



Catholic
Cemeteries +
Crematoria

Responding to the Challenge

2020 Annual Report

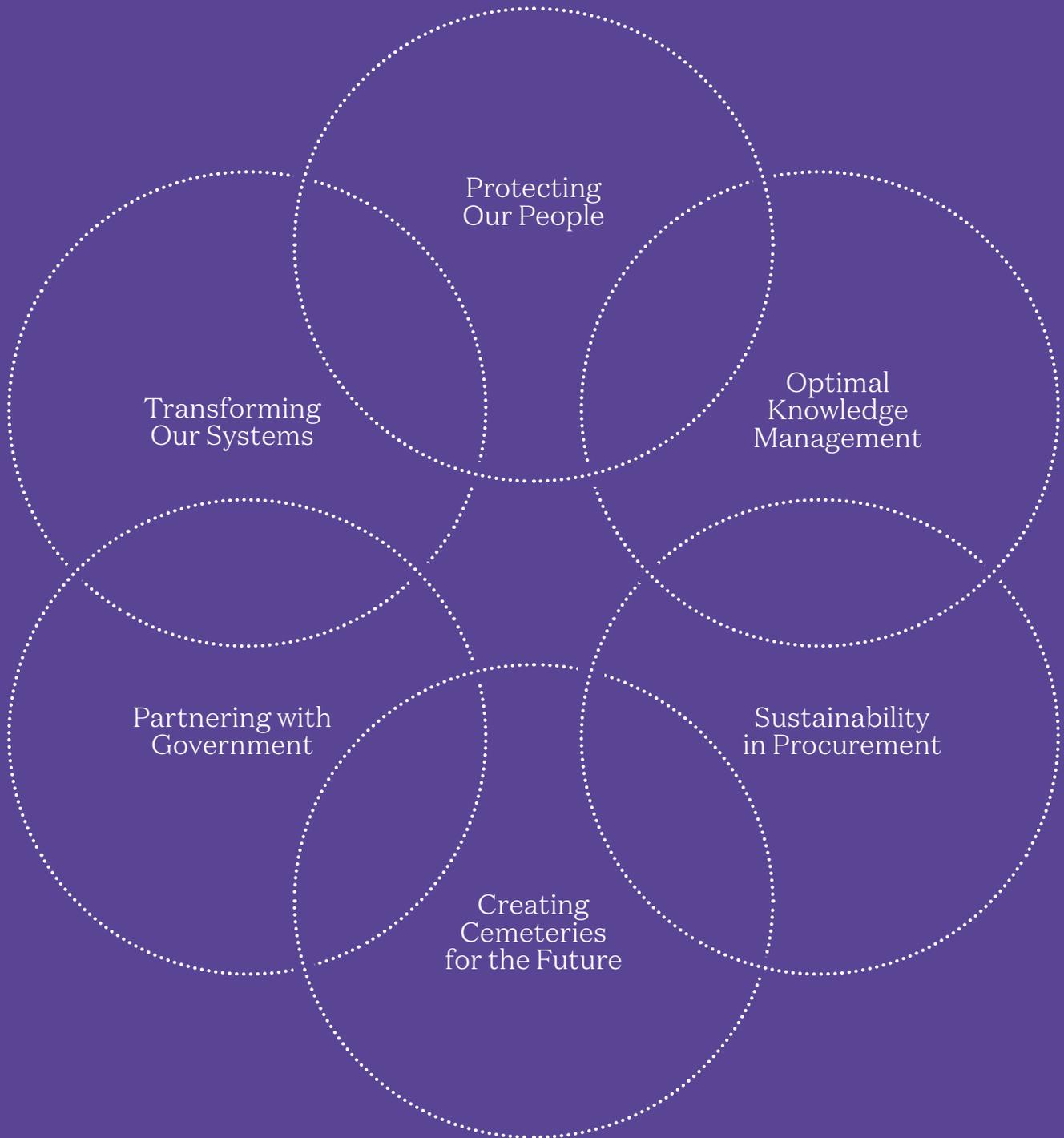


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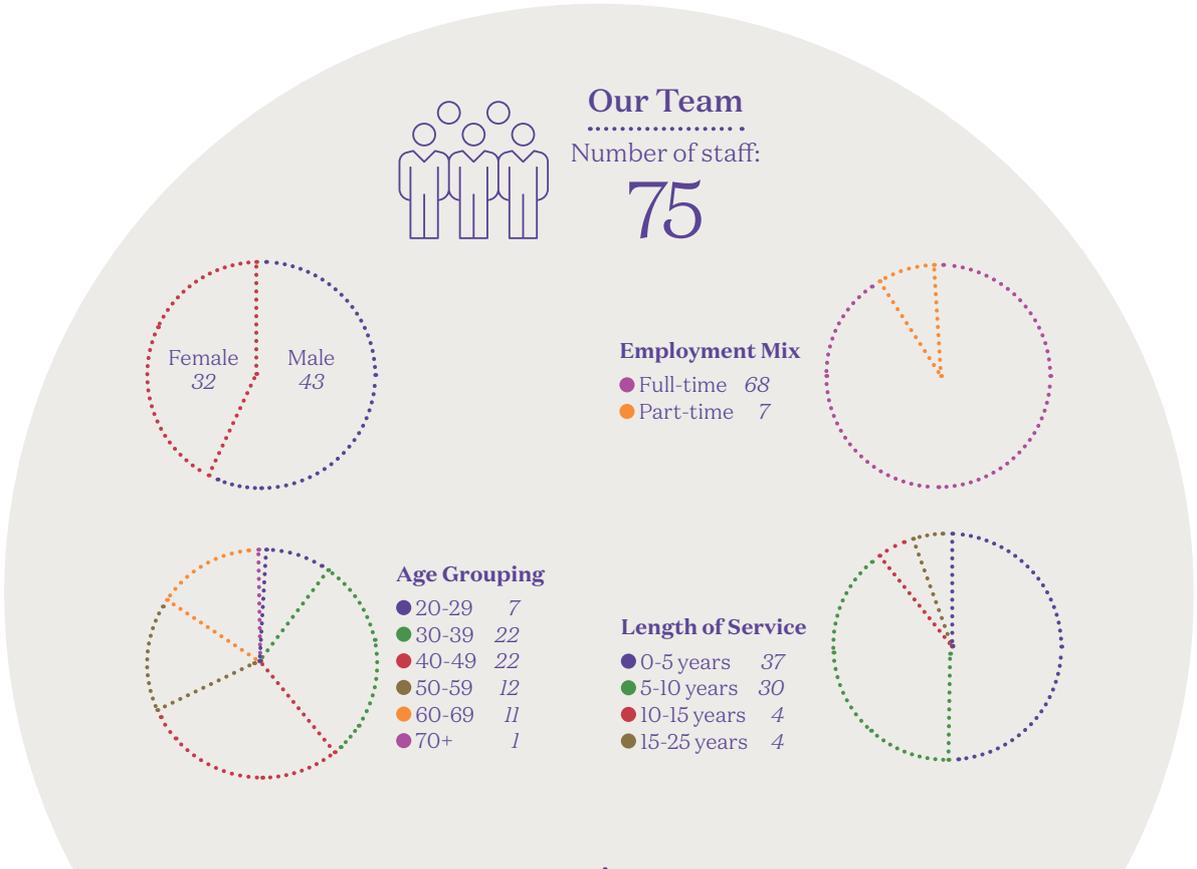
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Our 2020 Focuses

This year was one of the greatest challenges and successes, which cemented our capability and saw the creation of cemeteries services that will withstand uncertainty.



Our Impact





Community

34 community groups served

15 community sponsorships

200 consultations

68 eastern Net Promoter Score 65 western Net Promoter Score

52 cemetery hosted events

5,346 social media followers



Sustainability

430,000 litres of water harvested for irrigation

280,000 litres of water recycled

200 cubic metres of mulch produced and reused

200 tonnes of topsoil per annum

200 tonnes of road base recycled

200 woodland trees planted



Economic

\$1.5m net surplus

\$22.2m land revaluation

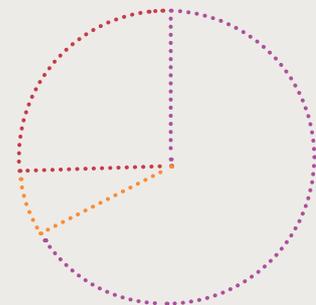
345 payment plans written

\$135m funds under investment

\$26.3m total sales income

\$25.8m paid in full

\$55,000 deferred



2,655 transactions

- 1,748 Rookwood
- 196 Liverpool
- 711 Kemps Creek

Our Reach





Our Vision + Mission

OUR VISION

Create and maintain sacred memorial places for all we serve.

OUR MISSION

We are a not-for-profit Catholic organisation committed to caring for and supporting communities by providing quality cemeteries, memorial services and bereavement support.

OUR VALUES

Respect

We protect and promote the dignity of the human person made in the image and likeness of God.

Integrity

We are ethical and authentic in the things we do.

Faith

Our faith guides us in everything we do.

Compassion

We are empathetic and sensitive to all.

Innovation

We create inspiring places with a commitment to innovate to meet the evolving needs of our community.

Collaboration

We value and nurture strong relationships with communities and key stakeholders.

Our Strategic Priorities: Progress Update

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STRATEGIC PRIORITY 1:

Grow and Maintain Relationships

THE KEY OBJECTIVES

To grow and enhance relationships with our communities and many stakeholders:

- + Religious, Cultural and Other Communities
- + Funeral Directors
- + Government
- + Church Contractors
- + Bereavement Services

PROGRESS HIGHLIGHTS

Although stymied by lockdown and social distancing, our events and community engagement initiatives were transported online. The community showed solidarity and adjusted to the new requirements. However, it is important to note that the changes made to religious ceremonies are taking their toll on people. It is believed that some mental health issues (highlighted by the restrictions) will remain long after things return to normal.

Community update

The major event for 2020 was the Open Day - Muslim Lawn, Kemps Creek, which showcased the newly built prayer and ablution facility. Afghan community leaders, planted a native tree in their allocated section to mark the occasion, and pledged to extend the inter-faith engagement with CMCT.

The 2016 URBIS report noted that Secular Beliefs/ No Religion grew by 54.9% between 2011 to 2016 and overtook the Catholic Religion as the top Religious group. Therefore partnering and building close relationships with local community groups especially in and around the new Macarthur Memorial Park (MMP) and the proposed Nepean Gardens Memorial Park (NGMP) remain an essential part of the relationship model that we are building across Western and South Western Sydney.

Key staff have been designated as the Community Engagement representative for numerous communities, to drive a deeper and more productive partnership. The plan includes Funeral Directors that are specific to each religion/community.

CMCT KEY BUSINESS DRIVERS



Market Share



Death Rates



Cost to Income Ratio



Product Mix



Engagement with Community & Religious Groups

Lower death rates lead to fewer service numbers

The financial performance of our industry is predicated on death rates which increased by 2.2% year-on-year for Greater Metropolitan Sydney.

However Q2 (-2.5%) and Q3 (-8.1%) saw a marked decrease as school closures, physical distancing, hand hygiene and border closures attributed to a significant reduction in the number of flu-related deaths (36 flu-related deaths compared to 430 in the same period last year).

The 2019-2020 flu season was severe, making the drop in influenza deaths from 2019 to 2020 even more pronounced.

