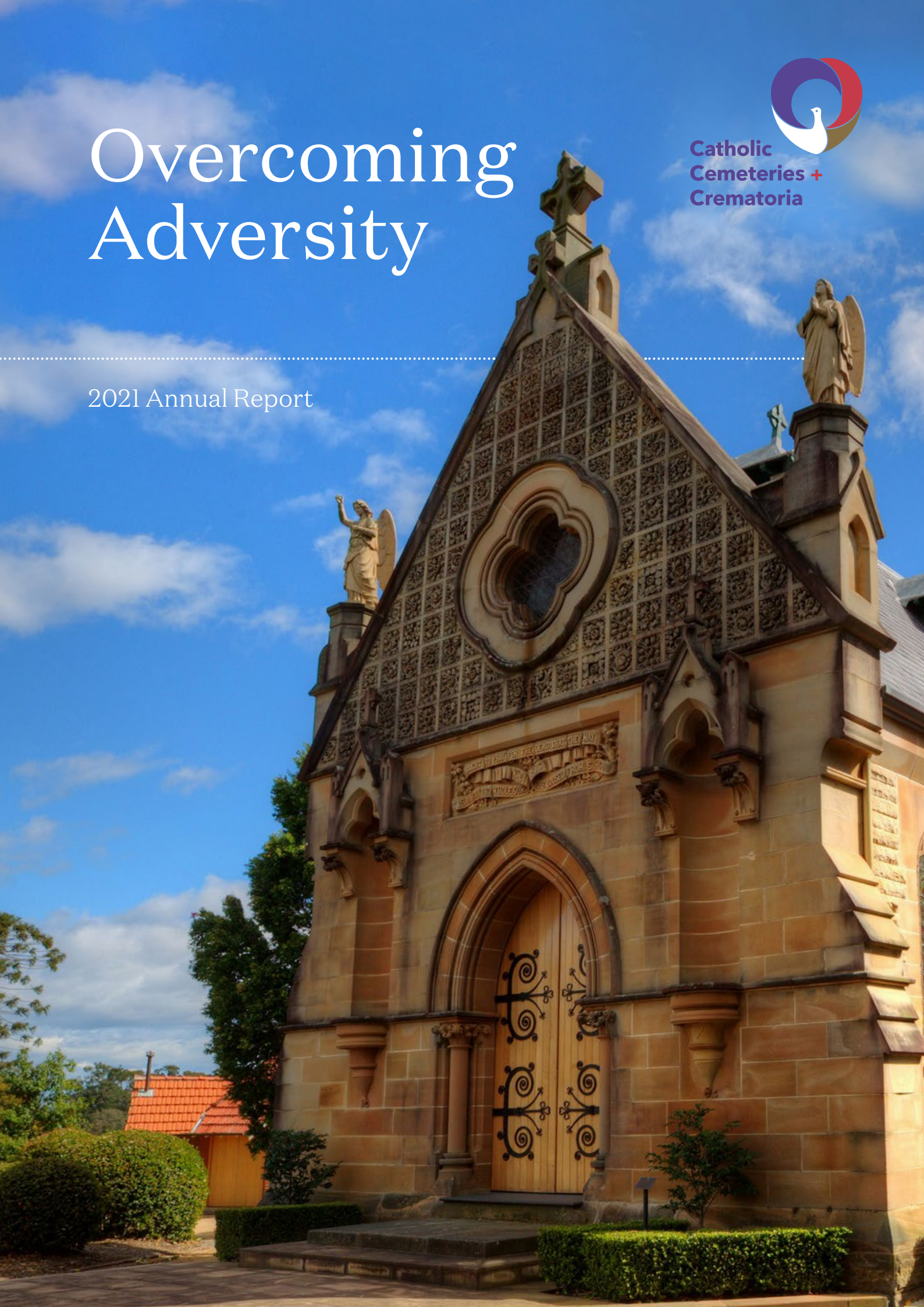
Overcoming Adversity

Catholic Cemeteries + Crematoria

2021 Annual Report



"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."

