



Catholic  
Cemeteries +  
Crematoria

# Strengthening Connections

2022 Annual Report



## Acknowledgement of Country

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We acknowledge the traditional custodians who have walked upon and cared for tens of thousands of years the land on which we work. We acknowledge their deep spiritual relationship to country and pay our respects to their Elders past, present and emerging.

## Contents

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Our 2022 Focuses	1
Our Impact	2
Our Reach	4
Our Vision and Mission	5
Our Strategic Priorities	6
FY22 Highlights	14
Beyond the 11th Hour	15
Our Chair and CEO Report	16
The Stories of the Year	18
Our Community	25
Our Business	26
Our Governance	27
Our Financial Security	29



# Our 2021–22 Focuses

Fostering and strengthening connections, with families, partners and communities.



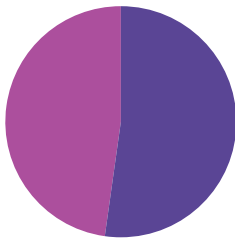
# Our Impact



## Our Team

84

members of staff

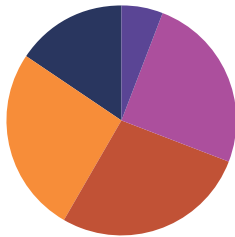
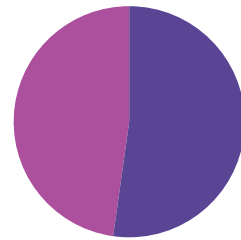


### Staff Diversity

- Male 44
- Female 40

### Employment Mix

- Full-time 71
- Casual & Part-time 13

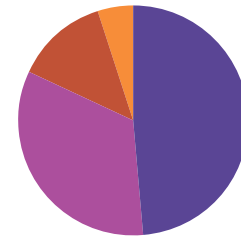


### Age Diversity

- 20's 5
- 30's 21
- 40's 23
- 50's 22
- 60's 13

### Length of Service

- 0-5 years 41
- 5-10 years 28
- 10-20 years 11
- 20+ years 4



## Our Services

3,033

total services\*

515

chapel services

2,148

interments

750

live-streamed funeral services

370

cremations



## Grief Care

5,512

interactions

3,386  
after-funeral  
pastoral  
calls

1,831  
consultations

168  
education  
sessions

127  
debriefing  
sessions



## Community

130 community groups served

15 community and business partnerships

228 consultations with funeral directors, religious and indigenous groups, schools and universities

78 eastern Net Promoter Score 59 western Net Promoter Score

1,500 cemetery and Grief Care event attendees

9,010 social media followers



## Sustainability

3,500 annual flowers planted

2,500 plants planted

940 roses pruned

400 cubic metres of mulch recycled onsite

360 trees pruned and deadwood removed

160 woodland trees planted



## Economic

25% increase on previous year

\$19.2m cash and cash equivalent

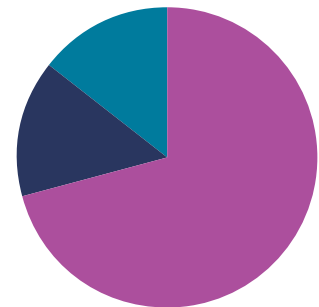
\$3.8m operating surplus

152 new payment plans written: total value \$1.1m

\$157m funds under investment

\$29.8m total sales under contract

\$28.7m paid in full



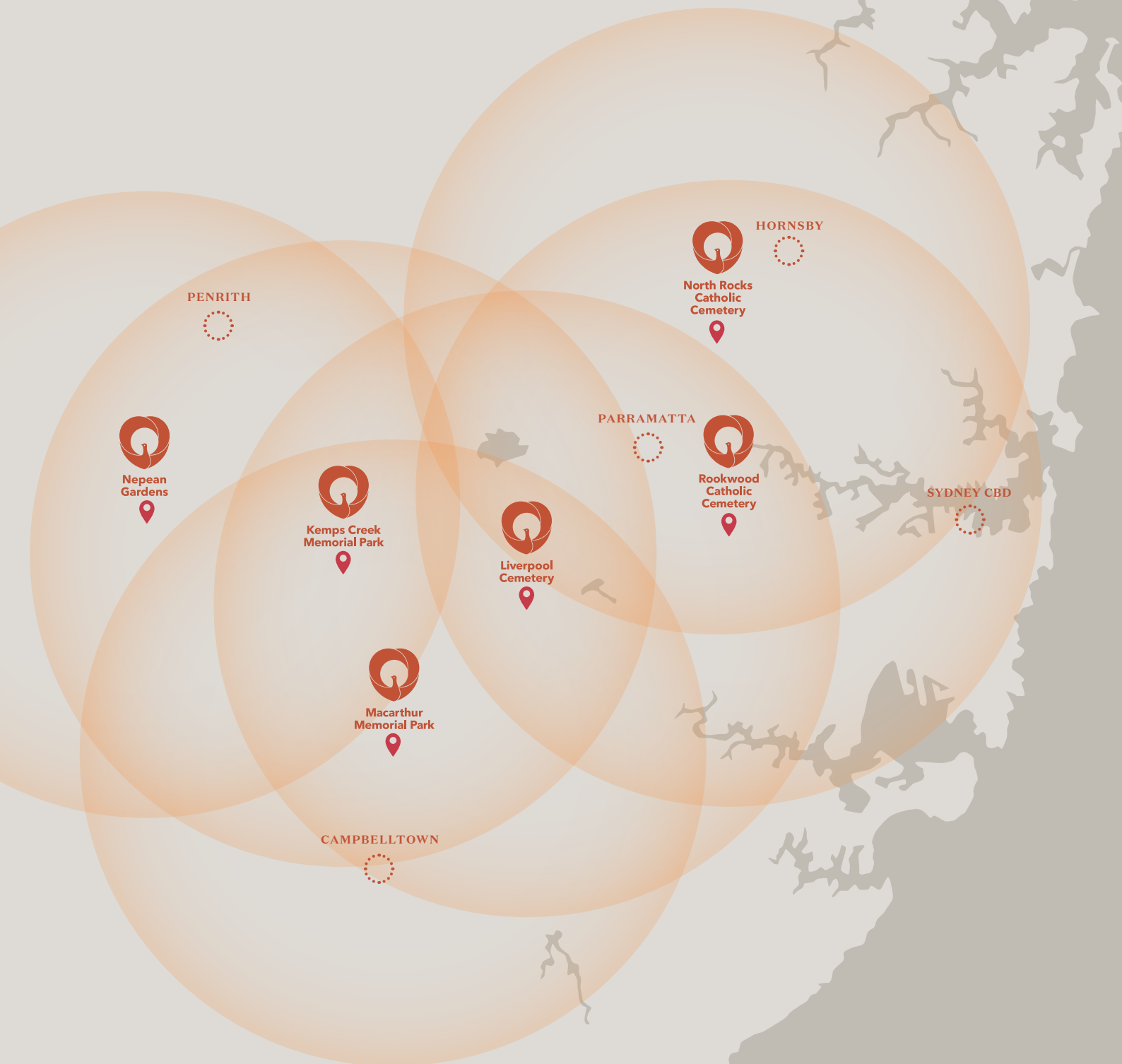
8,549 sales transactions

\$1.1m deferred under payment plans

- 6,059 Rookwood
- 1,268 Liverpool
- 1,222 Kemps Creek
- 0 Macarthur Park

# Our Reach

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# Our Vision + Mission

## OUR VISION

Create and maintain sacred memorial places for all we serve.

## OUR MISSION

We are a charitable Catholic organisation committed to caring for and supporting faith groups & 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

1

## CMCT KEY BUSINESS DRIVERS



Engagement with Community  
& Religious Groups



Death  
Rates



Investment  
Markets



Capital  
Infrastructure



Perpetual  
Care Funds

## Death Rates Rise as Markets Decline

Death rates are returning to long-term trends following the reduced numbers reported in the 20/21 financial year, which were a consequence of COVID lock downs and social distancing measures in place.

Greater Metropolitan Sydney area experienced a 14% increase for the 21/22 financial year when compared to previous period. CCC service numbers are consistent with these trends.

Investment markets had a sharp decline over the first 6 months of 2022 (YTD) driven by unexpectedly high and persistent inflation which has caused falls in both equity and fixed income markets. This has impacted the CMCT portfolio's longer term returns.

In response, the Trust withdrew \$20m from higher volatility managed investments and placed these funds into capital guaranteed bank term deposits to secure pending capital works.

In 2022 KPMG was commissioned to undertake an analysis of CMCT's financial forecasting, finding that CMCT is capable of self-funding the new cemetery developments whilst appropriately maintaining its Perpetual Care obligations.

Throughout 2021/22 we continued to innovate how we engage with our communities. The strong focus over the last 5 years has delivered fruitful partnerships resulting in the expansion of our product offering and service portfolio and 75% of all Interment Right sales being attributed to key community groups.

## 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
- + Bereavement services

#### PROGRESS HIGHLIGHTS

We succeeded in strengthening existing connections and broadening our relational footprint. Our activities supported our core belief in helping individuals beyond the funeral.

#### Community update

New relationships were formed with Hindu, Buddhist, and Polish communities, and wider links within the Muslim community were created. Indigenous connections grew from Macarthur to Penrith, Parramatta and Botany.

Kemps Creek Memorial Park facilitated a stakeholder gathering of 20 Muslim faith groups.

The culmination of our relationship building efforts was in the launch of the Stakeholder Engagement Council formation. (See page 19.)

The Filipino Ambassador to Australia thanked Catholic Cemeteries for our partnership and involvement in the 124 year Independence Day events, which included a flag raising ceremony at Macarthur.

