed by the customer are approved by the entity. Payments from customers are typically due 7 days after the date the permit is issued.	Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied.

3. Revenue (cont'd)

Rendering of services

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

Type of Service	Nature of timing of Satisfaction of Performance Obligation, Including Significant Payment Terms	Revenue Recognition Policies
<b>Interment services</b>	The performance obligations in relation to interment services that would give rise to levies are typically satisfied when the interment event has occurred. Payments from customers are typically received either in advance or at the time of service provision with exception to some customers that have access to 7-day payment terms.	Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied.
<b>Government interment levies</b>	The performance obligations in relation to interment levies are typically satisfied when the interment event occurs. Payments from customers are typically received either in advance or at the time of service provision with exception to some customers that have access to 7-day payment terms.	Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied.
<b>Monument works</b>	The performance obligation of completing works on a monument is typically satisfied when the customer confirms that the monument works delivered are acceptable. Customer payments are typically received in advance of the monument works starting except in instances when the total contract value exceeds \$5,000, in which case 50% is payable in advance and the remainder is payable when the monument works delivered are accepted by the customer.	Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied.

3. Revenue (cont'd)

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

3. Revenue (cont'd)

<b>Cremation services</b>	The performance obligations in relation to cremation services is typically satisfied when the service is delivered. Payments from customers are typically received either in advance or at the time of service provision with exception to some customers that have access to 7-day payment terms.	Revenue from these sales is recognised based on the price specified in the contract and at the point that the performance obligation is satisfied.
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Refer to Note 14 for the disclosure of the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, and when the entity expects to recognise the unsatisfied portion as revenue.

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

	30 June 2022 \$'000	30 June 2021 \$'000
Sale of goods		
- Interment licences	16,610	14,997
- Monument products	1,866	1,845
- Stonemasons' permits	603	598
<b>Subtotal of sale of goods</b>	<b>19,079</b>	<b>17,440</b>
Rendering of services		
- Interment services	6,739	5,381
- Government interment levies	180	142
- Monument works	307	429
- Annual and abiding care	78	88
- Administration and other income	119	136
- Chapel services	106	72
- Exhumations	47	43
- Cremation services	87	56
<b>Subtotal of rendering of services</b>	<b>7,663</b>	<b>6,347</b>
	<b>26,742</b>	<b>23,787</b>



## Notes to the financial statements

for the financial year ended 30 June 2022

### 3. Revenue (cont'd)

#### (b) INVESTMENT REVENUE

	30 June 2022 \$'000	30 June 2021 \$'000
Net gain / (loss) from TCorp IM Funds and other financial assets measured at fair value through profit or loss	(19,538)	7,657
Rental income	249	303
Dividend income	195	443
Interest income from financial assets at fair value through profit and loss	4,707	20,689
	<b>(14,387)</b>	<b>29,092</b>

#### Recognition and Measurement

##### Interest income

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

##### Rental income

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

##### Dividend income

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

#### (c) GRANTS AND OTHER CONTRIBUTIONS

	30 June 2022 \$'000	30 June 2021 \$'000
Commonwealth JobKeeper	-	739
Commonwealth Cash Boost	-	50
NSW Government Grants	-	249
	-	<b>1,038</b>

#### Recognition and Measurement

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

There were no contributions received during the year ended 30 June 2022.

## Notes to the financial statements

for the financial year ended 30 June 2022

### 4 GAINS / (LOSSES) ON DISPOSAL

	30 June 2022 \$'000	30 June 2021 \$'000
Net gain on disposal of property, plant and equipment	93	7
	<b>93</b>	<b>7</b>

### 5 CURRENT ASSETS - CASH AND CASH EQUIVALENTS

	30 June 2022 \$'000	30 June 2021 \$'000
Cash at bank and on hand	6,579	2,645
	<b>6,579</b>	<b>2,645</b>

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

Refer Note 21 for details regarding credit risk and market risk arising from financial instruments.