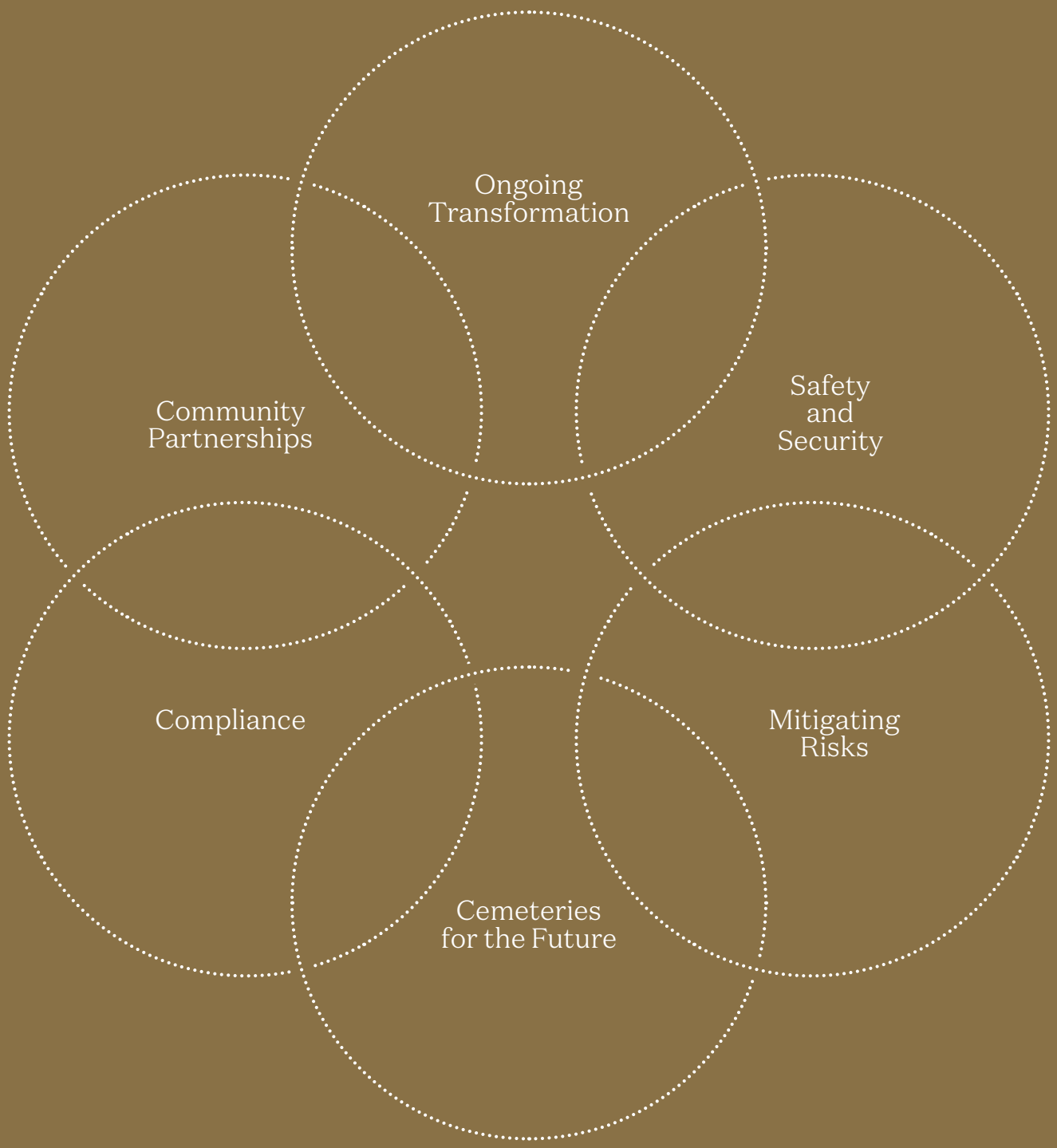
Archbishop Anthony Fisher

Contents

Our 2021 Focuses	1
Our Impact	2
Our Reach	4
Our Vision and Mission	5
Our Strategic Priorities	6
FY21 Highlights	12
Our Chair and CEO Report	13
Commemorating the Forgotten	15
Preserving the past; building the future	16
COVID Safe Everyday	20
Our Communities	22
Our Brand Essence	24
Our Governance	26
Our Financial Security	30

Our 2021 Focuses

Overcoming adversity to meet community needs and work together COVID safe.

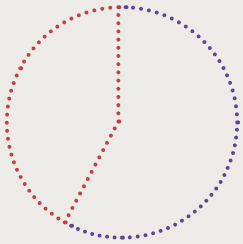


Our Impact

Our Team

Number of staff:

76

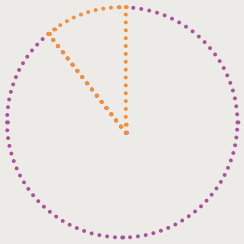


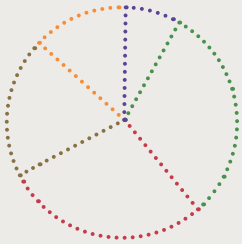
Staff Diversity

- Male 44
- Female 32

Employment Mix

- Full-time 68
- Casual & Part-time 8



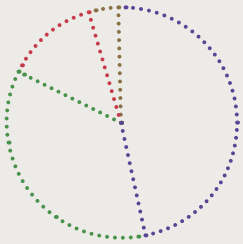


Age Grouping

- 20-29 6
- 30-39 23
- 40-49 22
- 50-59 15
- 60-69 10

Length of Service

- 0-5 years 36
- 5-10 years 27
- 10-20 years 10
- 20+ years 3



Our Services

3,081 total services*

375 after-funeral functions†

2220 interments

522 chapel services

339 cremations

376 live-streamed funeral services

*includes interments, cremations and chapel services

†56% decrease due to COVID

Grief Care

4,904 interactions

2,733 after-funeral pastoral calls

2,054 consultations

117 education sessions

Community

120 community groups served

15 community and business sponsorships

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

66 eastern Net Promoter Score

55 western Net Promoter Score

53 cemetery and Grief Care hosted events

8,610 social media followers

Sustainability

430,000 litres of water harvested for irrigation

260,000 litres of water recycled

700 cubic metres of mulch produced and reused

300 tonnes of topsoil per annum

490 tonnes of road base recycled

200 woodland trees planted

Economic

$30.98m net surplus

$5.3m operating surplus

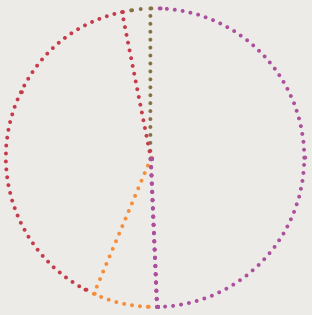
807 payment plans written: 195.6% increase on previous year

$160m funds under investment

$30.9m total sales under contract

$28.9m paid in full

$2m deferred under payment plans



3,414 sales transactions

- 1,718 Rookwood
- 239 Liverpool
- 1,359 Kemps Creek
- 98 Macarthur Park

Our Reach

HORNSBY
North Rocks Catholic Cemetery
PENRITH
PARRAMATTA
Rookwood Catholic Cemetery
Nepean Gardens
Kemps Creek Memorial Park
SYDNEY CBD
Liverpool Cemetery
Macarthur Memorial Park
CAMPBELLTOWN

Our Vision + Mission

OUR VISION

Create and maintain sacred memorial places
for all we serve.

OUR MISSION

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

OUR VALUES

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

Integrity
We are ethical and authentic in the things we do.

Faith
Our faith guides us in everything we do.

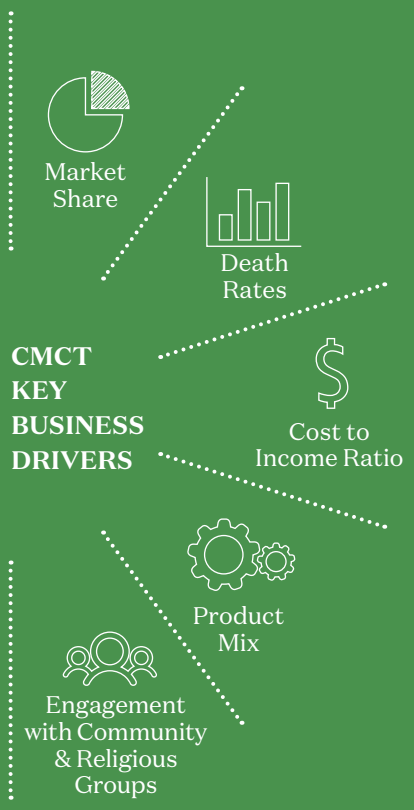
Compassion
We are empathetic and sensitive to all.

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

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

Our Strategic Priorities: Progress Update

1



Strong Investment Markets and Operating Performance Negates Death Rate

Social distancing and reduced social activity continued the decline in the death rate for 20/21. This impacted after funeral services and events, and challenged our engagement with community and religious groups. Despite this, our sales, income and services increased with a record operating surplus achieved.

Robust performance in investment markets saw an investment income of $24.4M earned.

Independently Funded for the Future

CMCT is capable of self-funding the new cemetery developments whilst appropriately maintaining its Perpetual Care obligations. Investments have increased to $160 million to meet the Perpetual Care Target of $142.2 million – an excess of $17.8m.

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

Our focus on growing and strengthening our relationships during COVID has never been more of a priority. As we adapted to uncertainty, we ensured our community engagement is safe and supportive to all.

Community update

The priority has been developing community relationships in the Macarthur region, involving all aspects of the local community to create our new asset. Strengthening indigenous relationships to develop a heritage walk; local schools, Macarthur TAFE and University of Western Sydney for educational, historic and artistic involvement.

Our ministry of supporting those in life as well as times of darkness generated new relationships with Lifeline, Mentoring Men Macarthur and the WILMA Women's Health Centre Campbelltown.

Our relationships with the Filipino, Samoan, Chinese, Indo Chinese and Muslim groups were a focus. A memorable highlight of a year when most of our services were broadcast online only, was our inaugural Multifaith and Multicultural All Souls Mass was held at Macarthur Memorial Park. The mass was recorded and available online for those unable to attend.