#### Catholic Church

- Catholic Business Connection meetings – Wollongong & Sydney
- Extensive list of new Parishes engaged with presentations about Macarthur



## Government

- Engagement with local government representatives (Lidcombe, Fairfield, Liverpool, Parramatta) advocating Macarthur and Nepean developments
- Participation in local government events in the Macarthur region
- Successful tender for NSW Heritage Grant (Macarthur, see page 20.)

## Partnerships with Funeral Directors and Business

- Western Sydney business chambers events
- Macarthur consultation and a cremation program was conducted with funeral directors throughout Sydney



90% of Funeral Directors rated CCC cemetery staff as *extremely to very professional*. (NPS survey, November 2021)

## Community Engagement & Partnerships

- I Am Living (Calvary Health Care and Mercy Health)
- Walk with Christ
- Ageing Well Masterclasses
- Lest We Forget Anzac Day Tribute
- Foundation partner of the award-winning documentary When the Camera Stopped Rolling
- Filipino 124-year Independence Day Celebrations
- Muslim Cultural Centre Kemps Creek
- Italian Republic Day event
- Croatian Stepincevo Festival & Christmas Feast
- Chaldean Commemoration of St Thomas the Apostle & The Feast of St Mary Assumption
- Alive in Spirit virtual event



## Grief Care

### Grief Care

Grief Care continues to expand its team and reach, offering families pastoral support, differing modes of care and opportunities to remember their deceased family and friends. Services span bereaved parents, men's gatherings, women transition groups, families suffering traumatic loss. With a focus on living and ageing well, the Grief Care team reaches into schools, parishes, aged care facilities and community centres. Highlight initiatives for 2022 were developed in response to listening to family needs.

### Press Pause

Created in response to people's need for relief from overwhelming feelings, especially during the pandemic. Press Pause is a weekly online space to stop, reflect and take a self-care break.

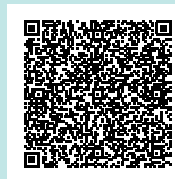
### Compassionate Companions

Borne out of one of the monthly Mass attendee's request for a space for people to gather and share their grief, this monthly gathering turned into a fortnightly online offering due to the pandemic and has continued both face-to-face and online.

# What are you waiting for?

Say I'm sorry.  
Say I forgive you.  
Say I love you, over  
and over again.  
Leave the past in the past.  
Have hope for the future.  
Make the most of today,  
every day you have left.  
Celebrate the  
life you're living.  
Reminisce about the  
day you first met.  
Talk about the end while  
you still have time.  
Make your final days as  
meaningful as the first.

**I AM  
LIVING** | talking  
about life  
before death



Calvary Health Care, Catholic Cemeteries and Crematoria and Mercy Health launched the *I Am Living* awareness campaign to encourage Australians to have honest conversations and start timely planning about end-of-life care, dying, death, loss and grief.

The launch of the *I Am Living* awareness campaign and website was timed to coincide with Palliative Care Week in May 2022.

**Grief Care is a service unique to Catholic Cemeteries and our charitable mission, providing community support for understanding death and loss.**

# 2

## STRATEGIC PRIORITY 2:

### Business Sustainability

#### THE KEY OBJECTIVES

To implement innovative solutions and 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

##### Funding Optimisation

- To provide immediate funding for large projects, our short-term cash accounts of \$19M have generated \$96K over the period, a reasonable outcome in a low interest environment.
- The medium-term funding of \$62M for major projects is diversified across BBB+ to A- financial institutions, to provide surety of capital to self-fund the developments. This has generated \$278K in interest income.
- Our investment portfolio of \$95M is used to fulfil the long-term Perpetual Care obligations and provide the capacity to implement the Strategic Plan.

##### Increasing Efficiencies

A procurement framework was introduced in 2022 to save time and reduce costs across the supply chain.

- The framework was developed with the objectives of driving value for money, to ensure suppliers are treated equally and fairly, and that all procurement is accountable, transparent and has probity.

- CCC's commitment to eradicating Modern Slavery has been incorporated into the framework.
- A tender system and contract register has been established and is activated upon expiration (or commission) of large scale contracts of services.
- A procurement portal as a knowledge base was implemented and training was conducted with the leadership team and each department, organisation wide.
- From March to June \$11M worth of purchase orders were raised.

##### Enhanced Security

To protect employees and data, threat and vulnerabilities management initiatives include:

- Multifactor authentication
- Bi-monthly simulations of staff to understand security effectiveness and susceptibilities
- Password management system
- Incoming emails scanned for malicious links
- All devices on-boarded to Microsoft Defender
- Firewall & Microsoft upgrade to enhance network performance

As working from home continued through the year productivity enhancements were made via

- Cloud based printing
- Webex phone upgrade (enabling all noises but human voices to be filtered out)

##### Major Projects

Striving to create valuable new products for the communities we serve, the infrastructure team has expanded to meet short to medium term capacity in capital works. Current team comprises

- Head of Infrastructure Major Projects + Assets
- Infrastructure Coordinator x 2
- Plant & Machinery Maintenance Officer and Mechanic
- Project Manager
- Infrastructure & Masonry Officer



*Sanctuary for life*

### **Macarthur Memorial Park**

This project remained on hold pending an approval from the NSW Government. Status updates include:

- Commercial agreements have been entered into for civil works, buildings and heritage restoration.
- RMS land acquisition negotiations are underway.
- An outcome of Indigenous consultation is the naming of the chapel buildings in respect and conciliation of the Dharawal mob.
- Colonial history and the traditional ecology of the site will be remediated across the site.
- The restoration of heritage buildings has received grant approval from Heritage NSW and certification to commence is underway.
- Sustainable development initiatives include solar panels, harnessing geothermal energy through the orientation and location of the buildings, local water irrigation and green waste generated by the vegetation management of the site will be recycled.
- Community consultation is ongoing.

Finalisation of costs due to delays (and escalation of material and labour expenses) are regularly reviewed.

### **Wallacia Memorial Park**

On 11 May 2021, the Land & Environment upheld our appeal and approved our development application for the construction of Wallacia Memorial Park.

Conditions of consent have been provided and the project commencement date is yet to be determined.

### **Nepean Gardens**

This project is also pending approval from NSW Government to proceed.

The development approval granted by Sydney Western City Planning Panel is a staged delivery:

*Stage One:* Remodelling the existing 18-hole golf course to 9-holes. The refurbishment and extension of the existing Wallacia Country Club, including construction of a new bowling green, gymnasium, and swimming pool and car parking.

*Stage Two:* Construction of new cemetery, administration building and chapel, landscaping, and vegetation management works.

### **Wallacia Country Club**

On 8 August 2022, the Regional Planning Panel issued its approval with draft development conditions.

Wallacia Country Club will undergo a refurbishment and extension of the existing clubhouse, including construction of a new bowling green, gymnasium, swimming pool and car parking.

Negotiations for the sale of the property and club have been completed and approval for the sale will be sought from the Crown Lands Minister.

### **Kemps Creek Memorial Park**

The construction of a new crematorium and administration office underway and due for completion in November. This will meet the area's growing demand for cremation (including Liverpool).

### **Liverpool Cemetery**

Administration office, condolence room, café and chapel renovations will conclude in November. Negotiations continue with the Office of Crown Lands, the Cemetery and Council regarding the construction of a council carpark to alleviate cemetery shortage.

# 3

## 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

Our HR strategy for 2022 focused on equipping staff to foster connection in their relationships with peers and clients. Whilst our health and safety program continued with an extensive vaccination program (COVID, flu, tetanus and Hepatitis B) as well as skin cancer checks, there were four distinctive achievements to improve our culture and performance.

### Mental Health Training

St John Ambulance 'Mental Health & Crisis Support' training was delivered online to CCC first aid officers. Recognising signs of mental disorders, learning effective strategies to assist, and the confidence to use them, trainees are now eligible for an additional weekly allowance.

### Grief & Loss Training

Facilitated by The Australian Centre for Grief and Bereavement, the online training was rolled out to head office and operational teams. Designed to equip staff in dealing with distress; clients, colleagues or their own, by addressing grief reactions, learning bereavement models and effective coping strategies.

### Performance Development

Development of the Capability Framework continues to identify the broad range of skillsets required for all salaried staff positions and measure any gaps between skills required and skills possessed. The program will be ready for introduction by December 2022 and will aid in retention strategies.

### Our People Matter

Following the results of the 20/21 survey, there was extensive discussions that cascaded through the organisation. Beginning with the leadership team, HR and business unit managers then began exploring the findings. Workshops continue in 2022/23 as teams are again working on site, looking for improvements to engagement and individual job satisfaction.