### 6 CURRENT / NON-CURRENT ASSETS - RECEIVABLES

	30 June 2022 \$'000	30 June 2021 \$'000
Trade receivables from contracts with customers	876	196
	876	196
Less Allowance for expected credit losses*		
- Trade receivables from contracts with customers	(10)	(8)
Total expected credit losses	(10)	(8)
Prepayments	260	236
Investment income receivable	-	70
Other Debtors	84	134
	344	440
	<b>1,210</b>	<b>628</b>

**6. Current/non-current assets-receivables (cont'd)**

	30 June 2022 \$'000	30 June 2021 \$'000
*Movement in the allowance for expected credit loss		
Balance at 1 July	(8)	(11)
Amounts written off during the year		
Amounts recovered during the year	-	-
Increase/(Decrease) in allowance recognised in net result	(2)	3
<b>Balance at 30 June</b>	<b>(10)</b>	<b>(8)</b>

**Recognition and measurement**

All 'regular way' purchases or sales of financial asset 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.

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

**Subsequent measurement**

The entity holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

**Impairment**

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

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

Details regarding credit risk of trade receivables are shown in note 21.

**7 CURRENT ASSETS - INVENTORIES**

	30 June 2022 \$'000	30 June 2021 \$'000
<i>Held-for-resale</i>		
Materials and goods for resale at cost	116	102
Interment sites at cost	3,881	4,489
Mausoleum and crypts at cost	197	308
Work in progress at cost	2,756	1,344
	<b>6,950</b>	<b>6,243</b>

**Recognition and measurement****Materials and goods for resale**

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

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

**Interment sites**

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

**Mausoleums and crypts**

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

**Construction contracts and work in progress**

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

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

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

	30 June 2022 \$'000	30 June 2021 \$'000
TCorp Long-term Growth Fund	171,366	170,114
TCorp Strategic Cash Fund	8,173	8,228
	<b>179,539</b>	<b>178,342</b>
Investment in equity shares		
Listed shares	-	13,527
	-	13,527
	<b>179,539</b>	<b>191,869</b>

Refer to Note 21 for further information regarding fair value measurement, credit risk, and market risk arising from financial instruments.

**Recognition and Measurement**

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

**Classification and measurement**

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

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

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

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

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

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

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

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

**9 NON-CURRENT ASSETS - OTHER FINANCIAL ASSETS**

	30 June 2022 \$'000	30 June 2021 \$'000
Other loans and deposits	192	-
	<b>192</b>	<b>-</b>

Refer to Note 21 for further information regarding fair value measurement, credit risk, and market risk arising from financial instruments.

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

Other financial assets are initially measured at fair value plus any transaction cost.

**Subsequent measurement***Financial assets at amortised cost*

Other financial assets are classified and subsequently measured at amortised cost as they are held for collection of contractual cash flows solely representing payments of principal and interest. Impairment losses are presented as separate line item in the statement of comprehensive income. Any gain or loss arising on derecognition is recognised directly in net results and presented in other gains/(losses) together with foreign exchange gains and losses.

**Impairment**

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

ECLs are recognised in two stages. For credit exposures where there has not been a significant increase in credit risk since initial recognition, ECLs are based on default events possible within the next 12-months (i.e. a 12-month ECL). If there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (i.e. a lifetime ECL). In addition, the entity considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

## Notes to the financial statements

for the financial year ended 30 June 2022

### 10 TOTAL PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
<b>At 1 July 2021 - fair value</b>				
Gross carrying amount	44,604	6,170	4,159	54,933
Accumulated depreciation and impairment	(10,124)	(5,338)	(2,769)	(18,231)
<b>Net carrying amount</b>	<b>34,480</b>	<b>832</b>	<b>1,390</b>	<b>36,702</b>
<b>At 30 June 2022 - fair value</b>				
Gross carrying amount	44,271	7,336	6,405	58,012
Accumulated depreciation and impairment	(8,450)	(5,671)	(4,594)	(18,715)
<b>Net carrying amount</b>	<b>35,821</b>	<b>1,665</b>	<b>1,811</b>	<b>39,297</b>
<b>Year ended 30 June 2022</b>				
Net carrying amount at beginning of year	34,480	832	1,390	36,702
Additions	101	1,314	130	1,545
Disposals	-	-	-	-
Net revaluation increments less revaluation decrements	1,814	-	641	2,455
Depreciation expense	(569)	(481)	(261)	(1,311)
Other movements - expensing of previous planning works from work-in-progress	(5)	-	(89)	(94)
<b>Net carrying amount at end of year</b>	<b>35,821</b>	<b>1,665</b>	<b>1,811</b>	<b>39,297</b>
<b>At 1 July 2020 - fair value</b>				
Gross carrying amount	44,648	6,187	4,949	55,784
Accumulated depreciation and impairment	(9,554)	(4,754)	(3,144)	(17,452)
<b>Net carrying amount</b>	<b>35,094</b>	<b>1,433</b>	<b>1,805</b>	<b>38,332</b>
<b>At 30 June 2021 - fair value</b>				
Gross carrying amount	44,604	6,170	4,159	54,933
Accumulated depreciation and impairment	(10,124)	(5,338)	(2,769)	(18,231)
<b>Net carrying amount</b>	<b>34,480</b>	<b>832</b>	<b>1,390</b>	<b>36,702</b>