Despite the difficulties, significant meetings held with major Religious groups including the Jewish Board of Deputies, Muslim Cemeteries Board and the Shia Muslim Centre. A comprehensive presentation on Macarthur Memorial Park (MMP) was made to the Ingleburn Chamber of Commerce and introductions into the Laos, Cambodian and Thai communities were received from the Laotian Buddhist Society. Talks were also held with the Croatian community and sponsorship of two events.

Funeral Directors

Focused on working in partnership to

- + Promote our service offerings via advertising and guides into targeted communities
- + Celebrate community events such as
 - Our Lady of Lebanon Co-Cathedral - Feast Week (Paul Lahood Funerals)
 - The Feast of St Mary’s Assumption to Heaven and St Thomas the Apostle Feast Day (Blessed Funerals)
 - Feast of Our Lady of Penafrancia (Filipino Community Liaison)
 - Our Lady of Victories parish festival
 - Feast of the Holy Cross (Max Perram Funerals)

Church Relations

Highlights include

- + Annual Priests Mass
- + Sponsorship – Sydney Catholic Business Network (SCBN) Lunch
- + Sponsorship –Lights of Christmas Opening Concert featuring acclaimed international tenor Friar Alessandro 10th anniversary of The Lights at St Mary’s Cathedral.

Government

- + Assisting the NSW government in modelling during the Covid response
- + Contribution to the IPART review (see page 25)

Bereavement support rebranded



Grief Care

The new brand name recognises that our team not only address the grief experience after death, but also assist clients with trauma experiences within the family and community unit, both prior to and after death. With a dedicated program of events and stakeholder activities our aim is to meet the needs and expectations of a diverse range of community groups, within our region.

The Grief Care team expanded its community outreach programs through workshops, seminars and resources designed to assist people in navigating the complexity of loss, trauma, and grief experiences, in a safe environment. Grief Care partnered with St Vincent’s Health Australia to devise a strategic plan that addresses the growing need for trauma support for survivors of both family (domestic) and institutional abuse.

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STRATEGIC PRIORITY 2:

Business Sustainability

THE KEY OBJECTIVES

- + To implement innovative solutions systems to enhance efficiencies in our business
- + To optimise funding for future growth
- + Enhancing our financial future
- + Ensure that all new projects are delivered on time and on budget, and meet design expectations and implementation strategy for operations executed before commencement
- + Continue to further explore and action environmental initiatives

PROGRESS HIGHLIGHTS

Achieving efficiencies through IT solutions we have achieved the following outcomes through extensive audit and investment:

- + Better tools to solve complex problems
- + Better research to make more informed decisions
- + Improved our marketing reach on and offline
- + Improved our customer support
- + Enhanced our resource management

Initiatives implemented:

- + Wi-Fi Network Upgrade Western Region
- + Digital cyber security roadmap and framework with penetration security testing
- + Expense Manager and Adaptive Insights Finance – Budgeting, Analysis
- + Monday.com – Project Management
- + Rave Human Resources – staff rewards and recognition program
- + Teams – 365 Sharepoint – 365 One Drive – 365 Internal communications and storage
- + Archibus – Facilities Management

- + Zendesk – Help Desk
- + Risk Wizard – Risk Management Tool
- + Funeral Loyalty Program

Our most critical investment is in a customised world class cemetery management system. This will bring together every facet of our business in an end-to-end single solution, that will meet day-to-day processes, future forecasting and customer needs whilst also ensuring compliance and statutory reporting.

The first phase of record management was rolled out in October and the cemetery management project commenced in March.

Optimising Funding and Enhancing Financial Future

- + Discussions are underway with Catholic Development Fund to secure a line of credit to part fund future developments at Varroville. This allows for more strategic investments to be made, rather than lower returns from our current term deposits.
- + Our investment policy was reviewed, a tender process completed and the incumbent reappointed. However, the investment mandate was adjusted to be capable of weathering short term volatility (e.g. pandemic) but also deliver long-term objectives.

Major Projects

Macarthur Memorial Park

The project has progressed to detailed design development and a tender process is underway for the construction of both civil (roadways, dam, walkways, landscaping) and building (chapel, café, admin, functions centre) works. Overall construction duration is estimated to be two years.

The Heritage Interpretation Strategy has been approved by Heritage NSW for the restoration of historic outbuildings, constructing a heritage and indigenous walk and vineyard in the original colonial location and collaborating with local indigenous artists and sculptors for pieces to place in the sculpture park.

At the core of planning is environmental sustainability with initiatives for natural power, water recycling, soil reuse, alternative power generation, plant planning and minimising the need for irrigation.

Wallacia Memorial Park

Currently, there are three possible directions for this project: with an appeal in the Land & Environment Court for the existing proposal. In parallel, a revised development application to specifically address the issues raised by the Independent Planning Commission, has been submitted. We have proposed another option that Penrith Council are assessing as an alternative to Wallacia Memorial Park and Nepean Gardens. This scheme proposes that CMCT dedicate an area of approximately 14 hectares as publicly accessible open recreational space west of Jerry's Creek for multiple use (Golf club, recreation, and small cemetery).

Kemps Creek Cemetery

A DA has been submitted for the construction of a new crematorium and administration office at Kemps Creek Cemetery, to expand the provision of funeral and cemetery services.

Liverpool Cemetery

Burial space is reaching capacity at this location, and our focus is on identifying space and usage inefficiencies. A DA application is underway for refurbishment of buildings and facilities.

Rookwood Catholic Cemetery

Recreational Pathway: Through collaboration with the Rookwood General Trust, our original pathway proposal is being extended from Weeroona Road to connect it with the existing Cooks River Cycleway – allowing cyclists to travel from Parramatta to Sydney Airport, through Rookwood Cemetery. The submission of a DA is pending.

Headstone Restoration and Monument Safety Program: Our 5-year Headstone Safety Program in the historic Mortuary 1 Area of Rookwood Cemetery commenced, with 202 monuments undergoing restoration and repairs to conserve these historic monuments for future generations.

STRATEGIC PRIORITY 3:

Staff and Culture

THE KEY OBJECTIVES

- + To support staff in the delivery of our mission by improving staff engagement in terms of communication, flexibility, and empowerment
- + Develop a new performance management framework that aligns with our strategies
- + Implement a Workforce Capacity Framework to strategically align staff skills and competencies with the needs and demands of the business and our evolving customer expectations
- + Improve our Health and Safety culture

PROGRESS HIGHLIGHTS

Strengthening our capabilities and aligning performance to strategy

- + COVID-19 required an immediate shift to staff working from home (WFH) wherever possible. This has increased work-life balance, raised productivity levels and team cohesion maintained through video gatherings and a buddy system for emotional support.
- + A long-term plan is in development to incorporate WFH into regular work

Performance Management Framework

- + A new framework for measuring individual and group performance was developed, using role descriptions to collaboratively set major annual tasks with a supervisor. These were then linked to the relevant divisional plan and company strategic goals.
- + Six-monthly and annual achievements are tracked and tied to our performance incentive scheme.

Workforce Capacity Framework

- + This framework matches each job to different levels of capability within a matrix of hard and soft skills. Each employee is then assessed

against the matrix, to identify training and development gaps for individual opportunities for improvement and career progression.

- + Initially being trialled with the Leadership Team, prior to cascading through all staff.

Improve our Health and Safety culture

- + All 137 workplace policies and procedures (including WHS) are being reviewed to compress them down to 25 documents, that use plain English and are 5 pages or less in length.
- + Several key documents already completed and 50% of balance of policies reviewed and completed ahead of schedule.

STRATEGIC PRIORITY 4:

Service Excellence

THE KEY OBJECTIVES

- + To provide affordable products and services that respond to the evolving needs of our communities
- + To implement a Facilities and Maintenance Strategy to ensure facilities are fit for purpose across CMCT sites and maintained at a high standard

PROGRESS HIGHLIGHTS

Digitisation of Historical Records + Record Management

- + An estimated 1.3 million pages of historical documentation was digitised - thereby improving efficiency, traceability and ensuring regulatory compliance. Completion due in FY2020-21.

Improved Customer Interface

- + Cemetery Product Guide to improve information transparency and decision-making, so that clients understand the inclusions and exclusions in any service, plan or package they purchase.
- + Telephone System Upgrade - to deliver flexible work-from-home benefits and flexible hours of operation into the future.

Cemetery Management Database Upgrade

- + A new digital platform created to enhance our digital marketing and customer service communications, including an integrated cemetery and customer record system for all CMCT managed cemeteries.

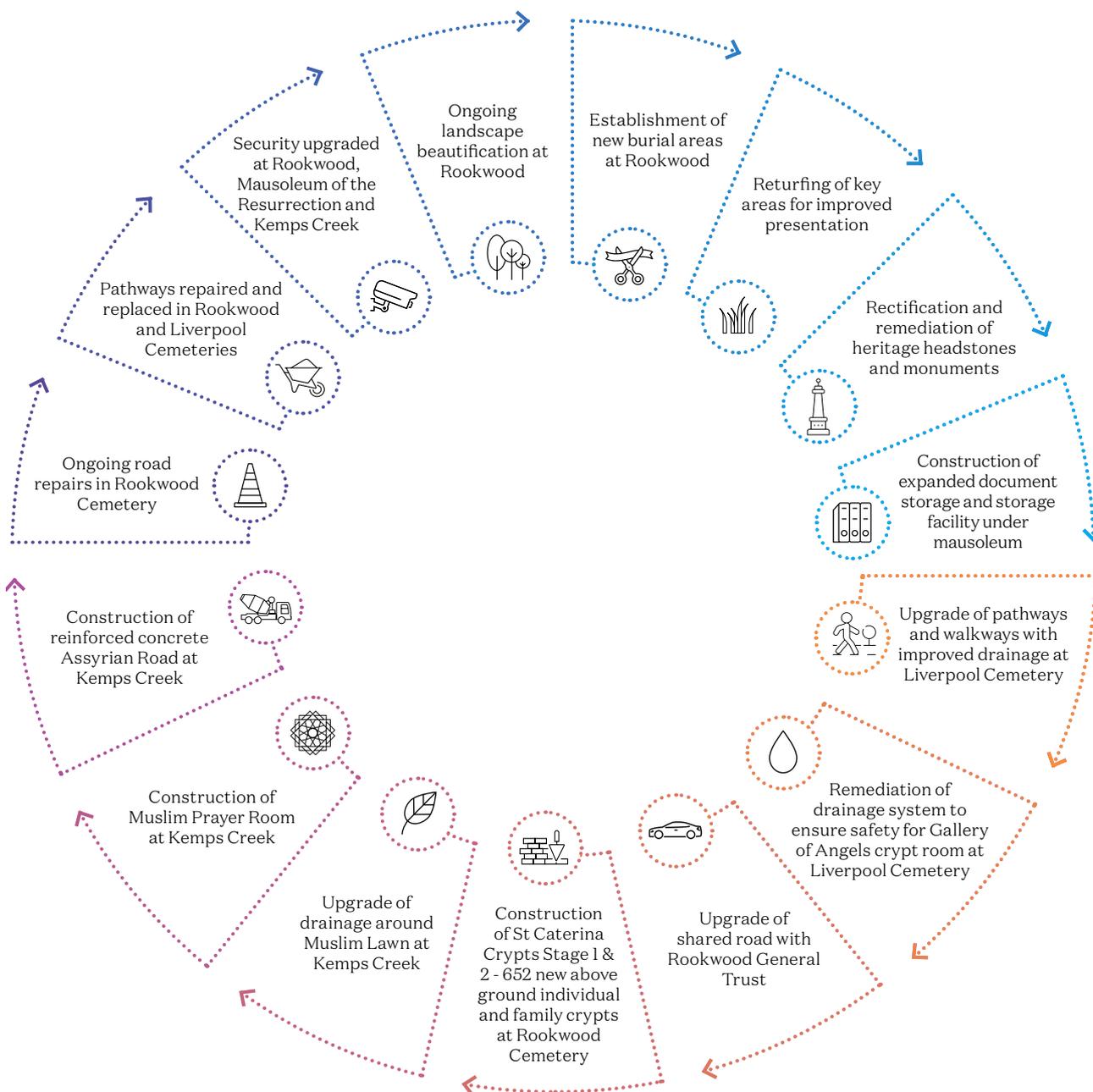
Improved Asset Management

- + Improvements to our procurement methodology, contractor and supplier selection and upgrades to a more robust facilities

management system (Archibus) has improved our asset management capabilities and reduced procurement costs.