# 4

## 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

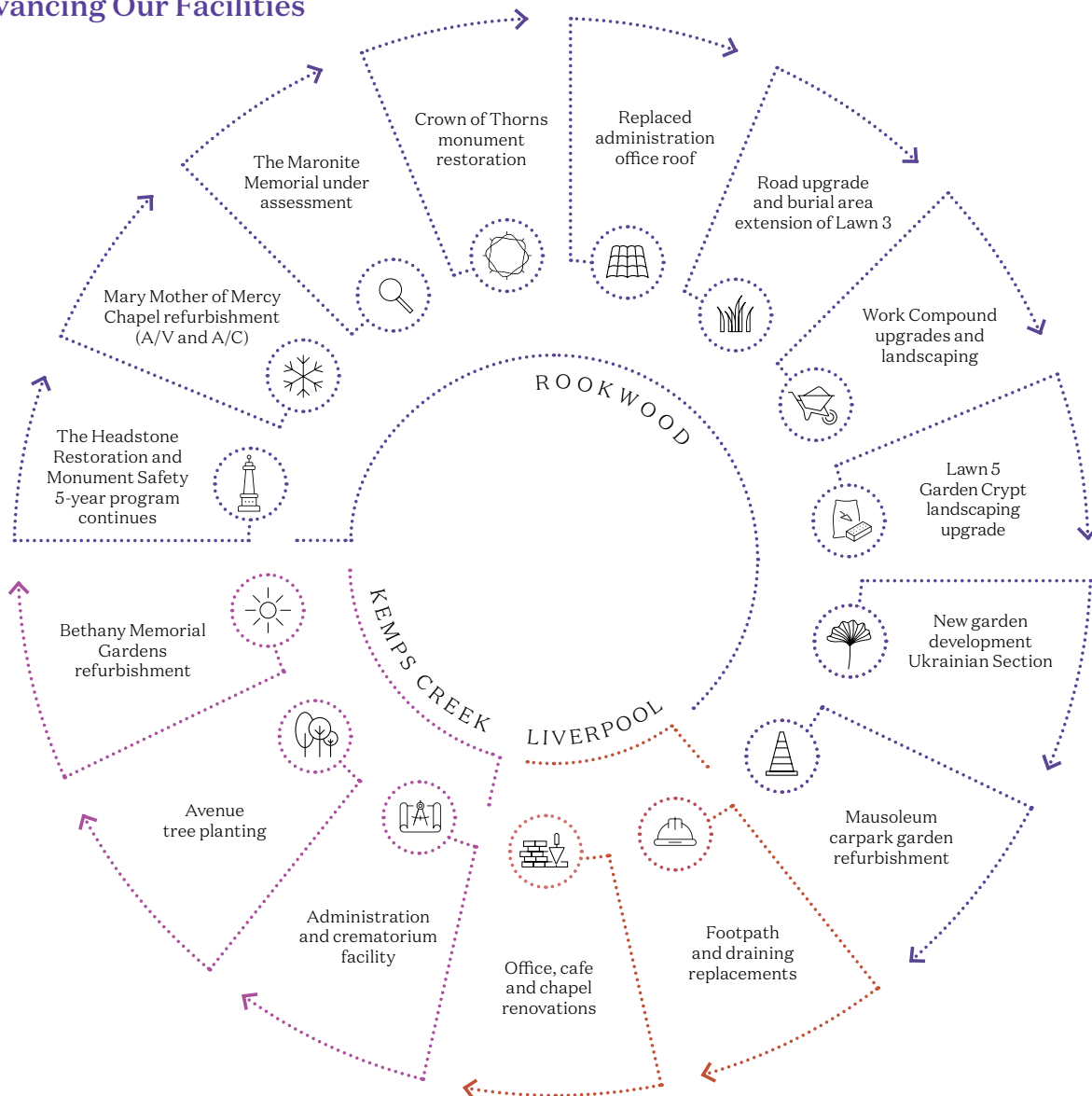
#### PROGRESS HIGHLIGHTS

### Maximising Assets

To continue meeting families' demands at Rookwood, Liverpool and Kemps Creek cemeteries our portfolio increased by 426 new graves through the

- Continued expansion of Our Lady of Lebanon, St Charbel and St Raymond Maronite Lawns
- Addition of free-standing vaults
- Way of the Cross memorial trees and Stations of the Cross family memorials

### Advancing Our Facilities



- Extension of key community burials areas (Orthodox, Ukrainian, Slovenian, Croatian) and a number of general non-denominational areas.

## The Future of Cemetery Management

Over a million records were successfully migrated from the old cemetery management system in Phase 2 of the ByondPro implementation. All staff have received training and it has been embedded into workflows. Customer and community relationship integration commence in 22/23.



## Clever and Caring Stewardship

- Rookwood towards Zero Greenwaste has begun by composting and mulching for reuse. All soils for garden and lawns are made from recycled materials.
- 1,200 palm fronds were trimmed and donated to community churches and directors including Our Lady of Assumption Homebush, All Saints Liverpool, St Joseph's Moorebank, St Patrick's Mortlake, and St Joachim's Lidcombe for their Palm Sunday services.
- Cumberland Council donated seven wildlife nesting boxes and a native beehive installed at Rookwood. Numerous beehive swarms have been rehomed to promote their populations and protect essential pollinators.
- Amongst our diverse fauna, Tawny Frogmouths – which mate for life and nest in the same area each year – have found residence in Rookwood's eucalyptus trees.

## 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

## Vigilant Risk Management

Under the remit of the Audit, Risk Management & Corporate Governance Committee, the Risk steering committee is responsible for monthly scrutiny of CMCT's risk, compliance, incidents and reporting function.

An extensive plan of works was achieved in 21/22:

- Integration of incident management workflow to Finance, Customer Service/Operations and ITC
- Integration of compliance workflow to all business units
- Education of all risk users and data quality improvement program (Ongoing)
- Exception reporting for risk, compliance and incident management for Committee members
- Disaster Recovery Plan review of IT infrastructure
- Defining emergent risk identification and assessment processes
- Tender for Internal Audit function

On hold until a decision is made by government as to CMCT status:

- Risk Appetite Statement
- Risk Management Policy & Framework Review
- Implement outcomes of the Board Governance Review

# FY22 Highlights

## Regulatory Compliance – Interment Industry Scheme

To ensure clearly defined, respectful and affordable burial and cremation (interment) services, the NSW Government has proposed the introduction of a licensing framework with categories of conditions for all NSW cemetery and crematorium operators.

Licence conditions include requirements for consumer contracts, cemetery maintenance, pricing transparency, customer service standards, religious and cultural principles, Indigenous cultural and spiritual principles and reporting obligations.

CMCT has been actively engaging with the regulator CCNSW and key consumer stakeholders regarding the introduction of the scheme and business impacts.

- CMCT is currently 94% compliant
- 100% compliance timeframe is by October 2024

## Human Rights and Modern Slavery

We are committed to eradicating modern slavery and human trafficking. We support human dignity and freedom, and are working to support vulnerable people and communities through our business practices, staff and supplier education.

- Implementation of policies and procedures
- Publication of Modern Slavery Statement 2021
- Incorporated Modern Slavery into the evaluation criteria of the tender process.
- Considerations inserted into purchase orders terms & conditions.
- Annual Gap Analysis conducted by ACAN (Australian Catholic Anti-Slavery)
- Over 400 emails were sent to suppliers to raise awareness on Modern Slavery risk
- Assessment of potential high-risk suppliers to understand their awareness and actions

SEPT  
2021

- Father's Day Mass – online

OCT  
2021

- 'Mention My Name' Mass – online
- Wave of Light Service – online
- All Souls Day Mass – online

NOV  
2021

- All Souls Day – Rookwood
- Deceased Clergy and Religious Mass – online
- 'Bringing Them Home' Homeless Memorial Service

DEC  
2021

- Christmas Remembrance Service – St Mary's Cathedral
- Muslim Community Meeting – Kemps Creek Memorial Park
- Lights of Christmas partnership

FEB  
2022

- Construction commenced at Liverpool and Kemps Creek
- Stepincevo Festival

APRIL  
2022

- Stations of the Cross Rookwood
- Prayer Service for Ukraine
- *Lest We Forget* Anzac Day Commemoration

MAY  
2022

- *I Am Living* awareness campaign
- Mother's Day Mass
- Italian Republic Day

JUNE  
2022

- Homeless Memorial Service
- Inaugural Stakeholder Engagement Council meeting
- Walk with Christ Procession
- Dedication Service for George Ritchie



# Beyond the 11th Hour



## Delays in solving Sydney's burial shortage



### February 2020

CMCT has two new build-ready cemetery projects to solve the immediate burial land shortage, without financial assistance from the State Government.



### May 2021

The Minister for Water, Property and Housing attempted to place the highly performing CMCT into administration and merge the remaining three crown cemetery trusts – Southern, Northern and Rookwood General – which were placed into administration.

Private and Local Government operators continue to operate without interference of industry regulation as to pricing or standards.



### June 2022

In negotiations, the Government has agreed to core principles that enable CMCT to:

- Operate independently as a Crown Land Manager with charitable status preserved
- Serve multifaith communities consistent with their observances, under the guidance of the Archbishop and a diverse representative Board and Advisory group represented by these groups.



### February 2021

The 11th Hour Report (the statutory review into cemeteries) was tabled in NSW Parliament.

The report has since been acknowledged to contain errors in data and conclusions. Many of the report recommendations have not been accepted.



### June 2021

The Government's attempts to seize CMCT's charitable assets, including consecrated chapels from a charitable trust dating back 154 years, generated a public backlash from faith and community groups that was well reported in the media and attracted over 20000 online responses in support of CMCT continuation as a separate entity to the state run cemetery trust.

Citing a legal challenge, CMCT is granted an operating extension and the cabinet agrees to negotiate an alternative model to the *OneCrown* proposal.

This extension prohibited any new cemetery developments pending the conclusion of the government review.



### Escalating Costs of Delays

Many of the initial report's key findings remain unresolved, including identifying the best operating solution to manage the three State-run Crown Cemeteries into the future.

The delays in commencement to Macarthur Memorial Park have created cost increases of 12-15% due to changing economic conditions, now estimated at \$75M. CMCT are examining remedies to recover the escalation costs.

## A message from our Chair + CEO



The Hon Greg Smith SC, Chair



Peter O'Meara, CEO

## Strengthening our Connections

Over 2 years ago, CMCT was on the verge of expansion, and since that time we have been unable to move forward with the construction of our flagship new developments.