Our grassroots community engagement highlights included sponsorships:

- Legacy
- Anzac Day Festival
- Croatian Catholic Centres
- Alive in the Spirit sponsorships
- Syriac Lawn Opening at Kemps Creek
- Sydney Homeless Memorial Services
- Faith Group Meeting

Funeral Directors

Our communications ensure Funeral Directors are kept up to date, efficiently, so it is easy for families to understand. A Macarthur consultation program was conducted with funeral directors throughout Sydney.

Government

- Awarded two NSW Crown Land Grants for the rectification of historic Mortuary 1 headstones and The Serpentine Canal.

Grief Care

Grief Care

Our work continued supporting groups throughout the community including suicide bereaved, those in palliative care, bereaved parents and carers. Two highlight new initiatives include:

- The HeartFELT program via Zoom offers weekly reflection for families experiencing grief, loss and trauma.
- Road Trauma Support Group NSW. Working in collaboration with NSW Police with funding by NSW Government. Grief Care is a key stakeholder of the steering and counselling committees. The Group is dedicated to providing effective support to families affected by the Road Trauma Death and advocating for awareness and reforms.

2

STRATEGIC PRIORITY 2:

Business Sustainability

THE KEY OBJECTIVES

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

PROGRESS HIGHLIGHTS

We continue to implement innovative solutions that lead the industry in customer and stakeholder experience. New initiatives in IT include:

- Multi–chapel streaming service to cater for potential overflow of attendees allowed in one building
- Online processes via Process-St, employee on-boarding and server maintenance
- 3D monument builder for the sales team and customised to individual families
- Fortifying our cybersecurity:
  - Multifactor authentication
  - Bitlocker encryption software
  - Microsoft Intune unified mobile device management platform
  - Vulnerability software and reporting
  - Geoblocking systems
  - Increased cyber awareness via a monthly newsletter
- ICT onboarding portal and mobile IT to respond quickly to help queries around the sites
- Australian first mobile app that allows consumers and employees to navigate our cemeteries.

Optimising funding and enhancing financial future

- To provide immediate funding for large projects, our short term cash accounts have generated $82K over the period, a reasonable outcome in low interest environment.
- The medium term funding for major projects is diversified across AA- and BBB+ financial institutions, to provide surety that we have the capital to self-fund these developments
- Our investment portfolio achieved an excellent return of $24M emphasising the strong position of the fund.

Major projects

Macarthur Memorial Park

Commercial agreements have been entered into for the construction of civil works, buildings and heritage restoration.

An outcome of community and stakeholder consultation is a strategy to honour the indigenous, colonial, and ecological characteristics of the site. The chapel buildings will be named in respect and conciliation of the original landowners, the Dharawal mob.

The final plan and strategy has been submitted to the Heritage Council of New South Wales.

Sustainable development initiatives include

- solar panels
- harnessing of geothermal energy through the orientation and location of the buildings
- local water irrigation
- landscaping design focused on native flora
- green waste generated by the vegetation management of the site will be recycled

The local community are engaged for education and historical visits.

The project is ready for commencement and is subject to the ongoing negotiations with the State Government.

Nepean Gardens

The development application was approved by the Land and Environment Court in early 2021.

However the alternate development proposal for Nepean Gardens was approved by the Sydney West City Planning Panel late August 2021.

Nepean Gardens is a smaller scale development that takes into account the initial objections. The cemetery has a smaller footprint and a larger area has been devoted to public open space, including the remodelling of the existing 18-hole golf course into a world class 9-hole competition course.

Kemps Creek Cemetery

Development approval for a new crematorium and administration office has been granted and it is anticipated the tender process will be concluded and construction commencing Oct 2021. It should be operational by July 2022. This will enable the provision of services to meet community demands for cremation.

Liverpool Cemetery

Following the approval of building refurbishments, construction is about to commence.

In coordination with Kemps Creek crematorium, Liverpool will be promoted for cremation funeral services. A development application for the construction of an extra 40-45 car spaces on Council property is about to be submitted to alleviate the parking shortage within the cemetery.

Rookwood Catholic Cemetery

The Headstone Restoration and Monument Safety 5 year program continued, with additional grant support from NSW Crown Land, which also assisted the restoration of the Serpentine Canal.

The Recreational Pathway is still in the conceptual stage as the negotiations with Rookwood General Trust are progressing.

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

Simple, safer workplace

- The extensive review of WHS policy and handbook, which focused on compliance and "plain English", was relaunched to all staff in September 2020. It was made widely available via printed copies and an online safety portal.
- An automated 'Incident Management Program' via Risk Wizard ensures incidents that impact the health and safety of our staff are dealt with swiftly, for the individual, and the prevention of recurrence in the future.
- We continued to execute plans on effectively working together to be COVID safe (see page 20).

Voice of our team

- Measuring the wellbeing and understanding all aspects of the employee work experience is critical to empowering staff, increasing engagement and ultimately improving business performance. Our relaunched survey, People Matters, was undertaken by employees and consultants during a difficult period of lockdown and return to work. An engagement score of 72% was achieved (68% in 2018).

Areas of success:

- Confidence in change management
- Confidence in management decisions
- Career development opportunities

+ Focus areas include working with all staff to implement survey findings and examining diversity in management. Remuneration and rewards is an ongoing priority and successful re-negotiation and approval of 2 new EBA's was achieved.

Future performance pathways

+ Career and Capability frameworks have been defined for the leadership roles, underpinning the skills, knowledge and abilities required to achieve the desired organisational objectives.

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

Technology to enhance service

+ Digitisation of Historical Records and Record Management Project was completed; providing safeguards for both electronic and physical content, improving efficiency, traceability and compliance.
+ The centralised call management system was delayed due to COVID and will be complete in 2022, when it will offer flexibility in answering customer calls regardless of staff location or time.
+ Cemetery management system continued its rollout and integration, empowering teams and capabilities from memorial sales, grave locations, bookings and record keeping.