▼ Facilities

- + Improvements and refurbishments were made to ensure they continue to exceed our customers' expectations.



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STRATEGIC PRIORITY 5:

Enhanced Governance and Accountability

THE KEY OBJECTIVES

- + Undertake a Board Governance Review
- + Reduce our organisation's risk profile
- + Ensure compliance with the legislation

PROGRESS HIGHLIGHTS

Governance Review

The recommendations from the AICD Board Governance Review conducted in F2019 has been on hold while the organisation waits for clarity on the charitable status. The proposed restructure that was to be an outcome of that review, was in response to the CLMA Act 2016 and AASBIO Accounting Standard. The Board is now waiting for government approval.

Our risk profile has been reduced through the appointment of new internal auditors who have an organisation-wide scope. Initiatives over the year include:

- + Disaster Recovery Plan
- + Critical Incident Reporting
- + Business Continuity Plan
- + WHS Policy Review and Implementation

Ensure Compliance with Legislation

The internal compliance audit found the level of Legislative compliance was high, although there were a small number of non-compliances with Legislative and Regulatory requirements for Cemetery Operators. These were found to relate the adequacy of Kemp Creek Cemeteries Policies, in relation to the management of Renewable Interment Rights. It identified that there was an absence of a Heritage Advisory Committee for both Crown Cemeteries. CCC is fully compliant with the requirements of both the Crown Land Management Act 2016 and the Public Health Regulations 2011.

F20 Highlights

JULY
2019

- Muslim community engagement summit

AUG
2019

- Sydney Olympic Park Office Blessing • Interment of the Homeless - Rookwood

SEPT
2019

- Father's Day Mass • Open Day - Rookwood • Sydney Catholic Business Network Lunch Sponsorship

OCT
2019

- All Souls Day Masses • Deceased Priest Mass - Rookwood • Record Management Project launched

NOV
2019

- CCC signed up to Australian Catholic Anti-Slavery Network

DEC
2019

- The Lights of Christmas Concert sponsorship • Remembrance Service - St Mary's Cathedral

JAN
2020

- Tharawal Indigenous community 'meet the land' at MMP

FEB
2020

- MMP Ground-breaking Ceremony • Customer Service Strategy Day

MAR
2020

- COVID-19 Restrictions - online events and services. Reduced attendance numbers at funerals • Cemetery management database project commenced • Pacific Islander community engagement summit

APR
2020

- #StandForThem for Anzac Day

MAY
2020

- Mother's Day Mass - Online Service

A message from our Chair + CEO

The Hon Greg Smith SC, Chair;
Peter O'Meara, CEO



Responding to the Challenge

Over our 150 years of serving the Sydney community, this year was notable for many reasons, acutely reminding us that we operate within a constantly changing economic, technological, social and political environment. In response to the COVID challenges that the year presented, Catholic Metropolitan Cemeteries Trust (CMCT) placed care at the heart of everything we did, while patiently awaiting unforeseen changes to our future operating model.

These future changes are due to two major reviews initiated by Government being the IPART Review into cemetery pricing and efficiency, and the Statutory Review into the Cemeteries and Crematoria Act 2013.

The Church's long term professional management and governance of CMCT over many years has been widely recognised in the funeral industry as the most efficient and sustainable cemetery model in Sydney. This is evidenced by:

- A fully funded Perpetual Care Fund
- A reputation for being a mission focused provider of end of life services for all faiths
- Acknowledged as the most efficient and affordable provider of interment services in Sydney
- The most sustainable operating model with two major greenfield sites poised for future cemetery development

In addition to this our most significant investment this year was the creation and implementation of a customised, world-class cemetery management system, bringing together every facet of our business into an end-to-end single solution, that will improve day-to-day processes, provide future forecasts and deliver outstanding customer service, while ensuring compliance with statutory reporting requirements.

It is only through strategic foresight, operational excellence and a secure financial base coupled with planning for long term cemetery land development,

that CMCT will be able to deliver an exceptional standard of personalised service and ongoing care, for our expanding communities now and into the future.

Business Sustainability

The tumultuous market events of the 2019-20 year emphasised the importance of continuing a disciplined approach to managing our investments. The safeguarding of our Perpetual Care Funds has been a key focus of our organisation this year. Wise investment strategies and astute management helped mitigate losses as world markets collapsed following the pandemic. Procuring the best advice in these volatile times was critical for delivering better and more informed outcomes for the organisation.

“The tumultuous market events of the 2019-20 year emphasised the importance of continuing a disciplined approach to managing our investments.”

In support of that, every aspect of our finances, management structure, procurement and operational processes have been reviewed and adjusted. Innovative projects relating to IT systems and data storage have been implemented – achieving efficiencies, optimising funding for future obligations and allowing us to further explore and action better more scalable management practices.

COVID-19 restrictions saw a slight impairment in funeral service numbers and revenue in the last quarter and forced a large proportion of our work online this year.

Our marketing reach on and offline was adapted, as was our customer support services for funeral directors, Grief Care and community engagement.

Environmental Initiatives

As active stewards of cemetery lands CMCT continued to implement strategies to reduce our carbon footprint and build a culture that's socially sensitive and environmentally responsible. At their core, major new cemetery development at Varroville and Wallacia will include numerous environmental initiatives such as the use of natural power sources, water recycling, soil reuse, alternative power generation methods, and initiatives to minimise the need for irrigation.

After eight years of planning and consulting with stakeholders, the ground was finally turned for the innovative Macarthur Memorial Park. Civil works were scheduled to start in February 2020, with the park opening in late 2022. Our response to the development challenges that this project faced, cannot be understated. It also progresses our goal to evolve our cemeteries into sustainable multipurpose locations – used by communities not only in times of death, but also for passive recreation in everyday life and regular community events. Our vision for these parks is they will become a Sanctuary for Life.

Caring Culture

In the face of COVID-19 restrictions, our readiness to respond was a testament to the excellence of our Executive Response Team and the dedication of our front-line staff. CMCT responded to the challenge to ensure the safety of our staff and customers and continue to compassionately serve our families during these difficult times. Fortunately, technology was already in place for work-from-home (WFH) and funeral service streaming, so our families were neither isolated nor prevented from conducting a caring and dignified service for their loved ones despite the restrictions on attendance numbers.

Counter intuitively, the shift to WFH increased our team's work-life balance and raised productivity levels based on internal staff surveys. As a result, a long-term plan is now in development to better understand more flexible work arrangements. Similarly, many of our events and community engagement initiatives were transferred online, including masses and

grief care groups, which saw increased attendance numbers. Many families have since expressed their gratitude for our support and have requested online events to continue, post COVID-19.

Grief Care widened its community support to include mental health and partnered with St Vincent's Health Australia to help address the growing need for trauma support for families experiencing loss. Initiatives such as this are integral to fulfilling our mission and makes CMCT unique within the industry.

Looking Forward

It has been a year of uncertainty and challenges for CMCT and the communities we serve. We are looking forward to the changes and improvements we anticipate will flow from the major new reviews initiated by Government. We would like to thank and acknowledge our dedicated team for their tireless efforts in ensuring that in the face of sudden change, we maintained our excellence in customer and community service.

A sincere thank you to the Board and our Executive Leadership Team for leading the organisation with intention and commitment. Their vision and focus on our strategic priorities have aided our ability to respond to the challenges ahead and reinforce our culture of caring.

Looking ahead, CMCT will continue to actively listen, provide genuine care, and collaborate with our multi-cultural communities across greater Sydney. Guided by our vision and values, we will continue to create opportunities that ensure we achieve our goals as a world class multi cemetery operator remaining relevant and sustainable long into the future.



The Hon Greg Smith SC
CHAIR



Peter O'Meara
CEO



Forever in our Hearts
Mat Teasdale (1973 –2020)

Mat had a quiet, calm demeanour, with an unwavering dedication and commitment to his role as Cemetery Supervisor. He was humble, kind, and giving. He calmly juggled the demands of leading his team whilst supporting visitors to the cemetery.

He was a dependable and trustworthy colleague, and his swift departure left a gaping hole. We miss him greatly as a dear friend, but his legacy lives on in the beautiful cemetery gardens he helped create and care for. He will always be remembered with adoration and respect.



Breaking ground at Macarthur Memorial Park



After eight years of local opposition, the first sod was turned at Macarthur Memorial Park. Over 80 people witnessed the momentous occasion, on February 27, with key stakeholders, government officials, industry colleagues, religious leaders of all faiths and the surrounding community in attendance.

Traditional Owners Honoured

The day was especially significant from a community engagement perspective, with local representatives from the Indigenous community performing a traditional land dance, to cleanse and welcome all people to the location. Stories were shared of the traditional cultural heritage of the site and local Elder, Uncle Ivan, then led the dignitaries to the ground-breaking site and blessed it with smoke from the ceremonies gum leaves, to bless the land for all current and future generations.

Educating Future Generations

Earlier in February, a heritage information day had been held at Campbelltown Catholic Club, which was well represented by all Indigenous groups. That gave



us a deeper insight into the cultural significance of the site to its traditional owners. A specialised team arranged a subsequent site visit ‘story day’ with Indigenous locals, to gather more detailed information on the site and specific places that are of significant cultural and historic value. Many of these stories will become part of the story boards that will populate the memorial park, once open.

Non-Denominational Significance

For many, including the NSW Government, the commencement of the project had come just in time to avert a shortage of grave space across Sydney. With about 35% of people in greater Sydney choosing burial over cremation, it’s predicted that existing cemetery capacity will be exhausted by 2051. For Muslim and Jewish communities, which bury their dead, the need for additional burial space has become urgent.

The new cemetery will have 136,000 burial plots, discreetly located in ‘burial rooms’ that are surrounded by hedges, slightly higher than the headstones. Ten thousand graves will be provided for the Muslim community and 28,000 grave sites in a separate Jewish area. The Jewish space will

From left: Peter O’Meara , CEO of CMCT; The Hon. Greg Smith, Chair of CCB; Kazi Ali, Chair of Muslim Cemeteries Board; Stepan Kerkyasharian AO, Chair of Cemeteries & Crematoria NSW; Vic Alhadeff, CEO of the NSW Jewish Board of Deputies.

include a dedicated area to prepare people of that faith for burial, according to their tradition.

Progressively over the next 100 years, the cemetery will ultimately surround historic Varroville House, which was once owned by British explorer, Charles Sturt. The cemetery also includes 36 hectares of open space and the park will include seven kilometres of walking tracks with picnic areas, a vineyard, sculpture park, bird hide and a playground. “For all intents and purposes, they are not cemeteries, but beautiful open places” said Peter O’Meara, the CEO of Catholic Cemeteries and Crematoria (CCC).