Over that time we have received vast support, affirming that the sensitive services offered by CMCT are highly valued by faith and non-faith groups. As a charity, CMCT passes on significant savings to consumers, making our services more affordable than state and privately owned

operators. People value not only our enhanced pricing and affordability, but also the surety of fully funded Perpetual Care Funds.

Heartened by the expressions of confidence, we are firm in our purpose, both in meeting family's needs and the challenge facing the sector of diminishing burial space. Our focus this year was strengthening our connections.

The breadth and depth of our community footprint is unparalleled. Our Stakeholder Engagement Council, has 15 representatives from varied facets of Western Sydney culture. Chaired by Chris Zinn, a consumer advocate experienced in cemetery regulation, we are building upon an already deep understanding of cultural, religious and spiritual needs.

Our financial performance of \$28.7m in revenue (down 0.57% on the previous year) is a very creditable outcome given the economic effects of COVID and inflation, impacting discretionary spending on pre purchase of cemetery services.

To ensure the successful continuation of our existing operations and the implementation of cemetery growth plans, advanced planning of major systems and building projects has required additional contractor resources, this is reflected in our salary costs.

Astute monitoring of investment markets by the Board and management secured \$20M from our diversified investment portfolio to the safety of term deposits before the market downturn. This minimised capital losses and guaranteed the course of funding for Macarthur Memorial Park.

Internally we have focused on enabling connection through our people and systems. This second year of digital transformation built systems capacity and streamlined back office processes, ready for transition as the organisation expands.

As a result of training in grief support our team is better equipped to help each other and families. This is in alignment with our culture of respect and care that prioritises the wellbeing of staff, families and communities.

When other cemetery operators closed due to COVID related staff shortages, CMCT staff worked late into the evenings and weekends to ensure services were uninterrupted.

The cemetery services team have maintained the landscaping to an exceptionally high level and supported families through persistently wet weather. The service delivered by customer and cemetery services was recognised in our extraordinary industry satisfaction survey scores. This operational excellence and commitment to our caring mission in addition to

*“When other cemetery operators closed due to COVID related staff shortages, CMCT staff worked late into the evenings and weekends to ensure services were uninterrupted”*

superior affordability differentiates CMCT from competitors.

Entering FY23, we proceed with optimism. The key to our success is having highly skilled and experienced people, and we are ready to build and solve the burial shortage faced by Sydneysiders.

We thank Archbishop Fisher for his unwavering support and contribution.

Finally, we would like to thank everyone at Catholic Cemeteries, for the dedication, professionalism and most importantly the care that you bring to our organisation every day. Your support and hard work this year was steadfast through uncertain future employment, political disruption and severe COVID restrictions.

We are ready to embark on a new journey, and provide compassionate cemetery services that meet the needs of all.



**The Hon Greg Smith SC**  
CHAIR



**Peter O'Meara**  
CEO

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## Grief Care Leader Awarded Papal Honour

Patricia Thomas, founder and Managing Consultant, Grief Care was awarded the Honour of Dame of the Order of St Sylvester by Pope Francis in recognition of her distinguished service to the Church and the wider community.

The Papal honours system dates back centuries, and the order of St Sylvester recognises laypeople who have performed exceptional service for the church or offered outstanding Christian witness in a generous and sustained way – in education, philanthropy, religious life, vocations work, social ministry, and other apostolates. Each has earned the gratitude of the Holy Father and the whole Catholic community.

Pat was awarded her medal and citation by Archbishop Anthony Fisher at an investiture held at Cathedral House, Sydney on 3 December 2021. Through her exceptional work, Pat has touched the hearts of so many people in their grief.

Pat has served with Catholic Cemeteries for eight years and under her stewardship the Grief Care team has grown to a team of eight consultants. The Grief Care team is unique to cemetery services, providing support, conversation, referral and education for people grieving a death or seeking to understand loss.

The Grief Care team are available to everyone, as companions through their loss with care and empathy. This is one of the many services unique to the mission of Catholic Cemeteries & Crematoria, committed to serve people of all faiths – and those without – equally.

CCC are proud that Pat's dedication and efforts have been formally recognised in this way.



Image by Giovanni Portelli /  
Catholic Archdiocese of Sydney

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## Community Connect

A new Stakeholder Engagement Council (SEC) has been established to shape the future of Sydney's cemeteries.

The SEC is an advisory board that collaborates and informs the CMCT Board and executive team. 15 community representatives have been enlisted from a broad range of faiths and communities in NSW, including Jewish, Muslim, Buddhist, Hindi, Indigenous, Filipino, and Catholic. This is to ensure the diverse views of all in our communities are considered in the development of products, services, and policies.

The first meeting of the council was held on June 23, chaired by community and consumer campaigner Christopher Zinn who has served on the board of the NSW regulator of cemeteries and crematoria.

Mr Zinn said "Our first meeting recognised the urgent need for more burial spaces in Sydney, especially among the fast growing Muslim population, which like some other faiths, have traditions which require they bury their dead.

"The council is committed to ensure that communities and consumers' diverse needs and views, regardless of their faith or even lack of it, are catered for in respectful and affordable ways in the process of funerals, burials and cremations", he added.

The objectives of the SEC include:

- The interment practices and beliefs of all religious and cultural groups are respected equally
- The quality of interment products and services meet community expectations
- Affordable and accessible interment practices are available for all, particularly for those of limited means.

Mr Zinn concluded "We want the SEC to advise and help us better understand how CMCT can deliver the best possible experience to families, consumers, cultural and faith groups so we can continue to serve the community now with the Catholic trust's four existing cemeteries and two more to be developed".



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# Restoring Varroville's Colonial Past

CMCT is committed to recognising and celebrating the value of Macarthur Memorial Park's heritage. Even before the site was fully acquired we acted to stabilise the heritage structures which had been left abandoned by previous parties.

The property of Varroville was established in 1809, and the outbuildings which lie on the Park site include a barn, dairy, wool press, water tank and quarters for horse-drawn carriages, which was converted into a shed for machinery. The cottage and slab hut provided accommodation. The timber slab hut may have been occupied firstly by the eminent scholar and scientist, Robert Townson (1762-1827), while he established the property. The former coach house was built between 1830-1860.

This site played an important role in NSW's pastoral history. Dr Robert Townson established it

as pasturage with orchards and one of the colonies first vineyards.

'..Dr Townson's farm are by far the finest soil and best pasturage I have yet seen in the Colony; the grounds are beautiful and bounded by a large creek of brackish water called Bunbury Curran.'  
*Governor Macquarie, November 8, 1810*

CMCT was awarded a Heritage Grant from NSW Government to assist in the first stage of restoration of these buildings, which were recently further eroded through vandalism. The first stage is remediation works and preventative measures to stop further deterioration of the building fabric. This will be witnessed and documented by a heritage architect with oversight by the Heritage Council. It is proposed that once the restorations are complete the outbuildings will be used for educational displays and spaces for artists in residence.

## Varroville and one of Australia's greatest explorers: Charles Sturt

Captain Charles Sturt, explorer, soldier and public servant owned the property from 1836-1839.





Charles Sturt (1795 – 1869): explorer and one-time owner of Varroville; grave stone in Cheltenham cemetery, Gloucestershire

He purchased the property following his marriage in 1834, having conducted expeditions of the Macquarie, Darling, Castlereagh, Murrumbidgee and Murray rivers and Norfolk Island.

One of the attractions of Varroville was the gardens and orchards, as he described himself an ‘enthusiastic horticulturist’. He was also a passionate ornithologist and in 1838, the celebrated bird artist John Gould visited Sturt at Varroville, seeking to purchase Sturt’s watercolours, which he refused.

Sturt led a party of cattle overland to Adelaide in 1838, and was subsequently appointed Surveyor General, South Australia, which led to the sale of the property. The sale notice for the property,

advertised in 1839, mentions additional outbuildings and improvements to the water supply, as he is thought to have established dams for conservation.

‘The Estate of Varroville situated on the Campbelltown Road ... This compact and beautiful property has proved its value by the abundance of its crops this season. It contains 1000 acres, 600 of which are cleared and 25 under cultivation ... The farm has an abundant supply of the purest water in several tanks of great depth and is laid out into numerous paddocks. The cottage is convenient and an excellent kitchen and wash-house have been added to it. The out-houses consist of stables, coach-house, verandah dairy, store, barn etc. and there is a well-stocked garden and vineyard.’

Sturt’s legacy at Varroville will be commemorated on site through

- Educational displays
- Timeline walk
- Mapping his NSW expedition
- Sturt family on the estate feature
- Internal road name
- Ornithology plantings to attract birds.



Opposite: the former coach house as it appears today and (inset) in 1935

This page: aerial view of the built structures of Varroville over a plan of the property’s first subdivision, 1950

Kemps Creek Memorial  
Park dam overflow



## Extreme Operating Conditions

From pandemic to floods, staff have been challenged in ensuring families have access to our cemeteries and services.

For the first six months of FY22, there were restriction on funerals, lockdowns and construction work stoppages.

Although restrictions eased, COVID cases throughout the customer and cemetery services teams invoked business continuity plans to ensure minimal disruption to families and funeral directors. Other Sydney cemeteries ceased operating at this time but CMCT remained open by

- Reducing interments
- 90% client services staff worked from home
- Senior management maintained core office functions

The second half of FY22 was the wettest year on record, with rain gauges recording 1480mm at Kemps Creek and 1270mm at Rookwood from January to June 22.

Kemps Creek Memorial Park was impacted twice in March when the onsite dam banks broke and secondly when local roads flooded, both causing staff to be evacuated.