Expanding our portfolio to continue meeting community needs

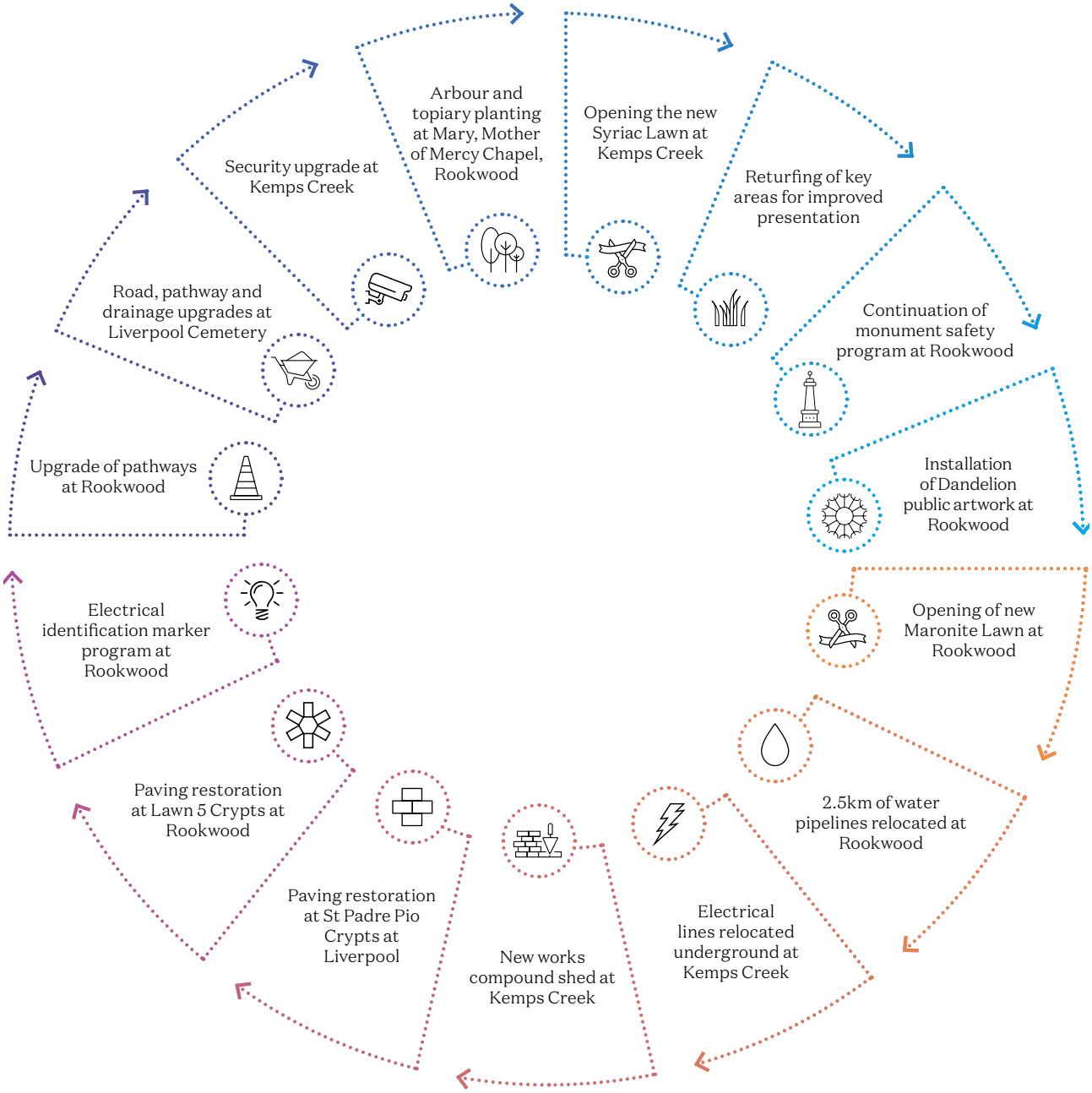
+ A total of 4046 new graves have been developed across Rookwood and Kemps Creek notably:
    - Our Lady of Lebanon Maronite Community Lawn & community space (in progress)
    - Coptic Orthodox and Chinese communities
    - A new avenue of free-standing family vaults.
    - Way of the Cross Memorial gardens niche extension
    - Extension of five key burial areas; Maronite, Croatian, Vietnamese (religious and non-denominational).

Restoring our historic assets

In addition to work being completed (with the support of NSW Crown Land) on the historic monuments and Serpentine Canal, a pair of 150 year old angels are undergoing restoration after disappearing for 50 years.

A jointly funded initiative between Friends of Rookwood and CMCT restored the angels that were then removed and subsequently forgotten. They will be installed at the end of the priests' lawn and entranceway to St Michaels Chapel.

Taking care of our facilities



5

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

Community at the heart of governance

Good corporate governance is central to CMCT's delivery of strategic, economic, environmental and social services to the broader community; including those of no faith as well as those from Jewish, Muslim, Orthodox, Indigenous, Chinese, Syro-Malabar, Maronite, Vietnamese, Samoan, Melkite, Buddhist, Assyrian, Chaldean, Tongan, Filipino and other groups.

To ensure we collaborate respectfully, CMCT has taken the steps to appoint three additional new board members to represent community needs. The Stakeholder Engagement Council is being strengthened to ensure that the diverse views of all our communities and consumers are considered in the development of products, services, and policies.

Risk responsibility

CMCT is exposed to increasing risks – strategic, operational, regulatory and financial. With COVID uncertainty and unpredictable threats such as cyber breaches, CMCT has fortified oversight at board and entity level.

In addition to a Risk & Audit Governance Committee of the Board, a Business Risk Steering Committee has been established. Chaired by the Head of People, Risk and Advocacy, it is comprised of Business Unit leaders, who are now responsible for identification, profiling and monitoring of risks and compliance activities within their operation.

To support this effort, a technology platform that includes workflow, early identification and management reporting has been implemented.

FY21 Highlights

AUG 2020
- Bringing Them Home Mass – online

SEPT 2020
- Father's Day Mass – online

OCT 2020
- Kemps Creek Muslim event

NOV 2020
- All Souls Day – online
- Inaugural All Souls Day at Macarthur Memorial Park for Filipino & Tongan community
- Deceased Priest and Religious Mass
- Assyrian Priest Welcoming event

DEC 2020
- Carols by Candlelight – online
- Remembrance Service – St Mary's Cathedral
- Lights of Christmas sponsorship

APR 2021
- Iftar Ramadan Dinner
- Anzac Day Sunset Festival sponsorship

MAY 2021
- Syriac Lawn Opening at Kemps Creek
- Mother's Day Mass – online
- Way of Light – Rookwood
- Yom Hashoah Holocaust remembrance event

JUNE 2021
- Homeless Memorial Service – Elizabeth Bay
- All Faith Meeting – Polding Centre and online

A message from our Chair + CEO

The Hon Greg Smith SC, Chair

Peter O'Meara, CEO

Overcoming Adversity

In this year of pandemic, our community has reconsidered mortality and life's meaning. Of our mission in accompanying a family's last journey with their loved one, what is common to all people, both of faith and of none?

For Catholics and Christians, for Jews and Assyrians and Chaldeans, for followers of Islam and Buddha, as well as Orthodox and Maronites, it is about celebrating the value of life within rituals of belief, honour and respect.

Our resilience has been tested, as we operated in a volatile and hostile environment. Following a Government review of the Cemetery sector we were confronted with the risk that Catholic Cemeteries Board might have no place in a secular Crown cemetery system, despite long years of faithful and exemplary service to the Sydney community.

We are grateful for the support we have received from the many faith groups and members of the public as we dealt with Government restructure plans that promised no room for a faith-based operator, a decision not based on strategic necessity or merit. As all other Metro Sydney Crown trusts were dissolved and placed into administration, CMCT was acknowledged in the Government's own report as NSW's most financially sustainable and prudent operator.

Achieving record sales revenue of $28.89M and an operating surplus of $5M is testament to our ability to work with, and meet the needs, of a wide variety of faith communities while providing the most affordable services.

Advised by informed investment strategists, we took advantage of strong markets, earning record investment income of $24.4M. This will help maintain our cemeteries long into the future and fund additional facilities to replace our legacy cemeteries without reliance on the State.

Our perpetual care reserves have now reached $160M, well ahead of our $142.2M target, the basis of which is now being proposed by Government as a template for the sector. In addition, with our

maintenance accumulation, CMCT is an industry leader. We are uniquely placed to maintain our existing cemeteries and self-fund future cemetery infrastructure to meet Sydney's looming burial shortage.