Our Brand Essence

Brand Essence

Infinitely Caring

Brand Personality

Empathetic, Professional, Respectful,
Inclusive, Progressive

Brand Beliefs

Faith is our guide, Everyone deserves dignity,
Ethical integrity above all, Perpetual care is the ultimate
respect, We won't compromise on quality

Brand Positioning

We are a progressive, community and customer service
focussed Catholic organisation creating quality, affordable,
memorial experiences and places for all

Brand Pillars

Faith
& Governance

Community

Product
& Service

Place



Catholic Cemeteries + Crematoria

Infinitely Caring

Genuine care for the community is at the heart of everything we do. Through the provision of compassionate and inclusive end-of-life memorial experiences and places, we offer support and comfort through difficult times.

Founded over 150 years ago by our Catholic mission and a deep respect for human life, we believe everyone has the right to a dignified funeral. As we adapt our business to evolve with technology and care for our growing multicultural, multi-faith, non-secular and secular communities, our enduring mission remains the same – to ensure quality care of the family’s resting place – now and into the future.

Revitalised Brand Identity

The liturgical colours are inspired by our Catholic heritage. A continuous circle of progress and innovation. Our dove logo represents our compassion and the heart we bring to everything we do.

Our readiness: coping with COVID-19



With an existing pandemic plan, our Executive Response Team was ready to ensure the safety of our people, to protect their jobs and compassionately serve our families during a time of even greater need.

Technology Usage

Technology was already in place for staff to video conference, work-from-home (WFH) and stream funeral services, so our families were not prevented by the restrictions from laying their loved ones to rest. Cemetery events were streamed including: Mother's Day, monthly masses (Rookwood, Liverpool, and Kemps Creek) and Grief Care hosted The Way of Light and Stations of the Resurrection. Families were grateful for the access, and many have requested online events to continue, post COVID-19.

Health Protection

Other adjustments were; expanded cleaning programs in offices, work compounds, chapels; 'at risk' staff were allocated duties away from public contact; and there was continuous communication with funeral directors on compliance with regulated attendance limits and with visitors via our website and social media. No external visitors were allowed in

offices, excepting essential circumstances or for funeral planning (by appointment) and limited to two family members. To further protect staff, Personal Protective Equipment (PPE) was issued to everyone and to any external visitors, as well as social distancing and hand sanitation procedures.

Grief Support

Grief Care Groups were moved online via Zoom. For many, they provided a form of socialisation during a time of isolation, a time to talk with people that understood their grief, to pray, reflect or just be. Since the change, attendance has almost doubled for most groups and requests for Grief Care Practitioners have increased - to guide families in Funeral Liturgies/Prayers especially during Committals.

Our Grief Express Phone Line averaged 4-8 calls per day (extended hours 8am-8 pm) with calls taking longer, therefore fewer calls were made per day. More cases were referred to other agencies like CatholicCare hotline, suicide call-back service, 1800 respect (domestic violence), with issues magnified by COVID-19. We also actively arranged refuge for families experiencing domestic violence and needing drug and alcohol treatment.

Sustainability

Catholic Cemeteries' commitment to the Australian Catholic Anti-Slavery Network (ACAN)

With the objective of eradicating modern slavery in all its forms from the operations and supply chains of Catholic entities within Australia, ACAN is at the forefront of efforts to eradicate modern slavery nationally and globally.

As one of the 32 participating Catholic entities, CMCT participated in the ACAN risk assessment to develop a profile of risky suppliers and an engagement strategy.

Modern slavery risk management is now to be implemented in processes through policy, contract clauses, supplier code of conduct, questionnaire, and reporting tools.

ACAN outcomes 2019/2020

- 2,075 suppliers analysed for modern slavery risk
- \$3.18b of spend analysed
- 1,128 potentially high-risk suppliers identified
- 15 high-risk spend categories
- 71% of spend is potentially high-risk

Tree management

In 2019-20, the tree management plan was reviewed and updated, providing the framework for ongoing maintenance, renewal and risk management of the tree population across all CMCT cemeteries, including those of local and historical significance.



Our Communities



1 CCC is a proud sponsor of the Lights of Christmas • 2, 8 Rookwood Open Day • 3 All Soul's Day • 4, 6, 7 Office Blessing • 5 Catholic Social Services CEO, Dr Ursula Stephens and CMCT CEO, Peter O'Meara accept a token of thanks from Archbishop Anthony Fisher • 9, 10 Fr Terry Brady and attendees at the Interment of the Homeless



Families supported through unimaginable loss that touches the community

Significant funerals with over 300 people in attendance were held at Rookwood, in tribute to the Abdallah and Sakr families' tragic loss. Our priority was to support the families through their grief and to make the funeral organisation as seamless as possible. A newly created area was opened specifically for the children's resting place, while on the day, our graveside staff provided support, security, and road closures to ensure their privacy while grieving.

Team members and leadership of Grief Care were a pastoral presence at the cemetery before the funerals, while also assisting with organisation and providing a supportive presence,



both for the families and community. Grief Care also provides support at Condolences, Committals, Interments, Memorials, and on special days.

Since the funeral, relationships have continued between the family and our office staff and the wider Maronite community continues to make pilgrimage to the burial location. The cemetery is now working with the families to name an adjoining road in remembrance of their children.

Funerals in a digital age

Technology is bringing people together across the globe to share their grief.



51%
watched
live stream



49%
watched later
on-demand



53%
watched
on a PC



47%
watched on a
mobile device



3.5k
from
Australia



832
international
viewers

Our Governance

Our Board

The Hon Greg Smith SC
Chairman

Sister Maria Wheeler RSC
Deputy Chairman

Most Rev Terence Brady
Governor (Auxiliary Bishop of Sydney)

Tony Farley
Governor

Grace Fava OAM
Governor

Tony Khoury
Governor

Margaret McCue
Governor

Selina Hasham
Governor

Anthony Cleary
Governor

Danny Casey
Governor

Our Executive Team

Peter O'Meara
CEO

Lauren Hardgrove
Head of Client Services + Operations

David Renneberg
Head of Finance, Corporate Governance
+ Procurement

David De Angelis
Head of Infrastructure, Majors Projects
and Assets

Armen Mikaelian
Head of New Business Ventures

Mel White
Head of Strategy, Communications
+ Marketing

Damian Furlong
Head of People + Advocacy

2020 Board committee membership

The Hon Gregory Smith SC

Member, ARMCGC, FIRC, PDC, CAC

Board meetings attended:	6/6
Audit, Risk Management and Corporate Governance Committee (ARMCGC) meetings attended:	3/4
Finance, Investment and Remuneration Committee (FIRC) meetings attended:	4/5
Project Development Committee (PDC) meetings attended:	1/1
Community Advisory Committee (CAC) meetings attended:	1/2

Sr Maria Wheeler RSC

Member, ARMCGC, FIRC, PDC, CAC

Board meetings attended:	6/6
ARMCGC meetings attended:	4/4
FIRC meetings attended:	5/5
PDC meetings attended:	1/1
CAC meetings attended:	2/2

Most Rev Terence Brady

Member, CAC

Board meetings attended:	6/6
CAC meetings attended:	2/2

Tony Farley

(Resigned 10/10/19)

Board meetings attended:	0/6
FIRC meetings attended:	0/5

Grace Fava OAM

Chair, PDC; Member, FIRC

Board meetings attended:	5/6
FIRC meetings attended:	3/5
PDC meetings attended:	1/1

Tony Khoury

Chair, ARMCGC

Board meetings attended:	6/6
ARMCGC meetings attended:	4/4

Margaret McCue

Chair, CAC; Member, ARMCGC

Board meetings attended: 6/6

ARMCGC meetings attended: 4/4

CAC meetings attended: 2/2

Selina Hasham

Member, CAC

Board meetings attended: 6/6

CAC meetings attended: 2/2

Anthony Cleary

Member, ARMCGC

Board meetings attended: 6/6

ARMCGC meetings attended: 4/4

Danny Casey

Chair, FIRC; Member, PDC

Board meetings attended: 5/6

FIRC meetings attended: 5/5

PDC meetings attended: 1/1

Rod Winton

Member, PDC

PDC meetings attended: 1/1

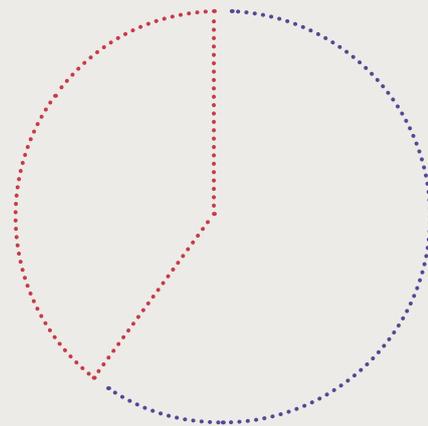
IPART Statutory Review

There have been comprehensive studies undertaken by IPART into the industry to address the challenges of new cemeteries to meet future needs, the affordability of burial options and the long-term sustainability of cemetery trusts.

Whilst the final report is waiting to be published, CMCT has responded to the interim report with suggestions for how government and industry expertise can work together to establish structural efficiencies to gain financial sustainability into the future and give the consumer clarity over pricing and affordable burial options.

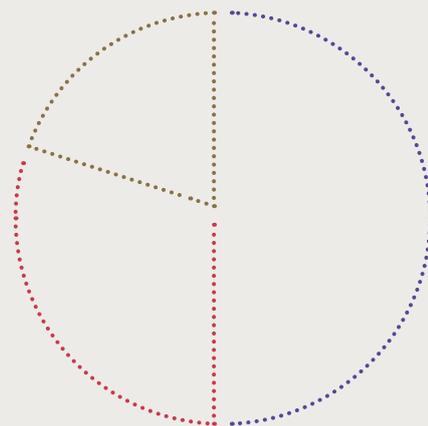
We are positive that the review will identify a beneficial way forward and welcome the mandate for change.