## Notes to the financial statements

for the financial year ended 30 June 2022

### 10. Property, plant and equipment (cont'd)

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
<b>Year ended 30 June 2021</b>				
Net carrying amount at beginning of year	35,094	1,433	1,805	38,332
Additions	46	82	3	131
Disposals	-	(53)	(107)	(160)
Depreciation expense	(570)	(630)	(311)	(1,511)
Other movements - expensing of previous planning works from work-in-progress	(90)	-	-	(90)
<b>Net carrying amount at end of year</b>	<b>34,480</b>	<b>832</b>	<b>1,390</b>	<b>36,702</b>

#### Recognition and Measurement

##### Acquisition of property, plant and equipment

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

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

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

##### Capitalisation thresholds

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

##### Major inspection costs

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

##### Restoration costs

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

##### Depreciation of property, plant and equipment

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

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

Land is not a depreciable asset.

**10. Property, plant and equipment (cont'd)**

	Depreciation Rates	
	2022 % pa	2021 % pa
Buildings	2.5 - 5.0	2.5-5.0
Plant and equipment	5 - 33.3	5-33.3
Infrastructure systems	5 - 20.0	5-20.0

**Revaluation of property, plant and equipment**

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP21-09). This policy adopts fair value in accordance with AASB 13, AASB 116 and AASB 140 *Investment Property*.

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

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach), relevant observable inputs and minimise unobservable inputs. Also refer to Note 12 for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The entity conducts a comprehensive revaluation at least every three years for its land and buildings (except infrastructure and land under infrastructure) where the market or income approach is the most appropriate valuation technique and at least every five years for infrastructure assets.

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

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

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

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

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

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

**10. Property, plant and equipment (cont'd)**

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

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

**Impairment of property, plant and equipment**

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material.

The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

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

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in net result and is treated as a revaluation increase. However, to the extent that an impairment loss on the same class of asset was previously recognised in net result, a reversal of that impairment loss is also recognised in net result.

**11 LEASES****Entity as a lessee**

The entity leases an office space for use by the OneCrown amalgamation. The lease term is for 3 years due to expire on 30 April 2025 with an option to extend the lease by an additional 3 years. The entity does not provide residual value guarantees in relation to the lease.

The extension option held is exercisable only by the entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended. Potential future cash outflows of \$689,000 have not been included in the lease liability because it is not reasonably certain that the lease will be extended. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

AASB 16 Leases (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

The entity has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less.

**Right-of-use assets under leases**

The following table presents right-of-use assets that do not meet the definition of investment property.

	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure Systems \$'000	Total \$'000
Balance at 1 July 2021	-	-	-	-
Additions	787	-	-	787
Depreciation expense	(39)	-	-	(39)
<b>Balance at 30 June 2022</b>	<b>747</b>	<b>-</b>	<b>-</b>	<b>747</b>

**11. Leases (cont'd)****Lease liabilities**

The following table presents liabilities under leases, including leases in respect of investment properties.

	30 June 2022 \$'000	30 June 2021 \$'000
Balance at 1 July	-	-
Additions	633	-
Interest expense	(3)	-
Payments	(52)	-
<b>Balance at 30 June</b>	<b>578</b>	<b>-</b>

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	30 June 2022 \$'000	30 June 2021 \$'000
Depreciation expense of right-of-use assets	39	-
Interest expense on lease liabilities	4	-
Expenses relating to short-term leases	11	2
<b>Total amount recognised in the statement of comprehensive income</b>	<b>54</b>	<b>2</b>

The entity had total cash outflows for leases of \$52,311 in FY2021-22 (FY2020-21: \$0).