Following the uncertainty of the first half of 2020, risk and compliance was placed at the cornerstone of our efforts in 2021 – with three lines of accountability now established; at business unit level, board level and independent actuarial oversight.

Our digital transformation served us well, protecting our staff whilst ensuring continuity of excellent customer service despite COVID restrictions on attendance at funeral services. Our employee engagement score increased to amongst the highest levels in the funeral industry and the satisfaction customer surveys remains at an enviable level of excellence.

We are most proud of our people for their commitment to keeping our customers safe, with the achievement of over 80% employee vaccination rate by June 30.

CMCT's unique charitable operating model, and our business re-engineering program, has ensured not only optimal efficiency, but the mechanism for us to deliver our mission of;

- Offering the most affordable burials and cremations to all in the Sydney community
- Compassionate care through exceptional customer service and bereavement support

CMCT has provided consistent and transparent pricing in a complex market long before it became fashionable for IPART to recognize this requirement in a final report into the Cemetery sector. For those who are unable to plan for end of life, such as the poor and homeless, CMCT ensures they are laid to rest with dignity. Our memorial service for the homeless people who died on Sydney streets last year, and their interment at Charles O'Neill Walk at Rookwood, is the only commemoration of people who are otherwise forgotten.

Our multi-faith commitment has never been in more evidence, led by the Archbishop, and resulting in the search for representatives of multi faith and community backgrounds to join our Board. Strengthening our Stakeholder Engagement Council, which reports to the Board, will ensure that the voices of diverse communities are considered in all aspects of our cemetery operations.

We have expanded our consultation and relations with groups across all communities we serve from religious to indigenous groups, schools to hospitals, from funeral directors to local business chambers. We are preserving historical legacies for the cultural and educative benefits of current and future generations. Macarthur Heritage Walk at our new Campbelltown site promises to illuminate the history of the built, natural, and spiritual environment. It is greatly disappointing the Government delayed this project's commencement.

Our second major project, Nepean Gardens has recently been approved. It too is a vision for cemeteries of the future, a place for the living that encompasses the community with recreational areas, and facilities for gathering and reflection. Sustainably and beautifully designed from every aspect of its operation, buildings and landscaping.

We would like to acknowledge and thank Archbishop Anthony Fisher, our Board and senior executive for their leadership and efforts in protecting our 154 year legacy, negotiating a workable future and operating model to meet the needs of all communities and faith groups across Sydney.

In the face of these challenges, the efforts of all in our team have been extraordinary, we are blessed to have such committed people. We are faithful to caring for the end of life needs for all in our community.

The Hon Greg Smith SC
CHAIR

Peter O'Meara
CEO

Commemorating the Forgotten

The winter solstice, the longest night of the year, was chosen to honour the homeless and the long nights they face trying to find some comfort on the streets, in parks or shelters.

Members of Sydney's street community gathered in Elizabeth Bay for a memorial service for people experiencing homelessness who died over the past year.

Bishop Terry Brady led the service which was held in Peace Park near St Canice's Catholic Church, also drop-in centre for the marginalised in Sydney's inner east. Sadly, for many homeless who have died during the pandemic, the service would be their only commemoration.

Patricia Thomas of Grief Care *(pictured above)* read the list of names of those known within the street community who had passed away, many unnamed and unmourned.

It was the first time in Australia such a memorial had been held acknowledging those who had died on the streets.

"It's such an important memorial as it's about people who have not just lived on the streets, but also died on the streets. It's aimed at acknowledging not only the level of homelessness but also the mortality of people who are homeless" said Patricia Thomas.

The remains of those remembered were interred in a dedicated area along the Charles O'Neill Walk at Rookwood Cemetery during the annual Bringing them Home service.

The event was organised to bring community attention to the need to end street sleeping, as well as the plight experienced by homeless people, especially during the cold winter months, when high numbers of deaths occur.

Homeless deaths are due to health related problems that have escalated due to no shelter.

- People without a home die 30 years earlier than other people who have a home.
- The average life expectancy of people experiencing homelessness is between 35 and 50 years of age, compared with 78 years for those who are housed.

Images by Giovanni Portelli / Catholic Archdiocese of Sydney

Preserving the past; building the future

Marble angels made whole again

A pair of 150 year old angels are undergoing restoration after going missing for 50 years.

A jointly funded initiative between Friends of Rookwood and CMCT restored the angels that were then removed and subsequently forgotten. They will be installed at the end of the priests' lawn and entranceway to St Michael the Archangel Chapel.

Heritage restoration

In the third of a five year program to restore Mortuary 1, 205 high priority monuments have been stabilised and repaired for the safety of visitors and workers. The works include surveying, prioritising repairs and conservation by recording rare designs and features. It encompasses the largest collection of surviving Devonshire St Cemetery headstones, underscoring the importance of this conservation, which is completed in accordance with heritage guidelines.

Bringing history to life at Macarthur

Planning has commenced on the historical walks of the park, designed to the needs of visitor interests; memorial, recreational or educational. The tours will be accessible and enhance understanding of the site's history, from the stories and country of the Dharawal people, to the Colonial past including Charles Sturt and the protection of the Cumberland Plain Woodland.

Art in the garden

The Dandelion Garden is a contemporary art installation that reflects the natural serenity of The Way of the Cross Memorial Gardens and Pavilion. An innovative collaboration between the cemetery team and Everlon Bronze, the horticultural team planted over 1600 colourful plants and the project took an estimated 100 hours of design and construction. It is a unique and modern memorial addition to historic Rookwood .

Improvements at all our grounds

1. St David's Garden, Kemps Creek Cemetery

2. Natural Burial Area, Kemps Creek Cemetery

3. Mary, Mother of Mercy Chapel Arbour, Rookwood Catholic Cemetery

4. Our Lady of Lebanon Monumental Lawn, Rookwood Catholic Cemetery

5. Western Road tree planting, Kemps Creek Cemetery

6. New timber seating installed at the Padre Pio Garden, Liverpool Cemetery

Designed as a parkland

The Nepean Gardens vision is for the memorial park to play a central role in the community. The sporting and recreational facilities will be operated by St Johns Park Bowling Group. The park will feature a multi-denominational chapel with magnificent views to the Blue Mountains, all of which sits in peaceful landscaped gardens and walks.

COVID Safe Everyday

As attendance restrictions continued at funerals, chapels and event services, our teams adapted energetically and positively to provide a high standard of compassionate service.

Following the initial Sydney lockdown in 2020, the response team focused on embedding COVID safe as a daily work practice.

Our digital transformation ensured that customer service was seamless and adoption of online management and communication platforms kept our teams connected and on track.

The Grief Care team have focused on facilitating avenues for bereaved people to safely connect. Many families have experienced heightened grief due to the limited attendees and inability to visit the cemetery.