Robust governance and effective management for sustainable growth



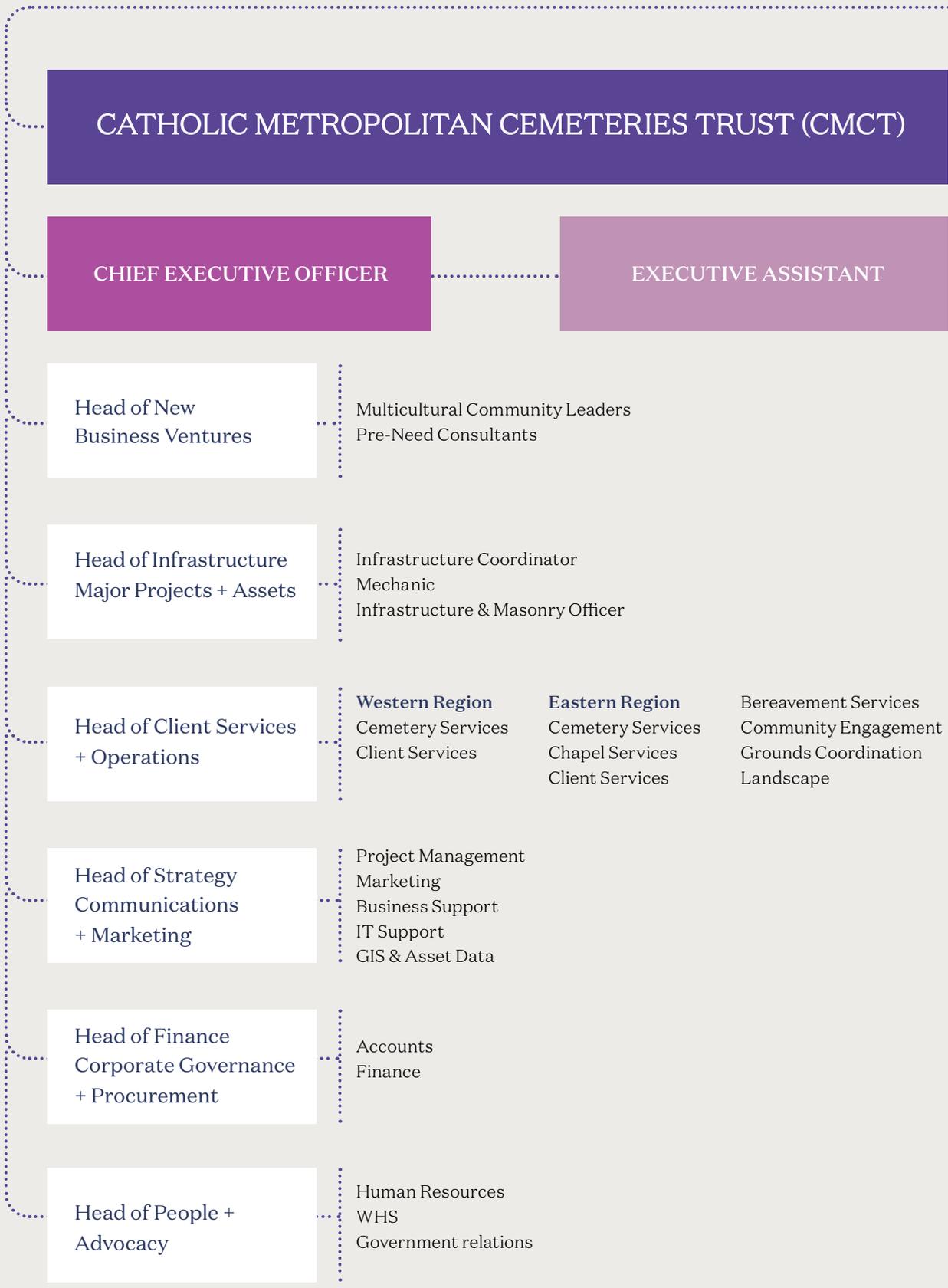
Board Diversity

● Male 60%
● Female 40%



Board Tenure

● 0-3 years 50%
● 3-6 years 30%
● 6+ years 20%



Our Risk Management Strategy

3 Year Rolling Focus

-
- 2019/20
- Compliance
 - Payroll & Human Resources
 - Record Management
 - Contract Management (Gap analysis)
 - Procurement (Phase 1)
-

- 2020/21
- Budget Setting
 - Code of Conduct review
 - Business Continuity / Disaster Recovery / Emergency Management Plans
 - Incident Management
-

- 2021/22
- Asset Management
 - Cyber Security & IT
 - Privacy
 - Procurement (Phase 2)
 - Finance Management
 - Contract Management
-

Our audit identified opportunities to strengthen our record management procedures for security, storage and access. Policies were reviewed organisation-wide and are now centrally held, for transparency.

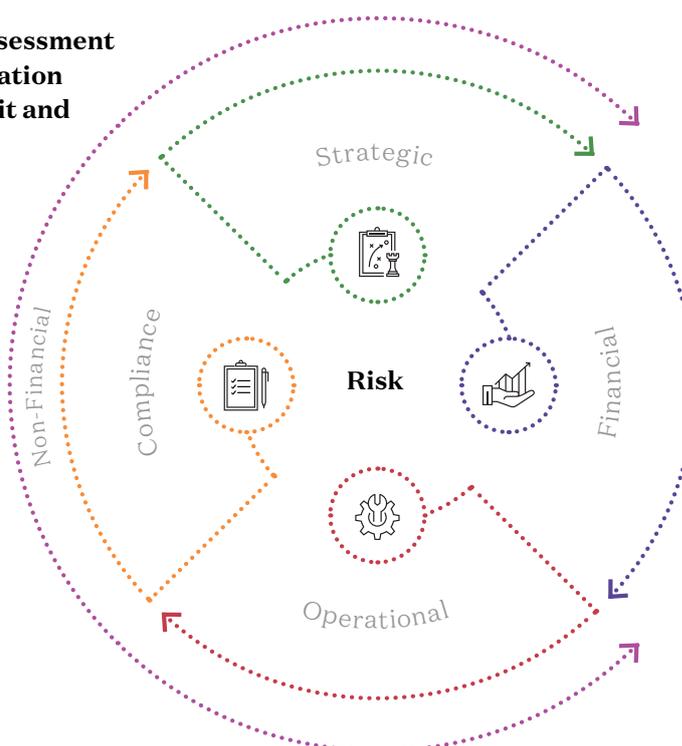
As part of our procurement strategy, a contract management framework was implemented to ensure optimum planning, management and close of contracts delivery as agreed. Phase One audit of the procurement practice to policy and procedure found they were aligned and in accordance.

An audit of payroll, recruitment and induction found no major or significant risks and HR record keeping and information had minor improvements.

Insurance protection – for our people, our assets and our visitors

- Assets – Industrial Special Risks Policy
- Public Liability
- Motor fleet and journey injury
- Management, professional liability and cyber
- Contract works
- Voluntary workers personal accident.

Clear sighted risk assessment and defensible mitigation through vigilant audit and improvement.





Financial Report

Catholic Metropolitan Cemeteries Trust

ABN: 85 744 325 709

General purpose financial
statements for the year
ended 30 June 2020.

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Opinion

Lounge, Liverpool Cemetery

Statement of Comprehensive Income

For the year ended 30 June 2020

For the year ended 30 June 2020	Note	2020 \$	2019 \$
Revenue	4(a)	25,803,548	23,240,047
Cost of Goods Sold	5	(8,454,010)	(8,464,124)
Gross Profit		17,349,538	14,775,922
Expenses			
Employee & Associated costs	6	6,772,266	6,100,706
Administrative Expenses	7	500,715	574,432
Operating expenses	8	3,569,360	3,372,941
Depreciation	13	1,543,314	1,291,770
(Profit) & Loss on Disposal		(94,515)	12,031
Marketing		907,721	815,841
Total Expenses		13,198,861	12,167,720
Results from operating activities		4,150,677	2,608,202
Interest Income	4(b)	1,422,461	1,490,098
Investment Income and movement	4(c)	(4,264,085)	4,431,379
Other Income		175,761	171,844
Result for the period		1,484,814	8,701,523
Other Comprehensive Income			
<i>Items that will not be reclassified subsequently to profit or loss</i>		22,225,487	-
Gain on revaluation of land			
Total Comprehensive Income for the period		23,710,301	8,701,523

The notes on pages 33 to 50 are an integral part of these financial statements.

Statement of Financial Position

For the year ended 30 June 2020

For the year ended 30 June 2020	Note	2020 \$	2019 \$
Current Assets			
Cash and cash equivalents	9	9,591,402	4,384,892
Trade and other receivables	10	1,078,278	1,315,117
Inventories	11	20,977,002	19,627,498
Investments	12(a)	135,163,843	143,126,383
Loans Receivables	12(b)	200,000	600,000
Total Current Assets		167,010,525	169,053,891
Non-Current Assets			
Loan Receivable	12(b)	-	600,000
Property, Plant & Equipment	13	111,246,582	86,186,814
Total Non-Current Assets		111,246,582	86,786,814
Total Assets		278,257,107	255,840,705
Current Liabilities			
Trade and Other Payables	14(a)	1,825,494	3,223,780
Lease Liability	14(b)	120,740	107,734
Deferred Income	15	5,538,688	5,822,306
Employee Benefits	16	814,152	749,408
Total Current Liabilities		8,299,074	9,903,228
Non-Current Liabilities			
Lease Liability	14(b)	1,491,987	1,612,727
Provisions	14(c)	124,200	124,200
Deferred Income	15	1,255,990	917,206
Employee Benefits	16	394,875	302,663
Total Non-Current Liabilities		3,267,052	2,956,796
Total Liabilities		11,566,126	12,860,024
Net Assets		266,690,981	242,980,681
Equity			
Accumulated General Funds	24	228,754,154	227,269,340
Asset Revaluation Reserve	24	37,936,828	15,711,341
Total Equity		266,690,981	242,980,681

The notes on pages 33 to 50 are an integral part of these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2020

For the year ended 30 June 2020	Note	Accumulated surplus funds \$	Asset Revaluation Reserve \$	Available-for-sale investment reserve \$	Total \$
Balance at 30 June 2018		218,770,857	15,711,341	(203,039)	234,279,158
Result for the period		8,701,523	-	-	8,701,523
Adjustment on Adoption of AASB 9		(203,039)	-	203,039	-
Balance at 30 June 2019		227,269,340	15,711,341	-	242,980,681
Result for the period		1,484,814	-	-	1,484,814
Revaluation of Land to Fair Value	24(b) & 3(f)	-	22,225,487	-	22,225,487
Balance at 30 June 2020		228,754,154	37,936,828	-	266,690,981

The notes on pages 33 to 50 are an integral part of these financial statements.

Statement of Cash Flows

For the year ended 30 June 2020

For the year ended 30 June 2020	Note	2020 \$	2019 \$
Cash flows from Operating Activities			
Cash receipts from customers		28,971,652	27,064,345
Payments to suppliers and employees		(25,414,678)	(24,457,999)
Interest received		662,344	395,919
Interest and other finance costs paid		(80,566)	(20,929)
Net cash from Operating Activities	9	4,138,753	2,981,336
Cash flows from Investing Activities			
Proceeds from sale of property, plant and equipment		88,691	41,818
Payment for property, plant and equipment		(4,371,772)	(5,096,506)
Proceeds from realisation other investments		4,458,572	—
Loan repayments from RNT		1,000,000	600,000
Net cash used in Investing Activities		1,175,490	(4,454,688)
Cash flows from Financing Activities			
Repayment of Lease Liability		(107,734)	(25,680)
Net cash used in Financing Activities		(107,734)	(25,680)
Net increase/(decrease) in cash and cash equivalents		5,206,510	(1,499,032)
Cash and cash equivalents at the beginning of the year		4,384,892	5,883,925
Cash and cash equivalents at 30 June	9	9,591,402	4,384,892

The notes on pages 33 to 50 are an integral part of these financial statements.

Notes to the financial statements

For the year ended 30 June 2020

1. REPORTING ENTITY

Catholic Metropolitan Cemetery Trust (CMCT) trading as Catholic Cemeteries and Crematoria (CCC), is a Trust constituted under the *Crown Lands Act 1989* (NSW) of which the Catholic Cemeteries Board has been appointed as the statutory Trust manager pursuant to section 95 of the *Crown Lands Act 1989*. Catholic Cemeteries Board (CCB) was created under a statute dated 23rd October 1996 under the code of Canon law of the Roman Catholic Church. CCB has been appointed as the Trust manager of the Crown Land Trusts and currently operates three cemeteries in the Archdiocese of Sydney. These cemeteries are Rookwood (Necropolis), Kemps Creek and Liverpool. CMCT is currently transitioning to a Crown Land Manager pursuant to the *Crown Land Management Act 2016* (NSW).