**12 FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS****Fair value measurement and hierarchy**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

The entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

**a) Fair value hierarchy**

2022	Level 1	Level 2	Level 3	Total
<b>Property, Plant and Equipment (Note 10)</b>				
Land and buildings			35,821	35,821
Plant and equipment			1,665	1,665
Infrastructure systems			1,811	1,811
<b>Total</b>	-	-	<b>39,297</b>	<b>39,297</b>

2021	Level 1	Level 2	Level 3	Total
<b>Property, Plant and Equipment (Note 10)</b>				
Land and buildings			34,480	34,480
Plant and equipment			832	832
Infrastructure systems			1,390	1,390
<b>Total</b>	-	-	<b>36,702</b>	<b>36,702</b>

**b) Valuation techniques, inputs and processes**

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

The entity engages external, independent and qualified valuers to determine the fair value of its land and building assets on a regular basis. The last comprehensive valuation on land and buildings was completed on 30 June 2020 by Opteon.

**12. Fair value measurement of non-financial assets (cont'd)**

The next formal valuation of Land and Buildings is due for the financial period ending 30 June 2023. The entity engaged Preston Rowe Paterson valuers to provide a desktop assessment in relation to the adjustment factor to be applied to land and buildings as at 30 June 2022. These adjustments are considered for valuation updates in the interim years pending reinspection and formal revaluations of assets owned by the entity. The change in value of land and buildings was adjusted to reflect the current fair value based on the interim valuation.

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.

A significant discount (90%) has been applied to interred land compared to similar land that has not been utilised for this purpose. This discount reflects the impact to the parcel and the resulting significant reduction in utility to unconstrained land. A Fair Value Hierarchy of Level 3 has been adopted for this component.

The value for buildings was derived from current replacement cost that reflects the amount that would be required to replace the service capacity of an asset. For the valuation industry the Replacement Cost is generally understood to mean the estimated cost to construct or acquire, as of the valuation date, a substitute asset of comparable utility, adjusted for obsolescence.

The entity engaged Preston Rowe Paterson to provide a comprehensive valuation of civil works assets. The valuer utilised the depreciated replacement cost approach with unobservable inputs after determining that no active market existed for the types of assets. This approach considered the useful life of each asset in line with industry standards, an expended life for each asset and calculated the remaining useful life. A replacement cost was determined and then depreciated by the expended life to provide an ending fair value as at 30 June 2022. The change in value of the civil works assets was adjusted to reflect the current fair value in the accounts.

Plant and machinery and motor vehicles are considered non-specialised assets with short useful lives are measured at depreciated historical cost, which for these assets approximates fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

**c) Reconciliation of recurring Level 3 fair value measurements**

	30 June 2022 \$'000	30 June 2021 \$'000
<b>Fair value at 1 July</b>	<b>36,702</b>	<b>38,332</b>
Additions	1,545	131
Disposals	-	(160)
Depreciation movement	(1,311)	(1,511)
Other movements - expensing of previous planning works from work-in-progress	(94)	(90)
Gains/losses recognised in other comprehensive income:		
Revaluation of civil works	641	-
<b>Fair value at 30 June</b>	<b>39,297</b>	<b>36,702</b>

**13 CURRENT LIABILITIES - PAYABLES**

	30 June 2022 \$'000	30 June 2021 \$'000
Accrued salaries, wages and on-costs	79	30
Creditors	355	131
Other creditors and accruals	1,059	663
	<b>1,493</b>	<b>824</b>

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in Note 21.

**Recognition and measurement**

Payables represent liabilities for goods and services provided to the entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised net result when the liabilities are derecognised as well as through the amortisation process.