Despite the unceasing weather, cemetery services teams battled rain, sodden and waterlogged sections whilst continuing to provide interment services. Regular maintenance schedules were impacted due to unsafe working conditions and have been managed on an at-need basis. The team continues to liaise with families and communities regarding maintenance and monument installation delays.

## Ukrainian Prayer Services

In March, CCC in conjunction with St Andrew's Ukrainian Catholic Church in Lidcombe, attended mass co-conducted by Parish Priest Fr Simon Ckuj and Archbishop Anthony Fisher. As the humanitarian crisis escalated, a twilight prayer service was coordinated by Grief Care and held onsite at Rookwood in April.

An on-site memorial dedicated to the Ukraine community is under development at Rookwood.







## Remembering George Ritchie

On 18 June 2022 a headstone dedication service was held to commemorate George Ritchie, a 17 year old seaman who was murdered aboard the HMAS Brisbane. George was buried in the Naval section of

Rookwood Catholic Cemetery without a headstone, as the Navy only provided them for those that died in the line of duty. The Naval Graves Project in conjunction with the Naval chaplaincy team worked diligently for over 10 years to right this wrong, with the Australian War Graves providing a white marble headstone for George 98 years after he died.

## Australia Day Honours

Kazi Ali has been recognised for his remarkable community service that spans four decades. The veteran volunteer and President of the Muslim Cemeteries Board has worked extensively with Catholic Cemeteries and Crematoria to facilitate the provision of burial space for the Muslim community in accordance with Islamic traditions.

Raised in Bangladesh, Mr Ali studied and worked in the UK prior to immigrating to Australia in 1981. Mr Ali has been tireless in assisting the Muslim community, not just in finding burial space but comforting grieving families and helping to prepare bodies in line with Muslim guidelines, ensuring a dignified farewell.

This exceptional and long-standing community service led to Mr Ali being awarded the Medal of the Order of Australia for service to the Islamic community in January 2022.



Kazi Ali with CEO Peter O'Meara

Image by Giovanni Portelli / Catholic Archdiocese of Sydney

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## Muslim Leaders Meet To Discuss Looming Burial Land Shortage In Sydney



More than 20 Muslim faith groups gathered in December to urge the NSW Government to resolve protracted negotiations about the future of the cemetery trusts as it is delaying the construction of much needed burial spaces for them in Sydney.

The groups gathered at the Kemps Creek Memorial Park, where they have been able to access much needed, and cost-effective, burial spaces for their followers in recent years.

The gathering of 75 people featured representatives of many different branches of the Muslim faith, with the NSW Leader of the Opposition, Chris Minns, and Shadow Minister for Water, Housing and Multi-Cultural Affairs, Mr Steve Kamper. The group expressed their concerns over looming burial shortages and a lack of a clear business case for the Government's OneCrown solution as well as halt on progress for the Varroville cemetery.



# Our Communities



2

- 1,2 / Remembrance Service, St Mary's Cathedral
- 3,4 / Homeless Memorial Service, St Mary's Cathedral
- 5 / Walk With Christ
- 6 / Croatian Stepincevo Festival
- 7 / Mothers Day Mass
- 8 / Syriac Lawn dedication, Kemps Creek.

Image 5 by Giovanni Portelli / Catholic Archdiocese of Sydney



3



4



5



6

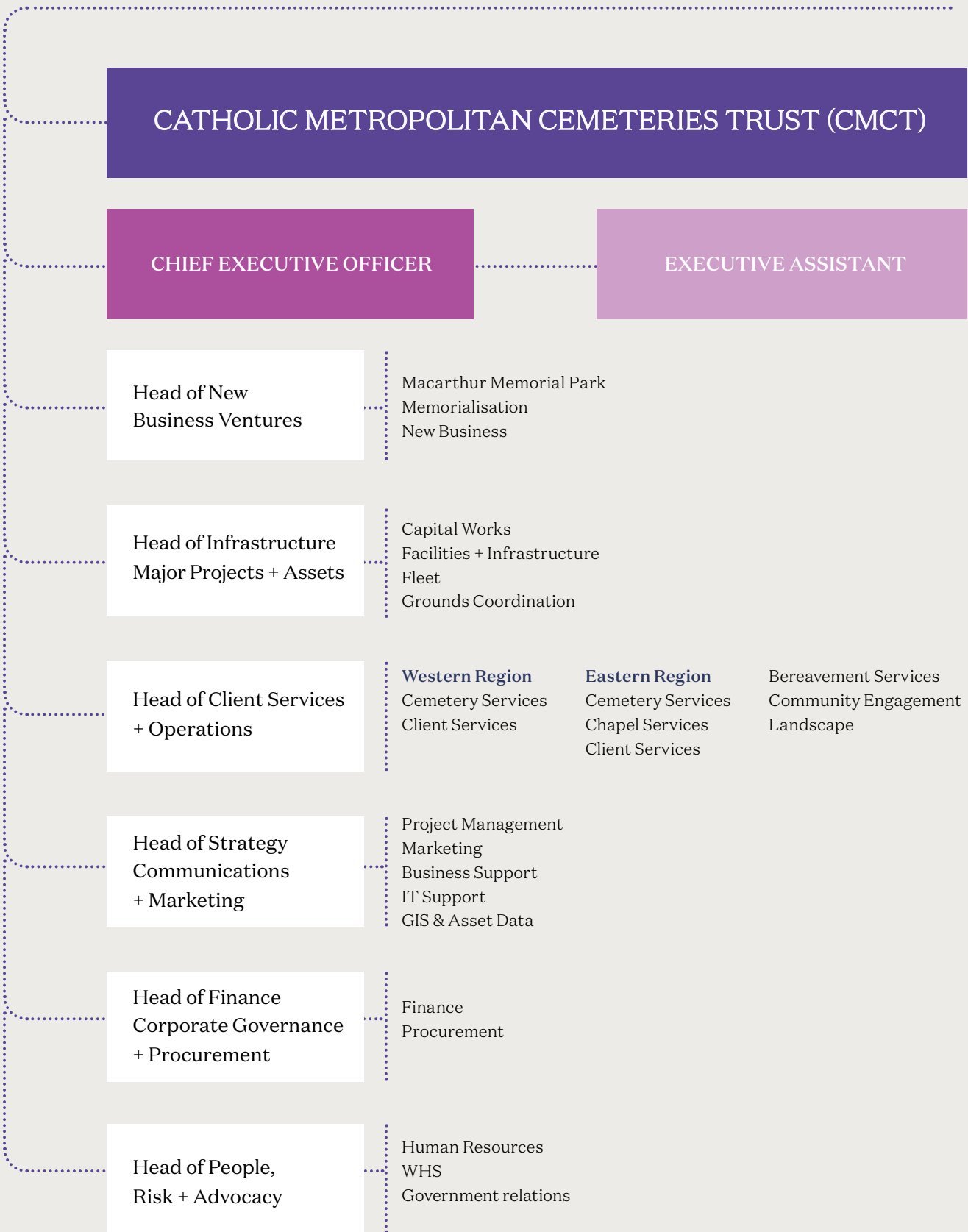


7



8

# Our Business



# 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)

### Danny Casey

Governor

### Dominic Sullivan

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, Major Projects + Assets

### Armen Mikaelian

Head of New Business Ventures

### Mel White

Head of Strategy, Communications + Marketing

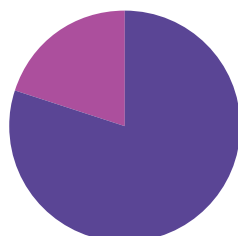
### Damian Furlong

Head of People, Risk + Advocacy



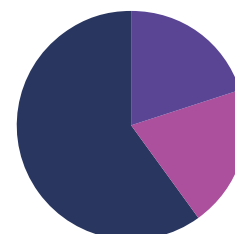
### Current Board Diversity

- Male 80%
- Female 20%



### Current Board Tenure

- 1-2 years 20%
- 3-5 years 20%
- 6+ years 60%



## 2022 Board committee membership

Director	Board Meetings	Audit, Risk Management and Corporate Governance Committee	Finance, Investment and Remuneration Committee	Project Development Committee*	Community Advisory Committee*
Greg Smith	5/6	1/1	2/2	1/1	1/1
Maria Wheeler	6/6	1/1	1/2	1/1	1/1
Terry Brady	4/6	1/1	2/2	1/1	1/1
Danny Casey	5/6	1/1	2/2	1/1	1/1
Dominic Sullivan	6/6	1/1	2/2	1/1	1/1

\*Project Development Committee and Community Advisory Committee agenda items were consolidated into the Board meetings for the period.

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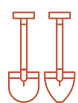
## Making Connections at the Graveside

The small personal connections fostered by Catholic Cemeteries & Crematoria staff make a difficult experience for families as meaningful and comforting as possible.

Mark Mills, Cemetery Services Supervisor, highlights how his role in helping people honour their family member often makes emotional connections along the way.

Gravediggers see many sad and beautiful things whilst digging graves at Rookwood Catholic Cemetery. Over time, they have witnessed significant cultural shifts with waves of migrants, bringing their own burial practices.

Mark has spent 16 years in the industry, which has given him a deeper appreciation of different cultures and faiths. Over the years Mills and his co-workers have observed the rituals of thousands of Anglo-Saxons, Italians, Croatians, Maronites, Chinese, Vietnamese, Pacific Islanders and Filipinos at Rookwood.



**DID YOU KNOW?** Abraham Lincoln, Rod Stewart, Tom Petty and Joe Strummer of The Clash all worked as gravediggers.

Mark is humble about the work he provides the community. He has learnt that everyone is different, especially when grieving, and whilst you have a laugh with some, there are others unable to summon a smile.