The address of the Trust's registered office is Level 2, 11 Murray Rose Ave, Sydney Olympic Park NSW 2127.

Operations and principal activities

The principal activities of the Trust are to provide and maintain burial sites for all members of the community, caring for families with dignity and respect.

The financial statements were approved by the Board of Governors on 26th August 2020.

2. BASIS OF PREPARATION

(a) Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AASs) adopted by the Australian Accounting Standards Board (AASB), the *Australian Charities and Not-for-profits Commission Act 2012* and the Australian Charities and Not-for-profits Commission Regulation 2013 (ACNC).

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis, except for certain financial instruments and Land, which are measured at fair value. The method used to measure fair value are discussed further within the relevant notes.

(c) Comparative Figures

Where required by Accounting Standards or Governor reclassification, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(d) Functional and presentation of currency

The financial statements are presented in Australian dollars, which is the Trust's functional currency.

(e) Use of Estimates and Judgments

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

- Note 11 – valuation of Inventory
- Note 13 – Property, plant and equipment
- Note 15 – classification of Deferred Income
- Note 16 – valuation of Employee benefits

Notes to the financial statements (continued)

For the year ended 30 June 2020

2. BASIS OF PREPARATION (CONT)

- Note 17 – valuation of Contingent Liabilities.

As at 30 June 2020, CMCT revalued the freehold land to fair value (Note 13). Opteon Solutions was employed to undertake the task which is conducted every three years. Opteon Solutions also conducted the first valuation in 2017. The valuation report concluded a substantial increase of \$22.2m to \$78.4m due to a greater level of information provided to the valuers. The main reason for the increase was the interned land, which attracts a 90% discount, was more accurately determined using the Cemetery Management System inventory records as opposed to an assumption-based estimate in 2017. The next valuation will be conducted as at 30 June 2023.

While Rookwood, Liverpool and Wallacia were valued as a cemetery, Varroville and Wallacia valuation was based on the permissible use under the current zoning, which included a cemetery operation. There is little risk of material decrement for Varroville and Wallacia; and AASB 116 does allow for a class of assets to be revalued on a rolling basis provided revaluation is completed within a short period and provided the revaluations are kept up to date.

(f) Fair Value Measurement

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

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

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

3. SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies have been consistently applied to all periods presented in these financial statements.

(a) Income tax

The Trust is a not-for-profit organisation and has been advised by the Australian Charities and Not-For-Profit Commission (ACNC) that it is exempt from Income Tax pursuant to the *Income Tax Assessment Act 1997*. The Trust has been endorsed by the ACNC as a charity.

(b) Revenue

Revenue is recognised in accordance with AASB 15 *Revenue from Contracts with Customers*. The standard will apply to all contracts with customers, except for contracts covered by other applicable Standards, such as financial instruments (AASB 9) and leases (AASB 16).

Revenue is recognised at an amount that reflects the consideration to which CMCT is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, CMCT: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

(i) Licenses granted / Goods sold

Fees received for the rights of interment for graves, crypts and cremations are recognised as revenue when the performance obligation has been met. Therefore at the time of purchase, full payment for the rights will be recognised on the Statement of Profit or Loss and Comprehensive Income while part payments will be recognised as Deferred Income (refer to 3(ii)) on the Statement of Financial Position until full payment has been received.

Fees received for interment, cremation and memorialisation products (e.g. plaques) are recognised as revenue from the granting of a burial license or sale of goods in the course of ordinary activities

Notes to the financial statements (continued)

For the year ended 30 June 2020

3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

is measured at the fair value of the consideration received or receivable, net of returns.

(ii) Services

Revenue from services, including interments, cremations and chapel services, is recognised in the Statement of Comprehensive Income in the period that the goods or services are provided.

(iii) Interest and Investment income

Interest income is recognised as it accrues in the Statement of Profit or Loss and Comprehensive Income, using the effective interest method. Dividend income is recognised in the Statement of Profit or Loss and Comprehensive Income on the date that the Trust's right to receive payment is established, which in the case of quoted securities is normally the ex-dividend date.

(c) Goods & Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables in the Statement of Financial Position are shown inclusive of GST. The net amount of GST recoverable from, or payable to, the taxation authority is included as a current asset or liability in the Statement of Financial Position.

(d) Financial Instruments

A financial asset shall be measured at amortised cost whose objective is to hold assets in order to collect contractual cash flows which arise on specified dates and that are solely principal and interest. A debt investment shall be measured at fair value through other comprehensive income whose objective is to both hold assets in order to collect contractual cash flows which arise on specified dates and that are solely principal and interest as well as selling the asset on the basis of its fair value. All other financial assets are classified and measured at fair value through profit & loss

(i) Debt securities at amortised costs

Debt securities at amortised costs are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these financial assets are measured at amortised cost using the effective interest method, less any impairment losses. These financial assets comprise investments in term deposits not qualifying for recognition as cash and cash equivalents

(ii) Financial assets at fair value through profit or loss

Financial assets not measured at amortised cost or at fair value through other comprehensive income are classified as financial assets at fair value through profit or loss. Typically, such financial assets will be either: (i) held for trading, where they are acquired for the purpose of selling in the short-term with an intention of making a profit, or a derivative; or (ii) designated as such upon initial recognition where permitted. Fair value movements are recognised in profit or loss.

(iii) Loans and receivables

These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest method.

(iv) Receivables

Receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, receivables are measured at amortised cost using the effective interest method, less any impairment losses.

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

(v) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, call deposits with banks and other short term, highly liquid investments with original maturities of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value, and are used by the Trust in the management of its short-term commitments.

Notes to the financial statements (continued)

For the year ended 30 June 2020

3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

(vi) Investments and other financial assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit and loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within such assets are held and the contractual cash flow characteristics of the financial asset unless, an accounting mismatch is being avoided.

When an investment is derecognised, the cumulative gain or loss in equity is reclassified to the Statement of Profit or Loss and Comprehensive Income. Investments comprise the Trust's diversified Managed Funds held with Russell Investments.

(e) Inventory – Unsold Burial License

Inventories are classified as either Unsold Burial licences conferring a right of burial or construction of burial sites in progress. They are measured at the lower of cost and net realisable value and consist of the following components:

- (i) Developed costs represent inventories based on the average cost for construction per unit for graves, crypts, cremated remains and vaults. They are finished goods deemed (a) Available for Sale, (b) Reserved and (c) Not Available (where all the Development costs are been incurred). The carrying amount of the Unsold Burial Licenses is reviewed annually by the Board to ensure it is not in excess of the recoverable amount of those assets.
- (i) WIP and grave extensions includes expenditure on inventories partially constructed but not available for sale.
- (ii) Purchase Price Variance (PPV) represent variations between standard and actual costs that are periodically cleared to COGS in the Statement of Profit or Loss and Comprehensive Income when the project is completed.

(f) Property, plant and equipment

All property, plant and equipment are stated at historical costs less accumulated depreciation and impairment losses, with the exception being Land which is stated at fair value. The depreciable amount of all property, plant and equipment, other than Land, are depreciated over their useful lives commencing from the time the asset is held ready for use. They are depreciated over their expected useful lives using the straight-line method. The carrying amount of the property, plant and equipment is reviewed annually by the Board to ensure it is not in excess of the recoverable amount of those assets.

Where an asset's life is not expected to greatly exceed twelve months, or expenditure of a minor capital nature up to \$1,000, it is written off and not capitalised. The expected useful lives are as follows:

Buildings & Ground improvements	40 years
Property improvements	10 years
Furniture, Fittings & Fixtures	10 years
Motor Vehicles	7 years
Plant & Equipment, Software and Office Equipment	5 years
Computers & Ancillaries	3 years
Leasehold	As per lease term

The assets residual values and useful lives are reviewed and adjusted, if appropriate, at each balance date. Gains and losses on disposal of property, plant and equipment are taken into account in determining the surplus/loss for the financial year. Capital works projects for improving and extending the economic life of infrastructure is to be capitalised.

All leases to be accounted for 'on-balance sheet' (i.e. Leasehold assets) other than short-term (i.e. less than 12-month term and low value asset leases (i.e. less than \$10,000), which will be expensed to the Statement of Profit or Loss and Comprehensive Income as incurred.

Leasehold assets are measured at cost and includes:

- Initial measurement of the lease liability,
- Lease payments made at or before commencement date, less any lease incentives received,
- Initial direct costs by CMCT, and
- Estimate of dismantling, removal, restoration costs.

Notes to the financial statements (continued)

For the year ended 30 June 2020

3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

(f) Property, plant and equipment (cont)

The asset class of Land is stated at fair value for the purpose of cemetery operations. Revaluations shall be made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. CMCT conducts a comprehensive revaluation at least every three years for its land where the market approach is the most appropriate valuation technique.

Increases in the carrying amounts arising on revaluation of land are recognised in other comprehensive income and accumulated in an asset revaluation reserve in equity. To the extent that the increase reverses a decrease previously recognised in the Statement of Profit or Loss and Comprehensive Income, the increase is first recognised in Statement of Profit or Loss and Comprehensive Income. Decreases that reverse previous increases of the same asset are first recognised in other comprehensive income to the extent of the remaining surplus attributable to the asset; all other decreases are charged to the Statement of Profit or Loss and Comprehensive Income.

All properties are revalued as at 30 June 2020.

The following table details the valuation of the Trust's land.

Cemetery Location	Land Area (HA)	\$
Rookwood	86	37,112,784
Liverpool	9.5	3,204,540
Kemps Creek	10.09	9,363,116
Varroville	113.37	15,871,800
Wallacia	44.44	12,887,600
Total	263.40	78,439,840

(g) Trade and other payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Trust during the reporting period which remains unpaid. The balance is recognised as a current liability with the amount being normally paid within 30 days of recognition of the liability.

Trade and other payables are recognised initially on trade date at fair value less any directly attributable transaction costs. Subsequent to initial recognition, payables are measured at amortised cost using the effective interest method.

(h) Lease Liability

Lease liabilities are to be measured initially at the present value of unpaid lease payments. These payments may include:

- Fixed payments less incentives,
- Variable payments (e.g. CPI)
- Expected residual value guarantee, and
- Penalty for terminating (if reasonably certain).

The lease payments are to be discounted using the interest rate implicit in the lease. If not available, then the lessee's incremental borrowing rate.

(i) Deferred Income

Deferred income represents:

- (a) part payments for burial licenses where settlement is generally longer than 3 months from the initial deposit. Upon receiving payment in full, ownership of burial license is transferred to client and all related amounts are then recognised as revenue.
- (b) prepaid future services (i.e. cremations, cremated remain interments and interments) which can be redeemed anytime. Upon redemption, the amounts are then recognised as revenue.

(j) Employee Provisions

Provision is made for CMCT's liability for employee benefits and on costs arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements.

Contributions are made by the Trust to employee superannuation funds and are charged as expenses when incurred. Provisions are recognised when the Trust has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Notes to the financial statements (continued)

For the year ended 30 June 2020

3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

(k) Impairment

At the end of each reporting period, the Trust assesses whether there is any indication that an asset may be impaired. The assessment will include considering external and internal sources of information. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Statement of Profit or Loss and Comprehensive Income.

Where it is not possible to estimate the recoverable amount of an individual asset, the Trust estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(l) Segment Reporting

CMCT operates in New South Wales, predominately in one industry, being the cemetery industry wholly within Australia.