Personal Protection

- Extensive distribution of personal protective equipment
- Office modifications to ensure compliance such as floor decals, customer hygiene screens in reception
- Sanitising stations throughout buildings

Work Safe

- Individual IT assistance to best enable working from home (WFH)
- Back office staff areas reviewed for compliance
- Introduction of staff temperature checks
- Additional customer/visitor processes to improve safe working practices
- A rotational staffing system enabling 40% of staff to be onsite, 60% WFH
- Paid time for both testing and for isolation periods while awaiting test results
- Vulnerable staff allocated duties away from any public contact
- Additional cleaning of all work areas including maintenance throughout the day

Visitors' Wellbeing

- Updated QR code activities to meet changing health orders
- Chapels deep cleaned after each service
- Close relations with funeral directors to ensure accurate and caring information is communicated to families
- Event streaming of all services and masses
- Same day delivery of service recordings to families and communities

Grief Care

- Introduction of pastoral calls on the 1st anniversary of death
- Grief Care Support Groups via Zoom
- Extended operational hours of Grief Express Hotline

"They are very good at keeping us up to date, and informed. They ensure they have masks, gloves, and sanitiser was there, it's been excellent - I was quite impressed."

Funeral Director

"I haven't had any IT issues, but working alone from home has been difficult; thankfully everyone is only a call away to have a chat, throw ideas around or discuss a difficult call."

Staff Member

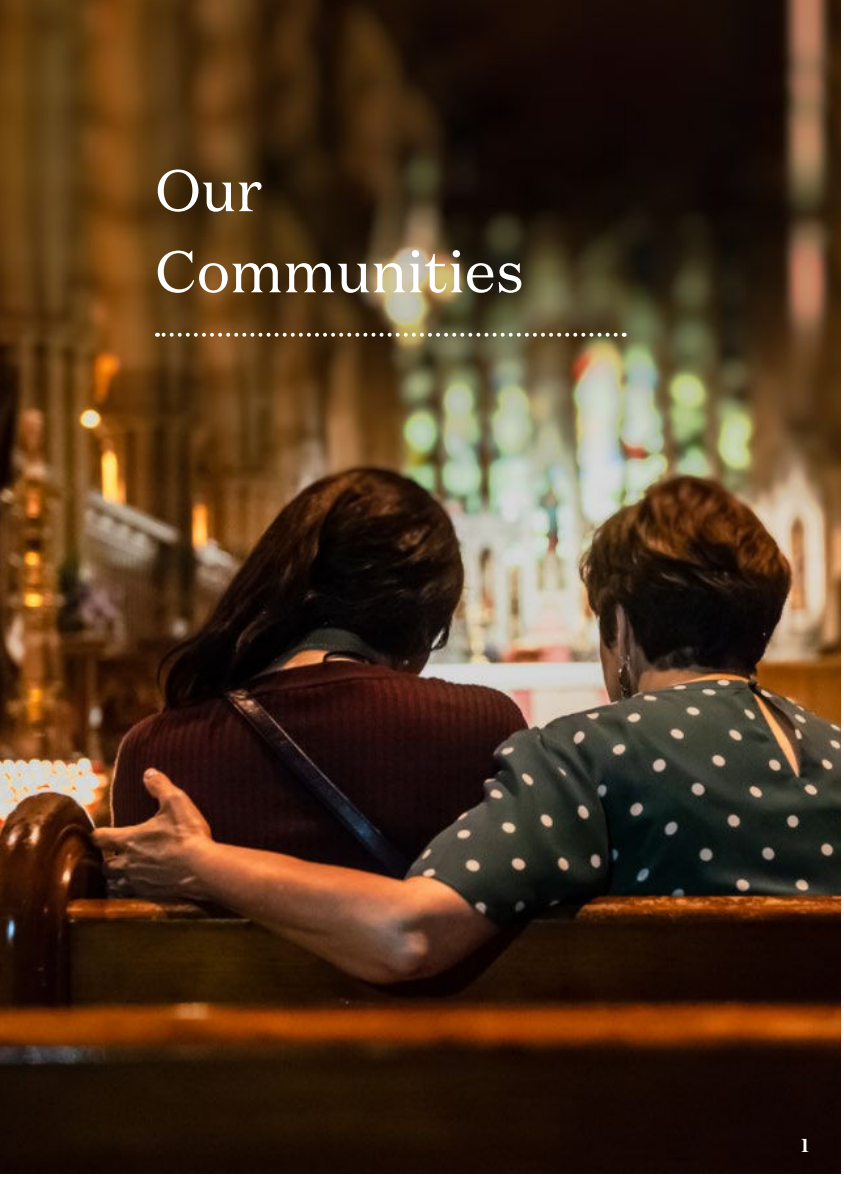
"They were fantastic. It was very hard for our four sons – they live overseas and couldn't get back – but they did everything they could, providing a video link so they could be part of it."

Family Member

"You, a stranger, had the time to give me a call when I haven't heard from my own family members who all know about the loss of my baby. You don't know what that means to me."

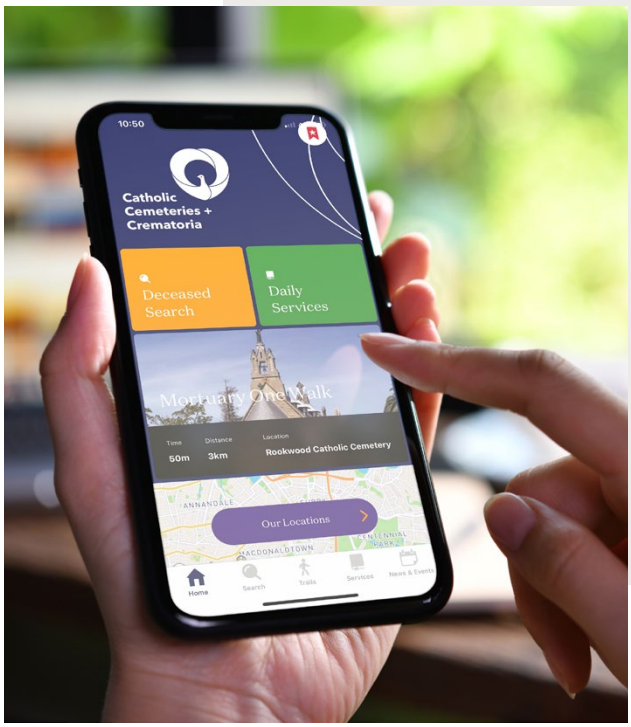
Grief Care Client

Our Communities



1 Remembrance Service, St Mary's Cathedral • 2 Sponsorship of International Womens Day at WILMA Women's Health Centre, Macarthur • 3 Anzac Day Sunset Festival sponsorship • 4 Philippine National Day Ball • 5 CMCT CEO Peter O'Meara with Archbishop Anthony Fisher and attendees at the Iftar Ramadan Dinner • 6,7 Fr Terry Brady and the Sydney Street Choir at the Homeless Memorial Service, Elizabeth Bay • 8 Syriac Lawn Opening and Blessing, Kemps Creek.

Images 1, 6 and 7 by Giovanni Portelli / Catholic Archdiocese of Sydney



Our cemetery app

Our core value of innovation to meet the evolving needs of the community was the driver behind the first-of-its-kind cemetery tool. The app is an important solution to issues faced by the families and the organisation:

- How to easily communicate funeral details to attendees
- How to locate chapels and burials within the cemetery under stressful conditions associated with funerals and grief
- How to find ancestors quickly and easily, at no cost that can be shared
- Creating an experience that attracts local Sydneysiders into cemeteries that is not a funeral experience (historical walks).