There are over 2000 burials each year, and regardless of the weather, Mark stands beside grieving families to say goodbye. The job isn't easy, often navigating rocky terrain or mudslides, amidst pouring rain, or blistering heat. A modern gravedigger is an expert in machine operation and the art of graveside presentation.

But more than the technical skills, the role requires emotional sensitivity. Mark explains "Some people



think that we mustn't have feelings, but we do. You have to carry out the practical and look after the family and their loved one. It is hard when bad weather and physics work against you. It's a juggle between the physical sides of the job with the more emotional."

Mills collaborates with his team to find better ways to work and honour families. He believes that helping families is the most important aspect of his role, and he encourages his team to go out of their way to support people. "We try to be invisible whilst the service is taking place, but are waiting in case the family needs us."

There are difficult days, especially when there is a service held for a young child. It is often heart-breaking for all families, when the coffin comes out. Mark believes his job is a vocation, and was grateful when a priest recently thanked him for his dedication. "This job is a calling and someone is giving me the strength to fulfil it."

Occasionally Mark receives a hug from an appreciative family member as a thank you when words fail them. Mark understands how important every funeral is. He quietly explains "Whether a brother, a sister, a mother, a father, a partner or friend, they were special to someone."



# Financial Report

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## **Catholic Metropolitan Cemeteries Trust**

ABN: 85 744 325 709

General purpose financial  
statements for the year  
ended 30 June 2022.

### **Contents**

- 30** Statement of  
Comprehensive  
Income
- 31** Statement of Financial  
Position
- 32** Statement of Changes  
in Equity
- 33** Statement of Cash  
Flows
- 34** Notes to the Financial  
Statements
- 53** Director's declaration
- 54** Independent Auditor's  
Report

# Statement of Comprehensive Income

For the year ended 30 June 2022

	Note	2022 \$	2021 \$
Revenue	4(a)	28,725,326	28,890,114
Cost of Goods Sold	5	(9,314,331)	(8,664,359)
<b>Gross Profit</b>		<b>19,410,995</b>	<b>20,225,755</b>
<b>Expenses</b>			
Employee & Associated costs	6	8,781,992	7,366,666
Administrative Expenses	7	711,174	710,159
Operating expenses	8	3,943,221	4,754,266
Depreciation	13	1,633,542	1,524,265
(Profit) & Loss on Disposal		(54,840)	(107,296)
Marketing		630,283	663,584
<b>Total Expenses</b>		<b>15,645,372</b>	<b>14,911,644</b>
<b>Results from operating activities</b>		<b>3,765,623</b>	<b>5,314,112</b>
Interest Income	4(b)	731,178	858,045
Investment Income and movement	4(c)	(7,003,175)	24,439,213
Other Income		81,836	374,964
<b>Result for the period</b>		<b>(2,424,538)</b>	<b>30,986,333</b>
<b>Total Comprehensive Income for the period</b>		<b>(2,424,538)</b>	<b>30,986,333</b>

The notes on pages 34 to 52 are an integral part of these financial statements.



# Statement of Financial Position

For the year ended 30 June 2022

	Note	2022 \$	2021 \$
<b>Current Assets</b>			
Cash and cash equivalents	9	19,180,398	15,325,970
Trade and other receivables	10	1,626,916	1,431,552
Inventories	11	15,107,975	19,132,136
Investments	12(a)	156,654,435	160,122,113
<b>Total Current Assets</b>		<b>192,569,724</b>	<b>196,011,771</b>
<b>Non-Current Assets</b>			
Property, Plant & Equipment	13	117,733,740	115,132,362
<b>Total Non-Current Assets</b>		<b>117,733,740</b>	<b>115,132,362</b>
<b>Total Assets</b>		<b>310,303,464</b>	<b>311,144,133</b>
<b>Current Liabilities</b>			
Trade and Other Payables	14(a)	2,210,810	1,846,057
Lease Liability	14(b)	149,656	134,694
Deferred Income	15	7,022,729	6,041,435
Employee Benefits	16	1,366,336	1,155,942
<b>Total Current Liabilities</b>		<b>10,749,531</b>	<b>9,178,128</b>
<b>Non-Current Liabilities</b>			
Lease Liability	14(b)	1,207,637	1,357,293
Provisions	14(c)	124,200	124,200
Deferred Income	15	2,589,916	2,428,885
Employee Benefits	16	379,403	378,312
<b>Total Non-Current Liabilities</b>		<b>4,301,156</b>	<b>4,288,690</b>
<b>Total Liabilities</b>		<b>15,050,687</b>	<b>13,466,818</b>
<b>Net Assets</b>		<b>295,252,777</b>	<b>297,677,315</b>
<b>Equity</b>			
Accumulated General Funds	24	257,315,949	259,740,487
Asset Revaluation Reserve	24	37,936,828	37,936,828
<b>Total Equity</b>		<b>295,252,777</b>	<b>297,677,315</b>

The notes on pages 34 to 52 are an integral part of these financial statements.

# Statement of Changes in Equity

For the year ended 30 June 2022

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	Note	Accumulated surplus funds \$	Asset Revaluation Reserve \$	Total \$
<b>Balance at 30 June 2020</b>		<b>228,754,154</b>	<b>37,936,828</b>	<b>266,690,981</b>
Result for the period		30,986,333	-	30,986,333
<b>Balance at 30 June 2021</b>		<b>259,740,487</b>	<b>37,936,828</b>	<b>297,677,315</b>
Result for the period		(2,424,538)	-	(2,424,538)
<b>Balance at 30 June 2022</b>		<b>257,315,949</b>	<b>37,936,828</b>	<b>295,252,777</b>

The notes on pages 34 to 52 are an integral part of these financial statements.

# Statement of Cash Flows

For the year ended 30 June 2022

	Note	2022 \$	2021 \$
<b>Cash flows from Operating Activities</b>			
Cash receipts from customers		33,397,692	33,822,987
Payments to suppliers and employees		(22,430,057)	(23,339,759)
Interest received		455,098	549,922
Interest and other finance costs paid		(69,237)	(75,092)
<b>Net cash from Operating Activities</b>	<b>9</b>	<b>11,353,497</b>	<b>10,958,058</b>
<b>Cash flows from Investing Activities</b>			
Proceeds from sale of property, plant and equipment		96,545	121,545
Payment for property, plant and equipment		(4,276,626)	(5,424,297)
Proceeds from realisation other investments		19,815,705	-
Acquisition of other investments		(23,000,000)	-
Loan repayments from RNT		-	200,000
<b>Net cash used in Investing Activities</b>		<b>(7,364,375)</b>	<b>(5,102,752)</b>
<b>Cash flows from Financing Activities</b>			
Repayment of Lease Liability		(134,694)	(120,740)
<b>Net cash used in Financing Activities</b>		<b>(134,694)</b>	<b>(120,740)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>3,854,428</b>	<b>5,734,568</b>
Cash and cash equivalents at the beginning of the year		15,325,970	9,591,402
<b>Cash and cash equivalents at 30 June 2022</b>	<b>9</b>	<b>19,180,398</b>	<b>15,325,970</b>

The notes on pages 34 to 52 are an integral part of these financial statements.

# Notes to the financial statements

For the year ended 30 June 2022

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## 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 (CCB) was appointed as the statutory Trust manager pursuant to section 95 of the *Crown Lands Act 1989*.

CMCT is currently a 'transitional reserve trust', as defined by clause 10A(1) of Schedule 7 of the *Crown Land Management Act 2016* (CLM Act). CMCT will remain in operation until 29 February 2024, after which it will transition to a Crown Land Manager on the 'transition day' as defined by clause 2(1) of the CLM Act.

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. CMCT currently operates cemeteries at Rookwood (Necropolis), Kemps Creek and Liverpool in the Archdiocese of Sydney.

The financial statements were approved by the Board of Governors on 24th August 2022.

## 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
- Note 17 – valuation of Contingent Liabilities.

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 2. BASIS OF PREPARATION (CONT)

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

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

### (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 2022

## 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 have 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.
- (ii) WIP and grave extensions includes expenditure on inventories partially constructed but not available for sale.
- (iii) 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.

# Notes to the financial statements (continued)

For the year ended 30 June 2022

## 3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

### (f) Property, plant and equipment (cont)

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.

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. CMCT has obtained Development Approvals for its two greenfield cemetery sites at Varroville and Wallacia and have comprehensive plans to commence the construction of the civil and building works in advance of the pending exhaustion of burial rights across Crown Cemeteries including Rookwood, Liverpool and Kemps Creek.

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 were revalued as at 30 June 2020. The next revaluation is scheduled for 30 June 2023.

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
<b>Total</b>	<b>263.40</b>	<b>78,439,840</b>

### (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.



# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

### (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.

### (j) Employee Provisions (continued)

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.