4. REVENUE AND OTHER INCOME

	2020 \$	2019 \$
(a) Revenue		
Licences	17,840,657	15,611,045
Interments	5,179,789	5,095,176
Others	2,783,102	2,533,826
	25,803,548	23,240,047

Disaggregation of Revenue

Timing of revenue recognition

Licences transferred at a point in time	17,840,657	15,611,045
Services transferred at a point in time	7,962,391	7,629,001
	25,803,048	23,240,047

(b) Interest income

Interest income	854,100	1,173,106
Imputation Credits	568,361	316,992
	1,422,461	1,490,098

(c) Investment Income from Managed Funds

Realised	3,867,959	1,925,668
Unrealised	(8,132,044)	2,505,711
	(4,264,085)	4,431,379

Notes to the financial statements (continued)

For the year ended 30 June 2020

5. COST OF SALES AND OTHER EXPENSES

	2020 \$	2019 \$
Cost of Sales		
Licences	(3,774,533)	(3,887,983)
Interments	(2,129,936)	(2,027,820)
Others	(2,549,541)	(2,548,321)
	(8,454,010)	(8,464,124)

6. EMPLOYEE & ASSOCIATED COSTS

	2020 \$	2019 \$
Salary and wages	5,949,178	5,613,976
Superannuation entitlements	553,888	511,567
Employee leave entitlements	219,949	167,623
Fringe benefit tax	99,925	76,598
Associated Costs	493,355	345,343
Cost Recovery to COGS	(1,687,111)	(1,616,858)
Others Employee Costs	1,143,081	1,002,457
	6,772,266	6,100,706

7. ADMINISTRATIVE EXPENSES

	2020 \$	2019 \$
Administrative Expenses	1,389,449	1,389,426
Cost Recovery to COGS	(888,734)	(814,995)
	500,715	574,432

8. OPERATING EXPENSES

	2020 \$	2019 \$
Operating Expenses	4,645,232	4,474,200
Cost Recovery to COGS	(1,075,873)	(1,101,259)
	3,569,360	3,372,941

Notes to the financial statements (continued)

For the year ended 30 June 2020

9. CASH AND CASH EQUIVALENTS

	2020 \$	2019 \$
Cash on hand/Petty Cash	2,700	2,700
Bank balances	1,408,883	2,792,835
Call deposits	8,179,819	1,589,357
	9,591,402	4,384,892

	2020 \$	2019 \$
Reconciling Surplus for the year for Net Cash Flows from Operating Activities		
Result for the period	1,484,814	8,701,523
Adjustments for:		
Depreciation	1,543,314	1,291,770
(Gain) & Loss on Disposal	(94,515)	12,031
Investment distributions reinvested	3,503,968	(5,525,558)
(Increase) / Decrease in Trade debtors	271,018	254,433
(Increase) / Decrease in Other Debtors	(34,179)	(5,331)
(Increase) / Decrease in Inventories	(1,349,504)	(3,015,672)
Increase / (Decrease) in Trade Creditors	(310,764)	(1,097,874)
Increase / (Decrease) in Sundry Creditors	(1,087,522)	1,370,744
Increase / (Decrease) in Deferred Income	55,167	979,263
Increase / (Decrease) in Provisions	156,956	16,007
Net cash from operating activities	4,138,753	2,981,336

10. TRADE AND OTHER RECEIVABLES

	2020 \$	2019 \$
Trade receivables	950,777	1,221,795
Other Debtors & Receivables	127,501	93,322
	1,078,278	1,315,117

Ageing analysis of trade receivables:	2020	2019		
Current trade receivables	75%	88%	712,047	1,074,649
Receivables aged 0-14 days	1%	4%	12,542	49,874
Receivables aged 15-30 days	19%	6%	179,859	73,581
Receivables aged 31-45 days	0%	0%	828	1,667
Receivables aged 45+ days	5%	2%	45,501	22,024
Total trade receivables	100%	100%	950,777	1,221,795

Notes to the financial statements (continued)

For the year ended 30 June 2020

II. INVENTORIES

	2020 \$	2019 \$
Grave licences	3,096,454	2,714,319
Crypt licences	14,102,205	8,250,319
Vault licences	216,000	207,000
Cremated remains	2,693,823	2,762,475
Inventory Grave Extensions	204,962	106,398
Work-In-Progress	663,558	5,586,987
	20,977,002	19,627,498

The Board has applied current development costs to all developed unsold burial plots resulting in an adjustment to the value to Unsold Burial Licenses. WIP and Grave extensions represent ongoing projects and balances will be cleared upon completion.

12(A). INVESTMENTS

		2020 \$	2019 \$
Other Financial Assets			
Bills and Term Deposits	(a)	38,364,285	42,062,740
Managed Funds	(b)	96,799,558	101,063,643
Total Investments		135,163,843	143,126,383

(a) Term deposits are held at cost and are classified as Debt Securities at amortised cost (previously held-to-maturity investments). Term deposits held by the Trust during the financial year had maturity terms ranging from 3 to 12 months with ADI's that have a long-term credit rating ranging between BBB+ to A-. Interest rates range between 0.80% to 1.70% and generated \$760,117 in interest income.

(b) The purpose of Other Financial Assets is to generate real returns to satisfy future maintenance obligations when a cemetery is unable to generate sufficient income as all available burial plots are extinguished. Managed Funds are classified as financial assets at fair value through profit or loss and are managed by Russell Investments.

Notes to the financial statements (continued)

For the year ended 30 June 2020

12(B). LOANS

An interest free loan up to \$2.7m represents a commitment by the two operating trusts at Rookwood (CMCT and Rookwood General Cemeteries Reserve Land Manager) to fund a 5 year \$11.2m capital works program managed by Rookwood Necropolis Trust, who is responsible for the common property at Rookwood. CMCT has contributed \$1.8m and the program is now completed. There have been \$1m in repayments made in FY 2020. The balance as at 30 June 2020 is \$200k. The final payment of \$200k is expected in August 2020.

	2020 \$	2019 \$
Loans		
Current		
Loan to Rookwood Necropolis Trust (RNT)	200,000	600,000
Total Current Loans	200,000	600,000
Non-Current		
Loan to Rookwood Necropolis Trust (RNT)	-	600,000
Total Non-Current Loans	-	600,000
Total Loans	200,000	1,200,000

Notes to the financial statements (continued)

For the year ended 30 June 2020

13. DETAILED PROPERTY, PLANT AND EQUIPMENT AND PROJECTS UNDER CONSTRUCTION (WIP)

Cost	Land	Buildings	Plant and Equipment	Motor Vehicles	Computer & Office Equipment	Ground & Property Improvement	Leasehold	Under Construction	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2019	56,214,353	18,832,985	2,079,498	909,777	3,852,949	6,400,492	1,637,296	8,168,659	98,096,009
Transfer of assets	-	3,005,789	9,204	-	318,590	270,778	-	(3,604,361)	-
Additions	-	-	288,937	357,070	71,519	-	-	3,909,061	4,626,588
Disposals	-	-	(240,127)	(367,161)	(42,968)	(41,850)	-	(1,952)	(694,057)
Asset Revaluation	22,225,487	-	-	-	-	-	-	-	22,225,487
Balance 30 June 2020	78,439,840	21,838,774	2,137,513	899,686	4,200,090	6,629,420	1,637,296	8,471,407	124,254,027
Depreciation and impairment losses									
Balance at 1 July 2019	-	(6,829,923)	(1,726,344)	(319,583)	(2,083,759)	(908,766)	(40,820)	-	(11,909,195)
Disposal of assets	-	-	212,081	163,848	37,122	32,013	-	-	445,065
Transfer of assets	-	-	-	-	-	-	-	-	-
Depreciation till June 2020	-	(463,441)	(182,814)	(130,048)	(438,793)	(164,489)	(163,730)	-	(1,543,314)
Balance 30 June 2020	-	(7,293,365)	(1,697,076)	(285,782)	(2,485,430)	(1,041,241)	(204,550)	-	(13,007,445)
Carrying amount									
at 1 July 2019	56,214,353	12,003,062	353,154	590,194	1,769,190	5,491,726	-	8,168,659	86,186,814
at 30 June 2020	78,439,840	14,545,408	440,436	613,905	1,714,660	5,588,179	1,432,746	8,471,407	111,246,582

Notes to the financial statements (continued)

For the year ended 30 June 2020

14. TRADE AND OTHER PAYABLES

(a) Trade and Non-Trade Payables

	2020 \$	2019 \$
Trade payables	779,401	1,090,165
Non-trade payables and accrued expenses	1,046,093	2,133,615
	1,825,494	3,223,780

Ageing analysis of trade payables:	2020	2019		
Current trade payables	68%	55%	528,716	595,395
Payables aged 1-14 days	15%	35%	118,695	385,400
Payables aged 15-30 days	11%	3%	82,301	27,361
Payables aged 31-45 days	6%	7%	49,689	82,009
Total trade payables	100%	100%	779,401	1,090,165

(b) Lease Liability

	2020 \$	2019 \$
Current		
Lease Liability	120,740	107,734
	120,740	107,734
Non-Current		
Lease Liability	1,491,987	1,612,727
	1,491,987	1,612,727
Total Leasehold Liability	1,612,727	1,720,461

(c) Makegood Provision

	2020 \$	2019 \$
Non-Current		
Makegood Provision	124,200	124,200
	124,200	124,200

Notes to the financial statements (continued)

For the year ended 30 June 2020

15. DEFERRED INCOME

	2020 \$	2019 \$
Current		
Prepurchase Plan – Community Group Deals	1,199,799	1,771,595
Prepaid redeemable transactions	4,338,889	4,050,711
Total current deferred income	5,538,688	5,822,306
Non-current		
Prepurchase Plan – Community Group Deals	1,255,990	917,206
Total non-current deferred income	1,255,990	917,206
Total deferred income	6,794,678	6,739,512

16. EMPLOYEE BENEFITS

	2020 \$	2019 \$
Current		
Liability for annual leave	640,120	573,492
Liability for long-service leave	174,032	175,916
	814,152	749,408
Non-Current		
Liability for long-service leave	394,875	302,663
	394,875	302,663
Total employee benefit liabilities	1,209,027	1,052,071

17. CONTINGENT LIABILITIES

(a) Perpetual Care

All funds except those required for current operations and capital improvements are regarded as Perpetual Care Funds. Perpetual Care funds are accumulated to provide for the on-going maintenance of the cemeteries after all burial licenses have been sold. Each Cemetery and consequently CCB, has an obligation to maintain the cemeteries of which it is the manager, in perpetuity. These Perpetual Care funds need to be maintained and improved by return on investment, as well as contribution of additional surplus income.

The Catholic Cemetery Board commissioned KPMG to conduct an actuarial review of perpetual care requirements of its cemeteries as at 30 June 2017. The scope of the review includes estimating the Perpetual Care Surplus (Deficit), analysis of current pricing structures, advice on investment strategy and financial position observations. The outcome was the available funds of CMCT was surplus by \$1.365m to meet the estimated Perpetual Care Target of \$142.2m. The main source of funding for the liability are the investments disclosed in Note 12 (a). Since the last review, investments have decreased by approximately \$8m to \$135m. The review is conducted every four years with the next review as at 30 June 2021.