**14 CURRENT / NON-CURRENT LIABILITIES - PROVISIONS**

	30 June 2022 \$'000	30 June 2021 \$'000
<b>Employee benefits and related on-costs</b>		
Annual leave	995	757
Long service leave - current	614	431
Long service leave - non-current	354	386
	<b>1,963</b>	<b>1,574</b>
Annual leave obligations expected to be settled after 12 months	232	214
Long service leave obligations expected to be settled after 12 months	849	798
	<b>1,081</b>	<b>1,012</b>
<b>Other provisions</b>		
Make-good provisions	160	-
	<b>160</b>	<b>-</b>

The entity entered into a lease agreement for office premises to be used as part of the OneCrown amalgamation process. The lease term is for 3 years and is due to expire on 30 April 2025. At this date, the entity will incur costs to dismantle the improvements made at the start of the lease designed to make the premises suitable for use by OneCrown. A suitable estimate was made that the cost of dismantling would be \$160,000.

**14. Current/non-current liabilities - provisions (cont'd)**

	30 June 2022 \$'000	30 June 2021 \$'000
<b>Aggregate employee benefits and related on-costs</b>		
Provisions - current	1,609	1,188
Provisions - non-current	354	386
Accrued salaries, wages and on-costs (Note 12)	79	30
	<b>2,042</b>	<b>1,604</b>

	Make-good Provisions \$'000	Total \$'000
<b>Movements in provisions</b>		
Carrying amount at 1 July 2021	-	-
Additional provisions recognised	160	160
Carrying amount at 30 June 2022	<b>160</b>	<b>160</b>

**Recognition and Measurement****Employee benefits and related on-costs****Salaries and wages, annual leave and sick leave**

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 17.5% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the entity does not expect to settle the liability within 12 months as the entity does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

**Long service leave and superannuation**

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to the effects of discounting and future wage levels. Expected future payments are discounted using the Commonwealth Government bond rate at the reporting date.



**14. Current/non-current liabilities - provisions (cont'd)**

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

**Consequential on-costs**

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

**Other provisions**

Provisions are recognised when: the entity has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When the entity expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when an entity has a detailed formal plan and the entity has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

The entity determined that the effect of the time value of money is immaterial.

**15 CONTRACT LIABILITIES**

	30 June 2022 \$'000	30 June 2021 \$'000
Contract liabilities-current	1,421	1,261
Contract liabilities-non-current	99	110
	<b>1,520</b>	<b>1,371</b>

**Recognition and Measurement**

Contract liabilities relate to consideration received in advance from customers in respect of monument works. Additionally, historically prepaid ash interments and abiding care are also included. The balance of contract liabilities at 30 June 2022 was impacted by the ability of the entity to finalise monumental work to the satisfaction of the customer with whom the contract has been made.

**16 CURRENT / NON-CURRENT LIABILITIES - BORROWINGS**

	30 June 2022 \$'000	30 June 2021 \$'000
Current lease liability	195	-
Non-current lease liability	383	-
	<b>578</b>	<b>-</b>

**16. Current/non-current liabilities - borrowings (cont'd)**

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in Note 21

**Recognition and Measurement**

Borrowing represents interest bearing liabilities mainly raised through NSW Treasury Corporation, lease liabilities, service concession arrangement liabilities and other interest bearing liabilities.

**17 EQUITY****Revaluation surplus**

The revaluation surplus is used to record increments and decrements on the revaluation of non-current assets. This accords with the entity's policy on the revaluation of property, plant and equipment as discussed in Note 10.

**Accumulated Funds**

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

**Reserves**

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

**18 COMMITMENTS****a) Capital commitments**

No capital commitments at 30 June 2022

**19 CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

There were no contingent liabilities as at 30 June 2021 and as at 30 June 2022.

**20 RECONCILIATION OF CASHFLOWS FROM OPERATING ACTIVITIES TO NET RESULT**

	30 June 2022 \$'000	30 June 2021 \$'000
Reconciliation of net surplus for the year to net cash flow from operations		
Net cash from operating activities	7,964	9,353
Depreciation and amortisation expense	(1,350)	(1,511)
Decrease / (increase) in provisions	(427)	(122)
Increase / (decrease) in prepayments and other assets	(13,313)	27,360
Decrease / (increase) in payables	(780)	334
Decrease / (increase) in contract liabilities	(160)	64
Net gain / (loss) on sale property, plant and equipment	93	7
<b>Surplus for the year</b>	<b>(7,973)</b>	<b>35,485</b>

**21 FINANCIAL INSTRUMENTS**

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

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

The Administrator has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the entity, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the entity on a continuous basis.