### (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.

# Notes to the financial statements (continued)

For the year ended 30 June 2022

## 4. REVENUE AND OTHER INCOME

	2022 \$	2021 \$
<b>(a) Revenue</b>		
Licences	19,137,773	20,656,062
Interments	6,311,006	5,462,397
Others	3,276,547	2,771,655
	<b>28,725,326</b>	<b>28,890,114</b>

### Disaggregation of Revenue

#### Timing of revenue recognition

Licences transferred at a point in time	19,137,773	20,656,062
Services transferred at a point in time	9,587,553	8,234,052
	<b>28,725,326</b>	<b>28,890,114</b>

### (b) Interest income

Interest income	374,175	390,212
Imputation Credits	357,003	467,833
	<b>731,178</b>	<b>858,045</b>

### (c) Investment Income from Managed Funds

Realised	10,095,201	7,962,568
Unrealised	(16,825,161)	16,692,871
Management Fee	(273,216)	(216,226)
	<b>(7,003,175)</b>	<b>24,439,213</b>

## 5. COST OF SALES AND OTHER EXPENSES

Cost of Sales	2022 \$	2021 \$
Licences	(5,082,552)	(3,777,666)
Interments	(2,462,213)	(2,103,541)
Others	(1,769,566)	(2,783,152)
	<b>(9,314,331)</b>	<b>(8,664,359)</b>

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 6. EMPLOYEE & ASSOCIATED COSTS

	2022 \$	2021 \$
Salary and wages	7,823,331	6,590,342
Superannuation entitlements	748,386	622,166
Employee leave entitlements	336,167	378,328
Fringe benefit tax	77,792	70,727
Associated Costs	361,800	437,633
Cost Recovery to COGS	(1,897,458)	(1,756,490)
Others Employee Costs	1,331,973	1,023,961
	<b>8,781,992</b>	<b>7,366,666</b>

## 7. ADMINISTRATIVE EXPENSES

	2022 \$	2021 \$
Administrative Expenses	1,596,186	1,520,608
Cost Recovery to COGS	(885,012)	(810,449)
	<b>711,174</b>	<b>710,159</b>

## 8. OPERATING EXPENSES

	2022 \$	2021 \$
Operating Expenses	5,347,518	5,827,294
Cost Recovery to COGS	(1,404,297)	(1,073,028)
	<b>3,943,221</b>	<b>4,754,266</b>

# Notes to the financial statements (continued)

For the year ended 30 June 2022

## 9. CASH AND CASH EQUIVALENTS

	2022 \$	2021 \$
Cash on hand/Petty Cash	2,700	2,700
Bank balances	2,153,826	2,262,845
Call deposits	17,023,872	13,060,425
	<b>19,180,398</b>	<b>15,325,970</b>

Reconciling Surplus for the year for Net Cash Flows from Operating Activities	2022 \$	2021 \$
Result for the period	(2,424,538)	30,986,333
Adjustments for:		
Depreciation	1,633,542	1,524,265
(Gain) & Loss on Disposal	(54,840)	(107,296)
Investment distributions reinvested	6,725,506	(24,958,269)
(Increase)/Decrease in Trade debtors	209,916	(324,652)
(Increase)/Decrease in Other Debtors	(410,598)	(28,622)
(Increase)/Decrease in Inventories	4,024,161	1,844,866
Increase/(Decrease) in Trade Creditors	31,627	(361,378)
Increase/(Decrease) in Sundry Creditors	264,911	381,941
Increase/(Decrease) in Deferred Income	1,142,325	1,675,642
Increase/(Decrease) in Provisions	211,485	325,226
<b>Net cash from operating activities</b>	<b>11,353,497</b>	<b>10,958,058</b>

## 10. TRADE AND OTHER RECEIVABLES

	2022 \$	2021 \$
Trade receivables	1,428,525	1,275,428
Other Debtors & Receivables	198,392	156,124
	<b>1,626,916</b>	<b>1,431,552</b>

# Notes to the financial statements (continued)

For the year ended 30 June 2022

## 11. INVENTORIES

	2022 \$	2021 \$
Grave licences	2,705,486	3,190,457
Crypt licences	9,897,259	12,208,006
Vault licences	105,000	214,000
Cremated remains	2,208,415	2,695,239
Inventory Grave Extensions	191,815	149,710
Work-In-Progress	-	674,724
	<b>15,107,975</b>	<b>19,132,136</b>

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. INVESTMENTS

	2022 \$	2021 \$
<b>Other Financial Assets</b>		
Term Deposits	(a) 61,934,690	38,672,409
Managed Funds	(b) 94,719,745	121,449,704
<b>Total Investments</b>	<b>156,654,435</b>	<b>160,122,113</b>

Investments consist of Term Deposits and Managed Funds. Collectively they are referred to as Perpetual Care Funds (refer to 17(a)).

(a) Term deposits are held at cost and are classified as Debt Securities at amortised cost. Term deposits held by the Trust during the financial year had maturity terms ranging from 6 to 12 months with ADI's that have a long-term credit rating ranging between BBB+ to A-. Interest rates average 1.05% and generated \$277,669 in interest income.

The purpose of the Term Deposits is to assist in funding major capital works proposed over the next five years (e.g. new cemetery at Varroville, Sydney).

(b) Managed Funds are classified as financial assets at fair value through profit or loss and are managed by Russell Investments. They represent funds used to fulfil the long-term Perpetual Care obligations (refer to 17(a)) and provide the capacity to implement the Strategic Plan.

The investment horizon is long term, to perpetuity. As such, the Board accepts that the Managed Funds be invested in a majority growth assets, accepting that, in anticipation of higher expected long-term growth of the portfolio, there may be periods of short-term volatility and downside risks.

During the 2022 financial year, \$20 million was redeemed from Managed Funds and allocated to Term Deposits.

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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

	Land	Buildings	Plant and Equipment	Motor Vehicles	Computer & Office Equipment	Ground & Property Improvement	Leasehold	Construction	Under Construction	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost</b>										
Balance at 1 Jul 2021	78,439,840	22,012,515	2,364,964	973,561	4,563,376	6,954,894	1,637,296	12,258,370	129,204,817	
Transfer of assets	-	-	-	-	1,725,724	552,541	-	(2,278,265)	-	
Additions	-	-	321,970	154,747	49,970	558,308	-	3,258,731	4,343,726	
Disposals	-	-	(127,419)	(165,811)	(28,614)	-	-	-	(321,844)	
Asset Revaluation	-	-	-	-	-	-	-	-	-	
<b>Balance 30 Jun 2022</b>	<b>78,439,840</b>	<b>22,012,515</b>	<b>2,559,515</b>	<b>962,498</b>	<b>6,310,456</b>	<b>8,065,743</b>	<b>1,637,296</b>	<b>13,238,836</b>	<b>133,226,699</b>	
<b>Depreciation and impairment losses</b>										
Balance at 1 Jul 2021	-	(7,759,588)	(1,576,396)	(321,174)	(2,836,757)	(1,210,261)	(368,280)	-	(14,072,456)	
Disposal of assets	-	-	127,281	57,571	28,186	-	-	-	213,038	
Transfer of assets	-	-	-	-	-	-	-	-	-	
Depreciation to Jun 2022	-	(469,357)	(253,853)	(129,803)	(437,630)	(179,169)	(163,729)	-	(1,638,542)	
<b>Balance 30 Jun 2022</b>	<b>-</b>	<b>(8,228,945)</b>	<b>(1,702,968)</b>	<b>(393,406)</b>	<b>(3,246,201)</b>	<b>(1,389,430)</b>	<b>(532,009)</b>	<b>-</b>	<b>(15,492,959)</b>	
<b>Carrying amount</b>										
at 1 Jul 2021	78,439,840	14,252,927	788,568	652,387	1,726,619	5,744,633	1,269,016	12,258,370	115,132,362	
<b>at 30 Jun 2022</b>	<b>78,439,840</b>	<b>13,783,570</b>	<b>856,547</b>	<b>569,092</b>	<b>3,064,255</b>	<b>6,676,313</b>	<b>1,105,287</b>	<b>13,238,836</b>	<b>117,733,740</b>	

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 14. TRADE AND OTHER PAYABLES

### (a) Trade and Non-Trade Payables

	2022 \$	2021 \$
Trade payables	449,650	418,023
Non-trade payables and accrued expenses	1,761,160	1,428,034
	<b>2,210,810</b>	<b>1,846,057</b>

### (b) Lease Liability

	2022 \$	2021 \$
<b>Current</b>		
Lease Liability	149,656	134,694
	<b>149,656</b>	<b>134,694</b>
<b>Non-Current</b>		
Lease Liability	1,207,637	1,357,293
	<b>1,207,637</b>	<b>1,357,293</b>
<b>Total Leasehold Liability</b>	<b>1,357,293</b>	<b>1,491,987</b>

### (c) Makegood Provision

	2022 \$	2021 \$
<b>Non-Current</b>		
Makegood Provision	124,200	124,200
	<b>124,200</b>	<b>124,200</b>

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 15. DEFERRED INCOME

	2022 \$	2021 \$
<b>Current</b>		
Prepurchase Plan – Community Group Deals	1,637,009	1,173,109
Grief Care Grant	–	50,000
Prepaid redeemable transactions	5,385,720	4,818,326
<b>Total current deferred income</b>	<b>7,022,729</b>	<b>6,041,435</b>
<b>Non-current</b>		
Prepurchase Plan – Community Group Deals	2,589,916	2,428,885
<b>Total non-current deferred income</b>	<b>2,589,916</b>	<b>2,428,885</b>
<b>Total deferred income</b>	<b>9,612,645</b>	<b>8,470,320</b>

## 16. EMPLOYEE BENEFITS

	2022 \$	2021 \$
<b>Current</b>		
Liability for annual leave	1,039,187	863,698
Liability for long-service leave	327,149	292,244
<b>Total Current Liability</b>	<b>1,366,336</b>	<b>1,155,942</b>
<b>Non-Current</b>		
Liability for long-service leave	379,403	378,312
<b>Total non-Current Liability</b>	<b>379,403</b>	<b>378,312</b>
<b>Total employee benefit liabilities</b>	<b>1,745,738</b>	<b>1,534,254</b>



# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 17. CONTINGENT LIABILITIES

### (a) Perpetual Care

All funds except those required for current operations and short-term capital improvements (e.g. replacement of Motor vehicles) 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 CMCT 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 main source of funding for these obligations are the investments disclosed in Notes 12. Since the last review, investments have increased to \$156.6 million to meet the future Perpetual Care Target of \$142.2 million estimated as at 30 June 2017, representing an excess of \$14.4 million.