Funerals in a digital age

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

Here are what the figures told us about our 376 live stream funeral services this year:

8,816
unique viewers

42%
watched live stream

58%
watched later on-demand

76
countries watched worldwide, including Argentina, Norway and Ghana

Our Brand Essence

Catholic Cemeteries + Crematoria

Infinitely Caring

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

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

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

CATHOLIC METROPOLITAN CEMETERIES TRUST (CMCT)

CHIEF EXECUTIVE OFFICER

EXECUTIVE ASSISTANT

Head of New Business Ventures

- Multicultural Community Leaders
- Pre-Need Consultants

Head of Infrastructure Major Projects + Assets

- Infrastructure Coordinator
- Mechanic
- Infrastructure & Masonry Officer

Head of Client Services + Operations

Western Region
- Cemetery Services
- Client Services

Eastern Region
- Cemetery Services
- Chapel Services
- Client Services

- Bereavement Services
- Community Engagement
- Grounds Coordination
- Landscape

Head of Strategy Communications + Marketing

- Project Management
- Marketing
- Business Support
- IT Support
- GIS & Asset Data

Head of Finance Corporate Governance + Procurement

- Accounts
- Finance

Head of People, Risk + Advocacy

- Human Resources
- WHS
- Government relations

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)

Grace Fava OAM
Governor

Tony Khoury
Governor

Margaret McCue
Governor

Selina Hasham
Governor

Anthony Cleary
Governor

Danny Casey
Governor

Our Executive Team

Peter O'Meara
CEO

Lauren Hardgrove
Head of Client Services + Operations

David Renneberg
Head of Finance, Corporate Governance + Procurement

David De Angelis
Head of Infrastructure, Majors Projects and Assets

Armen Mikaelian
Head of New Business Ventures

Mel White
Head of Strategy, Communications + Marketing

Damian Furlong
Head of People, Risk + Advocacy

2020 Board committee membership

The Hon Gregory Smith SC

Member, ARMCGC, FIRC, PDC, CAC

Board meetings attended:	6/6
Audit, Risk Management and Corporate Governance Committee (ARMCGC) meetings attended:	4/4
Finance, Investment and Remuneration Committee (FIRC) meetings attended:	5/5
Project Development Committee (PDC) meetings attended:	5/5
Community Advisory Committee (CAC) meetings attended:	0/2

Sr Maria Wheeler RSC

Member, ARMCGC, FIRC, CAC

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

Most Rev Terence Brady

Member, CAC

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

Grace Fava OAM

Chair, PDC; Member, FIRC

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

Tony Khoury

Chair, ARMCGC

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

Margaret McCue
Chair, CAC; Member, ARMCGC

Board meetings attended:	6/6
ARMCGC meetings attended:	4/4
CAC meetings attended:	2/2

Selina Hasham
Member, CAC

Board meetings attended:	6/6
CAC meetings attended:	1/2

Anthony Cleary
Member, ARMCGC

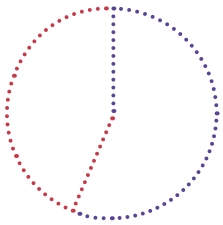
Board meetings attended:	5/6
ARMCGC meetings attended:	3/4