**(a) Financial instrument categories**

Class	Note	Category	Carrying Amount	
			30 June 2022 \$'000	30 June 2021 \$'000
<b>Financial Assets</b>				
Cash and cash equivalents	5	Amortised cost	6,579	2,645
Receivables*	6	Amortised cost	866	258
Financial assets at fair value	8	Fair value through profit or loss - mandatory classification	179,539	191,869
Other financial assets	9	Amortised cost	192	-
<b>Financial Liabilities</b>				
Payables**	12	Financial liabilities measured at amortised cost	(355)	(131)

Notes

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

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

**21. Financial instruments (cont'd)****(b) Derecognition of financial assets and liabilities**

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the entity has transferred substantially all the risks and rewards of the asset; or
- the entity has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

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

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

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

**(c) Financial risks****(i) Credit risk**

Credit risk arises when there is the possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the entity. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses or allowance for impairment).

Credit risk arises from the financial assets of the entity, including cash, receivables, and authority deposits. No collateral is held by the entity. The entity has not granted any financial guarantees.

Credit risk associated with the entity's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

The entity considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the entity may also consider a financial asset to be in default when internal or external information indicates that the entity is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the entity.

*Cash and cash equivalents*

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average TCorp 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. The TCorpIM Cash Fund is discussed in market risk below.

**21. Financial instruments (cont'd)***Accounting policy for impairment of trade receivables*

Collectability of trade receivables is reviewed on an ongoing basis.

The entity applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The expected loss rates are based on payment profiles of sales over a period of 12 months.

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 365 days past due.

The loss allowance as at 30 June 2022 and 30 June 2021 was determined as follows for trade receivables:

30 June 2022	Current	More than				Total
		0-30 days due	30 days past due	60 days past due	90 days past due	
Expected loss rate	0.00%	6.62%	0.00%	0.00%	0.70%	
Gross carrying amount (\$'000)	647	138	32	-	59	876
Loss allowance (\$'000)	-	9	-	-	0	10

30 June 2021	Current	More than				Total
		0-30 days due	30 days past due	60 days past due	90 days past due	
Expected loss rate	0.00%	0.00%	17.64%	0.00%	13.01%	
Gross carrying amount (\$'000)	39	96	21	7	34	196
Loss allowance (\$'000)	-	-	4	-	4	8

Notes: The analysis excludes statutory receivables, prepayments, as these are not within the scope of AASB 7. Therefore, the 'total' will not reconcile to the sum of the receivables total in Note 6.

The entity is not materially exposed to concentrations of credit risk to a single debtor or group of debtors as at 30 June 2022 and 2021.

**(ii) Liquidity risk**

Liquidity risk is the risk that the entity will be unable to meet its payment obligations when they fall due. The entity continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior year, there were no defaults of borrowings. No assets have been pledged as collateral. The entity's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced.

**21. Financial instruments (cont'd)**

The table below summarises the maturity profile of the entity's financial liabilities based on contractual undiscounted payments, together with the interest rate exposure.

30 June 2022	Weighted Average Effective Rate	Nominal Amount \$'000	Interest Rate Exposure		Maturity Dates	
			Fixed Interest Rate \$'000	Non-interest Bearing \$'000	< 1 Year \$'000	1 - 5 Years \$'000
Trade and other payables	0.0%	(356)	-	(356)	(356)	-
Lease liabilities	3.5%	(578)	(578)	-	(195)	(383)

30 June 2021	Weighted Average Effective Rate	Nominal Amount \$'000	Interest Rate Exposure		Maturity Dates	
			Fixed Interest Rate \$'000	Non-interest Bearing \$'000	< 1 Year \$'000	1 - 5 Years \$'000
Trade and other payables	0.0%	(131)	-	(131)	(131)	-
Lease liabilities	0.0%	-	-	-	-	-

**(iii) Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The entity's exposures to market risk are primarily through interest rate risk on the entity's borrowings and other price risks associated with the movement in the unit price of the Hour Glass Investment Facilities. The entity has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the entity operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the Statement of Financial Position reporting date. The analysis is performed on the same basis as for 2021. The analysis assumes that all other variables remain constant.