Since this time CMCT has developed an internal model for the purposes of the review effective 30 June 2021. In 2022 KPMG was commissioned to undertake certain analysis procedures over CMCT's model. These procedures included analysis that CMCT's intended methodology had been consistently implemented in the internal model. CMCT has considered this work in the preparation of their financial statements.

The financial position of CMCT is expected to further increase once the two approved cemetery developments at Varroville and Wallacia are completed. Using the internal model, CMCT has prepared detailed financial forecasts that demonstrate that CMCT is capable of self-funding the new cemetery developments whilst appropriately maintaining its Perpetual Care obligations.

### (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 2022

## 18. FINANCIAL INSTRUMENTS – FAIR VALUES AND RISK MANAGEMENT

### (a) Accounting classifications and fair values

30 June 2022	Note	Carrying value				Fair Value Level
		Debt Securities at Amortised Cost \$	Loans and Receivables \$	Investments at Fair Value through P or L \$	Other Financial Liabilities \$	
<b>Financial Assets measure at fair value</b>						
Managed Funds	12(a)	-	-	94,719,745	-	94,719,745
Term deposits with a maturity greater than 3 months	12(a)	61,934,690	-	-	-	61,934,690
		<b>61,934,690</b>	-	<b>94,719,745</b>	-	<b>156,654,435</b>
<b>Financial assets not measured at fair value</b>						
Trade and other receivables	10	-	1,626,916	-	-	1,626,916
Cash and cash equivalents	9	-	19,180,398	-	-	19,180,398
		-	<b>20,807,314</b>	-	-	<b>20,807,314</b>
<b>Financial liabilities not measured at fair value</b>						
Trade payables	14(a)	-	-	-	2,210,810	2,210,810
Lease Liabilities	14(b)	-	-	-	1,357,293	1,357,293
		-	-	-	<b>3,568,103</b>	<b>3,568,103</b>
<b>30 June 2021</b>						
		Carrying value				Fair Value Level
		Debt Securities at Amortised Cost	Loans and Receivables	Investments at Fair Value through P or L	Other Financial Liabilities	
<b>Financial Assets measure at fair value</b>						
Managed Funds	12(a)	-	-	121,449,704	-	121,449,704
Term deposits with a maturity greater than 3 months	12(a)	38,672,409	-	-	-	38,672,409
		<b>38,672,409</b>	-	<b>121,449,704</b>	-	<b>160,122,113</b>
<b>Financial assets not measured at fair value</b>						
Trade and other receivables	10	-	1,431,552	-	-	1,431,552
Cash and cash equivalents	9	-	15,325,970	-	-	15,325,970
		-	<b>16,757,522</b>	-	-	<b>16,757,522</b>
<b>Financial liabilities not measured at fair value</b>						
Trade payables	14(a)	-	-	-	1,846,057	1,846,057
Lease Liabilities	14(b)	-	-	-	1,491,987	1,491,987
		-	-	-	<b>3,338,044</b>	<b>3,338,044</b>

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 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 \$19,180,398 at 30 June 2022. The cash and cash equivalents are held with bank and financial institution counterparties, which are rated A- to AA+, except for Catholic Development Fund (\$2,262,845). 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.

### (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.

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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

### (b) Financial risk management (continued)

#### (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 2022 \$
Term deposits	61,934,690	–	61,934,690
Managed Funds	–	94,719,745	94,719,745
<b>Total investments</b>	<b>61,934,690</b>	<b>94,719,745</b>	<b>156,654,435</b>

	Fixed return financial investments \$	Variable return financial investments \$	Carrying value at 30 June 2021 \$
Term deposits	38,672,409	–	38,672,409
Managed Funds	–	121,449,704	121,449,704
<b>Total investments</b>	<b>38,672,409</b>	<b>121,449,705</b>	<b>160,122,113</b>

## 19. CAPITAL COMMITMENTS

As at 30 June 2022, there were two Major Works performed that are to be realised within twelve months.

	2022 \$	2021 \$
Major Works		
Liverpool New Office Construction	1,455,963	–
Kemps Creek New Office Construction	2,278,085	–
<b>Total</b>	<b>3,734,048</b>	<b>–</b>

## 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	84,293	84,293
1–5 Years	145,691	145,691
	<b>229,984</b>	<b>229,984</b>

# Notes to the financial statements (continued)

For the year ended 30 June 2022

## 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)
Mr Danny Casey	Ms Lauren Hardgrove (Head of Client Services & Operations)
Mr Dominic Sullivan	Mr Damian Furlong (Head of People, Risk + Advocacy)
	Mr David De Angelis (Head of Capital Works)
	Mr Armen Mikaelian (Head of New Business Ventures)

### (a) Governors' Stipend payments

With the commencement of the *Cemeteries & Crematoria Act 2013* as of 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 2021/22, total remuneration was \$103,412.

### (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.

	2022 \$	2021 \$
Short-term employee benefits	1,814,692	1,727,639
Post-employment benefits	130,237	118,848
	<b>1,944,929</b>	<b>1,846,487</b>

### (c) Other related Party transactions

CCB Ltd has renewed the Management Agreement with the Broken Day Diocese regarding North Rocks Catholic Cemetery as of 1st July 2021. CMCT is contracted by CCB Ltd to provide operational and administrative support to North Rocks Catholic Cemetery.

	2022 \$	2021 \$
North Rocks Catholic Cemetery Support	17,808	14,904
	<b>17,808</b>	<b>14,904</b>

In FY2019/20, CMCT received \$550,000 from CCB Ltd as an initial deposit for the expected purchase of the Golf Course and Cemetery property at 13 Park Road Wallacia, NSW 2745.

# Notes to the financial statements (continued)

For the year ended 30 June 2022

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## 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 as at 30 June 2022.

## 23. AUDITOR'S REMUNERATION

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

	2022 \$	2021 \$
Audit and review of financial reports:	50,250	41,000
Other services	9,000	-
	<b>59,250</b>	<b>41,000</b>

For 2022 the overall audit fees is \$60,000 for review of financial reports of which, CCB Ltd and North Rocks has been assigned \$6,500 and \$3,250 respectively. Other services of \$9,000 was for advice on tax implications on restructure.

## 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)

# Director's declaration

For the year ended 30 June 2022

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

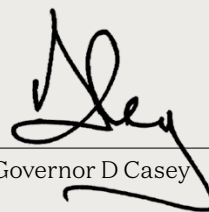
- (a) the Trust is publicly accountable;
- (b) the financial statements and notes, set out on pages 31 to 53, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:
  - (i) giving a true and fair view of the Trust's financial position as at 30 June 2022 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 Board of the Catholic Metropolitan Cemeteries Trust.



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Governor Hon G Smith SC



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Governor D Casey

Dated this 24th day of August 2022

# Independent Auditor's Report

For the year ended 30 June 2022



#### Nexia Sydney Audit Pty Ltd

Level 16, 1 Market Street  
Sydney NSW 2000  
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Australia Square NSW 1215  
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f +61 2 9251 7138  
e info@nexiasydney.com.au  
w nexia.com.au

## Independent Auditor's Report to the Members 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 2022, 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 Board' declaration.

In our opinion, the accompanying financial report of the Entity is in accordance with Division 60 of 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 2022 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.

#### Board' responsibility for the financial report

The Board of the Entity are 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 and for such internal control as the Board determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board are 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.

Nexia Sydney Audit Pty Ltd (ABN 77 606 785 399) is a firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd. Nexia Australia Pty Ltd is a member of Nexia International, a leading, global network of independent accounting and consulting firms. For more information please see [www.nexia.com.au/legal](http://www.nexia.com.au/legal). Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

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#### **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.

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

#### **Nexia Sydney Audit Pty Limited**



**Brett Hanger**

Director

Dated: 31 August 2022  
Sydney

# Directory

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## **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](mailto:enquiries@catholiccemeteries.com.au)

### **Liverpool Cemetery**

207 Moore Street  
Liverpool NSW 2170  
Phone: 02 9602 0344  
[info@liverpoolcemetery.com.au](mailto:info@liverpoolcemetery.com.au)

### **Macarthur Memorial Park**

166 St Andrews Rd  
Varroville NSW 2566  
[info@mmpark.com.au](mailto:info@mmpark.com.au)

### **Nepean Gardens**

13 Park Rd  
Wallacia NSW 2745  
[info@nepeangardens.com.au](mailto:info@nepeangardens.com.au)

### **Kemps Creek Memorial Park**

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

### **North Rocks Catholic Cemetery**

North Rocks Road  
North Rocks NSW 2151  
Phone: 1300 114 997  
[enquiries@catholiccemeteries.com.au](mailto:enquiries@catholiccemeteries.com.au)

### **Websites**

[catholiccemeteries.com.au](http://catholiccemeteries.com.au)  
[liverpoolcemetery.com.au](http://liverpoolcemetery.com.au)  
[mmpark.com.au](http://mmpark.com.au)  
[nepeangardens.com.au](http://nepeangardens.com.au)  
[kempscreekmemorialpark.com.au](http://kempscreekmemorialpark.com.au)



**Catholic  
Cemeteries +  
Crematoria**



*“The Works of Mercy provided by Catholic Cemeteries for over 150 years are found in the teachings of Jesus and give us a model for how we should treat all others, as if they are Christ in disguise. They are charitable actions by which we help our neighbours in their time of need and grief. They respond to the basic needs of humanity as we journey together through this life.”*

**Archbishop Anthony Fisher**



**Catholic  
Cemeteries +  
Crematoria**