(b) Sold Unused Burial Licences

The Governors are of the opinion that provisions are not required in respect of these matters. Sold unused burial licenses are recorded as contingent liabilities. The valuation is as per Board's policy, valuing the licenses at the higher of purchase price at the time of purchase less 10% impairment of value or 50% of current selling price less 10% impairment of value.

Notes to the financial statements (continued)

For the year ended 30 June 2020

18. FINANCIAL INSTRUMENTS – FAIR VALUES AND RISK MANAGEMENT

(a) Accounting classifications and fair values

30 June 2020	Note	Carrying value				Fair Value Level
		Debt Securities at Amortised Cost \$	Loans and Receivables \$	Investments at Fair Value through Por L \$	Other Financial Liabilities \$	
Financial Assets measure at fair value						
Managed Funds	12(a)	-	-	96,799,558	-	96,799,558 Level I
Term deposits with a maturity greater than 3 months	12(a)	38,364,285	-	-	-	38,364,285
		38,364,285	-	96,799,558	-	135,163,843
Financial assets not measured at fair value						
Trade and other receivables	10	-	1,078,278	-	-	1,078,278
Cash and cash equivalents	9	-	9,591,402	-	-	9,591,402
Loans	12(b)	-	200,000	-	-	200,000
		-	10,869,680	-	-	10,869,680
Financial liabilities not measured at fair value						
Trade payables	14 (a)	-	-	-	1,825,494	1,825,494
Lease Liabilities	14(b)	-	-	-	1,612,727	1,612,727
		-	-	-	3,438,220	3,438,220
30 June 2019						
Managed Funds						
Term deposits with a maturity greater than 3 months	12(a)	42,062,740	-	101,063,643	-	101,063,643 Level I
		42,062,740	-	101,063,643	-	143,126,383
Financial assets not measured at fair value						
Trade and other receivables	10	-	1,315,117	-	-	1,315,117
Cash and cash equivalents	9	-	4,384,892	-	-	4,384,892
Loans	12(b)	-	1,200,000	-	-	1,200,000
		-	6,900,010	-	-	6,900,010
Financial liabilities not measured at fair value						
Trade payables	14(a)	-	-	-	3,223,780	3,223,780
Lease Liabilities	14(b)	-	-	-	1,720,461	1,720,461
		-	-	-	4,944,241	4,944,241

Notes to the financial statements (continued)

For the year ended 30 June 2020

18. FINANCIAL INSTRUMENTS – FAIR VALUES AND RISK MANAGEMENT (CONT)

(b) Financial risk management

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

- credit risk (see (b)(ii))
- liquidity risk (see (b)(iii))
- market risk (see (b)(iv))

(i) Risk Management framework

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

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

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

(ii) Credit risk

Credit risk is the risk of financial loss to the Trust if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The carrying amount of financial assets represents the maximum credit exposure.

Trade and other receivables

The Trust's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk of the industry and historic trading relationship with the customer.

Management has established a credit policy under which each new customer is analysed individually for creditworthiness before the Trust's standard payment and delivery terms and conditions are offered. Sale limits are established for each customer and reviewed regularly.

At the reporting date, the Trust did not have any provisions for impairment of trade receivable balances.

Cash and cash equivalents

The Trust held cash and cash equivalents of \$9,591,402 at 30 June 2020. The cash and cash equivalents are held with bank and financial institution counterparties, which are rated A- to AA+, except for Catholic Development Fund (\$1,408,882). Deposits with the Catholic Development Fund are guaranteed by CDPF Limited, a company established by the Australian Catholic Bishops Conference but do not obtain the benefit of the depositor protection provisions of the *Banking Act 1959*.

The Catholic Development Fund and the Trustees of the Roman Catholic Church for the Archdiocese of Sydney are not subject to the provisions of the *Corporations Act 2001* nor are they examined, approved or supervised by the Australian Securities and Investments Commission (ASIC) or by the Australian Prudential Regulatory Authority (APRA). Therefore funds are kept to a minimum working capital level.

Notes to the financial statements (continued)

For the year ended 30 June 2020

18. FINANCIAL INSTRUMENTS – FAIR VALUES AND RISK MANAGEMENT (CONT)

(iii) Liquidity risk

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

(iv) Market risk

Market risk is the risk that changes in market prices – interest rates and equity prices – will affect the Trust's income or the value of its holdings of financial instruments. An objective of the Finance & Investment Committee is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Details of the investment returns from each of the financial investments listed below has been disclosed in Note 12 to the financial statements.

	Fixed return financial investments \$	Variable return financial investments \$	Carrying value at 30 June 2020 \$
Term deposits	38,364,285	-	38,364,285
Managed Funds	-	96,799,558	96,799,558
Total investments	38,364,285	96,799,558	135,163,843

	Fixed return financial investments \$	Variable return financial investments \$	Carrying value at 30 June 2019 \$
Term deposits	42,062,740	-	42,062,740
Managed Funds	-	101,063,643	101,063,643
Total investments	42,062,740	101,063,643	143,126,383

19. CAPITAL COMMITMENTS

As at 30 June 2020, below are the capital commitments for Major Works performed that will be realised within 12 months:

	2020 \$	2019 \$
Major Works		
St Caterina Crypts	-	7,540,251
Total	-	7,540,251

Notes to the financial statements (continued)

For the year ended 30 June 2020

20. RENTAL & OPERATING LEASES

CMCT has entered into contractual lessee agreements which does not have an option to purchase the property at the expiry of the lease period.

	Photocopiers	Total
0-1 Years	58,758	58,758
1-5 Years	176,274	176,274
	235,032	235,032

21. RELATED PARTY TRANSACTIONS

The following were key management personnel of the Trust at any time during the reporting period and unless otherwise indicated were key management personnel for the entire period.

Non-executive Governors	Executive Management
The Hon Gregory Smith SC – Chairperson	Mr Peter O’Meara (Chief Executive Officer)
Sr Maria Wheeler – Deputy Chairperson	Mr Melvyn White (Head of Strategy, Communications & Marketing)
Bishop Terence Brady DD VG	Mr David Renneberg (Head of Finance, Corporate Governance & Procurement)
Mrs Grace Fava OAM	Ms Lauren Hardgrove (Head of Client Services & Operations)
Mr Tony Khoury	Mr Damian Furlong (Head of People Capability + Advocacy)
Ms Margaret McCue	Mr David De Angelis (Head Infrastructure and Major Projects)
Mr Anthony Farley (resigned 10/10/19)	Mr Armen Mikaelian (Head of new Business Ventures)
Mr Danny Casey	
Mr Anthony Cleary	
Ms Selina Hasham	

(a) Governors’ Stipend payments

With the commencement of the *Cemeteries & Crematoria Act 2013* as at 1 November 2014, Governors are now entitled to compensation for their services in the form of a stipend and Superannuation Guarantee Levy, as well as reimbursement for actual expenses incurred in the course of carrying out their official duties. For the Financial year 2019/20, total remuneration was \$176,401. This was paid by CCB by a fund transfer from CMCT.

(b) Transactions with key management personnel

The key management personnel (KMP) pay and reward framework is a total employment cost package that may be delivered as a combination of cash, other remunerations such as superannuation and prescribed non-financial benefits at management discretion.

	2020 \$	2019 \$
Short-term employee benefits	1,499,717	1,250,828
Post-employment benefits	100,984	112,004
	1,600,701	1,362,832

Notes to the financial statements (continued)

For the year ended 30 June 2020

21. RELATED PARTY TRANSACTIONS (CONT)

(c) Other related Party transactions

CMCT provides services to maintain the cemeteries managed by CCB – North Rocks and Greendale.

	2020 \$	2019 \$
CCB – Greendale Maintenance Charges	11,270	34,275
NR – Corporate Support	26,000	25,500
	37,270	59,775

22. EVENTS SUBSEQUENT TO REPORTING DATE

There have been no events subsequent to balance date which would have a material effect on the Trust's financial statements at 30 June 2020.

23. AUDITOR'S REMUNERATION

During the year the following fees were paid or payable for services provided by the auditor; Nexia Australia:

	2020 \$	2019 \$
Audit and review of financial reports:	39,500	38,000
Other services	750	4,000
	40,250	42,000

For 2020, of the overall audit fees of \$45,500 for review of financial reports of which, CCB and North Rocks has been assigned \$3,000 each.

24. CAPITAL AND RESERVES

(a) Accumulated funds

Accumulated Funds are funds that have been set aside for the furtherance of any or all of the Trust's purposes. These include the provision of perpetual care, development of the facilities and the establishment of additional sources of revenue.

(b) Asset Revaluation Reserve

This represents the revaluation of Freehold land to fair value which has allowed us to align with the treatment of all other Crown Cemetery Trusts. Refer note 3(f)

Notes to the financial statements (continued)

For the year ended 30 June 2020

BOARD MEMBER'S DECLARATION

In the opinion of the Board of the Catholic Metropolitan Cemeteries Trust:

- (a) the Trust is publicly accountable;
- (b) the financial statements and notes, set out on pages 29 to 50, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:
 - (i) giving a true and fair view of the Trust's financial position as at 30 June 2020 and of its performance for the financial year ended on that date in accordance with the basis of preparation set out in Note 2; and
 - (ii) complying with Australian Accounting Standards to the extent described in Note 2 to the financial statements, and the Australian Charities and Not-for-profits Commission Regulation 2013; and
- (c) there are reasonable grounds to believe that the Trust will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Catholic Cemeteries Board.



Governor Hon G Smith SC



Governor T Houry

Dated this 26th day of August 2020

Independent Auditor's Opinion

For the year ended 30 June 2020



Independent Auditor's Report to Catholic Cemeteries Board as Statutory Manager of Catholic Metropolitan Cemeteries Trust

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Catholic Metropolitan Cemeteries Trust (the Entity), which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the declaration by members of the Board.

In our opinion, the accompanying financial report of the Entity is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- i) giving a true and fair view of the Entity's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the 'auditor's responsibilities for the audit of the financial report' section of our report. We are independent of the Entity in accordance with the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (Including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Catholic Cemeteries Board's responsibility for the financial report

The Catholic Cemeteries Board (the Board) is the statutory manager of Catholic Metropolitan Cemeteries Trust. The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012. The Board's responsibility also includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.

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Independent Auditor's Opinion

For the year ended 30 June 2020

Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintains professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

NEXIA SYDNEY AUDIT PTY LIMITED



Brett Hanger

Director

Dated in Sydney, this 27th day of August 2020.

Directory

Catholic Metropolitan Cemeteries Trust

ABN 85 744 325 709

Registered Office

Level 2, 11 Murray Rose Ave,
Sydney Olympic Park NSW 2127

Rookwood Catholic Cemetery

Barnet Avenue
Rookwood NSW 2141
PO Box 10
Lidcombe NSW 1825
Phone: 1300 114 997
enquiries@catholiccemeteries.com.au

Liverpool Cemetery

207 Moore Street
Liverpool NSW 2170
Phone: 02 9602 0344
info@liverpoolcemetery.com.au

Macarthur Memorial Park

166 St Andrews Rd
Varroville NSW 2566

Nepean Gardens

13 Park Rd
Wallacia NSW 2745

Kemps Creek Memorial Park

230–260 Western Road
Kemps Creek NSW 2178
Phone: 02 9826 2273
admin@kempscreekcemetery.com.au

North Rocks Catholic Cemetery

North Rocks Road
North Rocks NSW 2151
Phone: 1300 114 997
enquiries@catholiccemeteries.com.au

Greendale Catholic Cemetery

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