**21. Financial instruments (cont'd)***Other price risk - TCorpIM Funds*

Exposure to 'other price risk' primarily arises through the investment in the TCorpIM funds, which are held for strategic rather than trading purposes. The entity has no direct equity investments. The entity holds units in the following TCorpIM Funds trusts:

Facility	Investment Sectors	Investment Horizon	2022 \$'000	2021 \$'000
TCorpIM Short Term Income Fund	Cash and fixed income	1.5 to 3 years	8,173	8,228
TCorpIM Long Term Growth Fund	Cash and fixed income, credit, equities, alternative assets, real assets	7 years and over	171,366	170,114

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. TCorp has also leveraged off internal expertise to manage certain fixed income assets for the TCorpIM Funds facilities. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the TCorpIM Funds facilities limits the entity's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

TCorp provides sensitivity analysis information for each of the Investment facilities, which is used to demonstrate the impact on the funds' net assets as a result of a change in the unit price. This impact is based on a sensitivity rate of 10%, multiplied by the redemption value as at 30 June each year for each facility (balance from TCorpIM Funds statement). Actual movements in the price risk variables may differ to the sensitivity rate used due to a number of factors. The TCorpIM Funds are measured at fair value through profit or loss and therefore any change in unit price impacts directly on net results.

Facility	Investment Horizon	2022 \$'000	2021 \$'000
TCorpIM Short Term Income Fund	+/-10%	817	823
TCorpIM Long Term Growth Fund	+/-10%	17,137	17,011

**(d) Fair value measurement****(i) Fair value recognised in the statement of financial position**

Management assessed that cash and short-term deposits, trade receivables, trade payables and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity can access at the measurement date.

**21. Financial instruments (cont'd)**

- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

The entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

30 June 2022				
Financial assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Shares in listed companies	-	-	-	-
Tcorp Long-term Growth Fund	-	171,366	-	171,366
Tcorp Strategic Cash Fund	-	8,173	-	8,173
	-	<b>179,539</b>	-	<b>179,539</b>

30 June 2021				
Financial assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Shares in listed companies	13,527	-	-	13,527
Tcorp Long-term Growth Fund	-	170,114	-	170,114
Tcorp Strategic Cash Fund	-	8,228	-	8,228
	<b>13,527</b>	<b>178,342</b>	-	<b>191,869</b>

The value of the TCorpIM Funds is based on the entity's share of the value of the underlying assets of the facility, based on the market value. All of the TCorpIM Funds facilities are valued using 'redemption' pricing.

**22 RELATED PARTY DISCLOSURES**

The entity's key management personnel compensation are as follows:

	<b>30 June 2022 \$'000</b>	<b>30 June 2021 \$'000</b>
Short-term employee benefit	1,194	1,128
Post-employment benefits	124	90
Long-term employee benefit	37	28
Termination benefits	23	74
<b>Total remuneration</b>	<b>1,378</b>	<b>1,320</b>

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

Payments to Cemeteries and Crematoria NSW for levy

Payments to Rookwood Necropolis Land Manager for levy

Payments to and from Northern Metropolitan Cemeteries Land Manager

Payments to and from Southern Metropolitan Cemeteries Land Manager

**23 EVENTS AFTER THE REPORTING PERIOD**

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has significantly impacted the entity's operations up to 30 June 2022, it is not practical to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

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

**GLOSSARY**

APES	Accounting Professional and Ethical Standards
ATO	Australian Taxation Office
CAC	Community Advisory Committee
CCNSW	Cemeteries and Crematoria NSW
ECLs	Expected Credit Losses
FRAC	Finance, Risk and Audit Committee
GSA	Government Sector Finance Act
GST	Goods and Services Tax
HAC	Heritage Advisory Committee
IIS	Interment Industry Scheme
IPART	Independent Pricing and Regulatory Tribunal
MSCP	Monumental Safety and Conservation Program
NSW	New South Wales
NMC	Northern Metropolitan Cemeteries Land Manager
RGC	Rookwood General Cemeteries Reserve Land Manager
RNLM	Rookwood Necropolis Land Manager
SMCNSW	Southern Metropolitan Cemeteries Land Manager
The Act	<i>Cemeteries and Crematoria Act</i>
The Entity	Rookwood General Cemeteries Reserve Land Manager
The Land Manager	Rookwood General Cemeteries Reserve Land Manager
UTS	University of Technology Sydney
WHS	Work, Health and Safety