Danny Casey
Chair, FIRC; Member, PDC

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

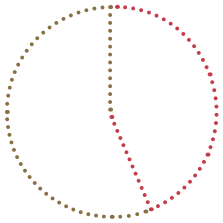
Rod Winton
Member, PDC

PDC meetings attended:	4/5



Current Board Diversity

- Male *56%*
- Female *44%*



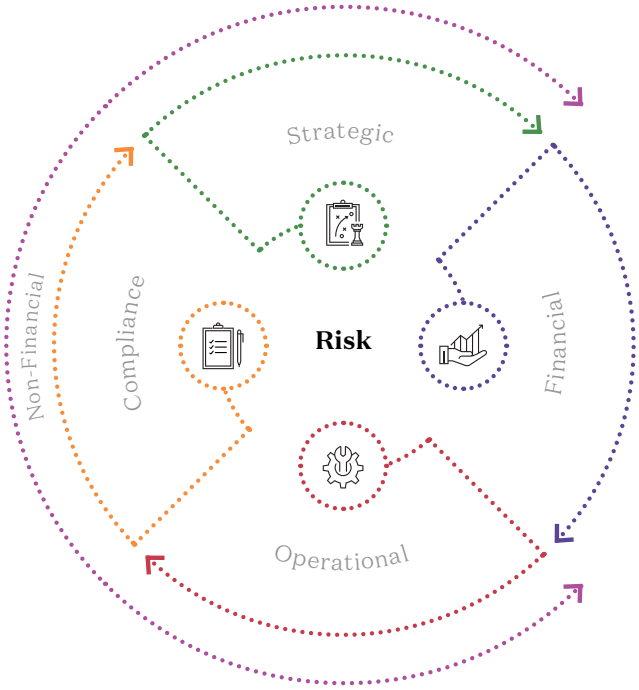
Current Board Tenure

- 3-6 years *44%*
- 6+ years *56%*

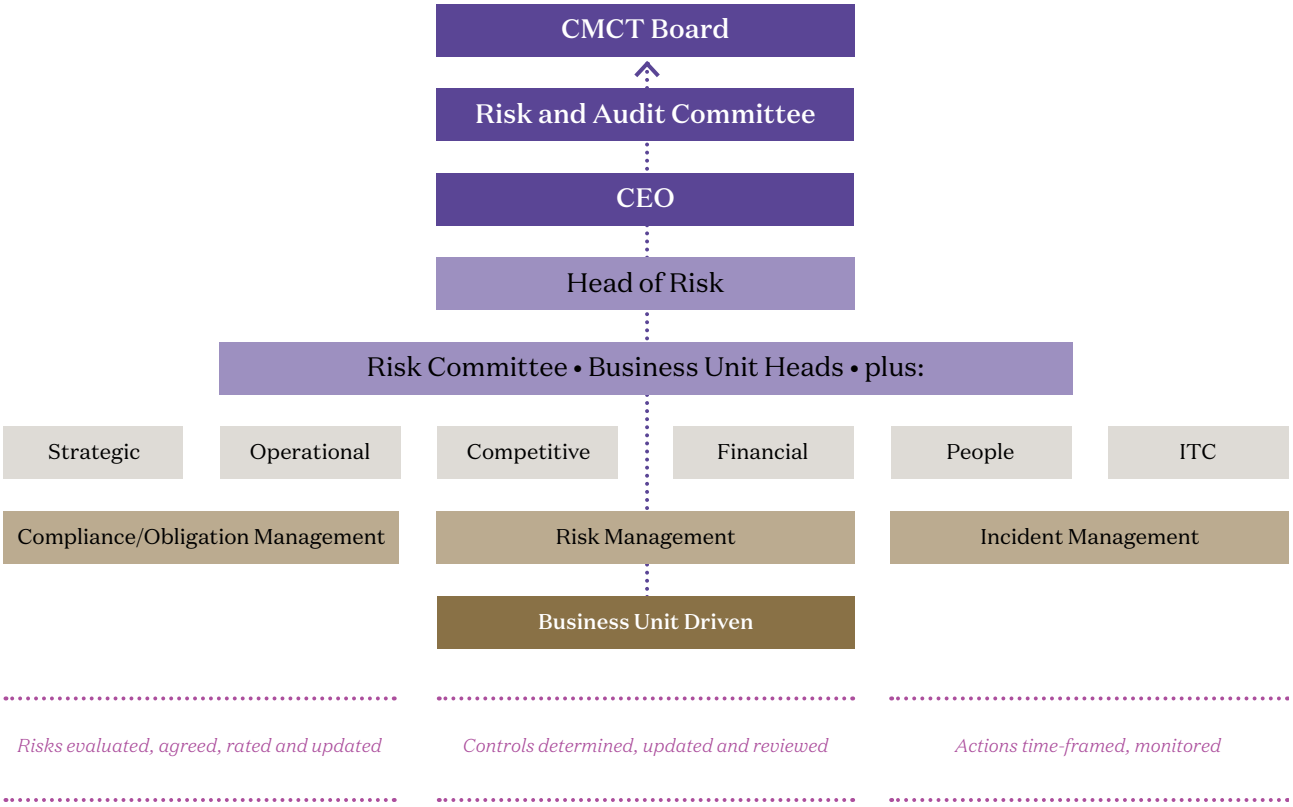
Our risk management strategy

Incident management and regulatory compliance has been identified as the major source of risk to CMCT. This was the driver for the creation of the Business Risk Steering Committee which engages with all aspects of the organisation. The bi-annual Audit Program has been shaped to maintain vigilance around major identified risks.

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



CMCT Risk Management Oversight



The key material risks and mitigants

Risk	*Mitigating Activities*
The NSW Government statutory review of Crown Land cemeteries The NSW Government 11 Hr Report recommendations including appointment of new Board are not able to be implemented aligned with the Catholic Archdiocese of Sydney strategy.	CMCT has actively managed, to the extent of its influence, the NSW Government to adopt a future model that allows CMCT to continue its services to the community on behalf of the Catholic church and major faith groups. CMCT has proposed alternative models that sit well within the 11th Hour report's strategic objectives, has actively supported all the requests from Government and mounted a strong influencing program on television and in print publications.
Information technology Failure or Loss of IT services due to Cyber Security or Utility provider issues.	CMCT places the highest focus on ensuring, that Cyber Security measures are both adequate and alerts as to intrusion attempts are trapped and actioned. CMCT subscribes to alert services from agencies such as SOPOS, the Australian Government and the National Cyber Security Centre. There is an ongoing program of data backups, penetration testing, user security management and upgrades to the Business Continuation Management Plan.
Pandemic risk The ongoing impact of the COVID pandemic, managing CMCT staff while maintaining a safe and sustainable service to our customers.	CMCT reacted quickly at the outbreak of the COVID epidemic, creating an executive crisis committee who met daily for 8 months and managed each instance of COVID that touched CMCT. Within 2 weeks all possible staff were 'working from home' and those who could not were protected as far as possible. Daily bulletins to staff were published and HR management were both monitoring and in constant contact with the NSW Department of Health. All staff were provided the opportunity to have tests and vaccinations, and were fully paid for time required to be spent in isolation. Customers including funeral directors and families were kept up to date in a timely and simple manner that made it easy to understand the regulations. These measures remain in place through the current escalation of the Delta version of COVID.
Increasing regulatory requirement To ensure compliance with increasing and changing regulatory requirements.	CMCT has taken actions to improve our accuracy in monitoring compliance governance over the last 12 months. Implementation of comprehensive compliance technology, simplifies monitoring, and provides compliance confirmation and exception reporting.
People and culture Retention of our performing team members are key to the success of our business. As is our ability to retain, attract and to motivate team members with diverse skills, capabilities and backgrounds.	In 2020/2021 CMCT has tactically focussed on all impact(s) of COVID on our people. (Outlined on page 20). Strategically, CMCT introduced a revised WH&S manual with associated training. An accessibility program revised all policies and procedures, reducing the volume and complexity for our people and most importantly addressing simplicity in writing. In mid-2020, CMCT conducted a 'People Matter Survey' and the results reviewed with each Business Unit. In particular items relating to 'Working from Home' comments were actioned. Further actions will occur in 2021 and 2022. Significant progress was made in developing the CMCT Capability Framework and Performance Measurement System. Rollout has commenced for the executive team.

Financial Report

Catholic Metropolitan Cemeteries Trust
ABN: 85 744 325 709

General purpose financial statements for the year ended 30 June 2021.

Contents

29 Statement of Comprehensive Income

30 Statement of Financial Position

31 Statement of Changes in Equity

32 Statement of Cash Flows

33 Notes to the Financial Statements

52 Board Member's Declaration

53 Independent Auditor's Opinion

The Dandelion Garden, Rookwood Cemetery

Statement of Comprehensive Income

For the year ended 30 June 2021

For the year ended 30 June 2021	Note	2021 $	2020 $
Revenue	4(a)	28,890,114	25,803,548
Cost of Goods Sold	5	(8,664,359)	(8,454,010)
Gross Profit		**20,225,755**	**17,349,538**
Expenses			
Employee & Associated costs	6	7,366,666	6,772,266
Administrative Expenses	7	710,159	500,715
Operating expenses	8	4,754,266	3,569,360
Depreciation	13	1,524,265	1,543,314
(Profit) & Loss on Disposal		(107,296)	(94,515)
Marketing		663,584	907,721
Total Expenses		**14,911,644**	**13,198,861**
Results from operating activities		**5,314,112**	**4,150,677**
Interest Income	4(b)	858,045	1,422,461
Investment Income and movement	4(c)	24,439,213	(4,264,085)
Other Income		374,964	175,761
Result for the period		**30,986,333**	**1,484,814**
Other Comprehensive Income			
Items that will not be reclassified subsequently to profit or loss			
Gain on revaluation of land		–	22,225,487
Total Comprehensive Income for the period		**30,986,333**	**23,710,301**

The notes on pages 35–54 are an integral part of these financial statements.

Statement of Financial Position

For the year ended 30 June 2021

For the year ended 30 June 2021	Note	2021 $	2020 $
Current Assets			
Cash and cash equivalents	9	15,325,970	9,591,402
Trade and other receivables	10	1,431,552	1,078,278
Inventories	11	19,132,136	20,977,002
Investments	12(a)	160,122,113	135,163,843
Loans Receivables	12(b)	–	200,000
Total Current Assets		**196,011,771**	**167,010,525**
Non-Current Assets			
Property, Plant & Equipment	13	115,132,362	111,246,582
Total Non-Current Assets		**115,132,362**	**111,246,582**
Total Assets		**311,144,133**	**278,257,107**
Current Liabilities			
Trade and Other Payables	14(a)	1,846,057	1,825,494
Lease Liability	14(b)	134,694	120,740
Deferred Income	15	6,041,435	5,538,688
Employee Benefits	16	1,155,942	814,152
Total Current Liabilities		**9,178,128**	**8,299,074**
Non-Current Liabilities			
Lease Liability	14(b)	1,357,293	1,491,987
Provisions	14(c)	124,200	124,200
Deferred Income	15	2,428,885	1,255,990
Employee Benefits	16	378,312	394,875
Total Non-Current Liabilities		**4,288,690**	**3,267,052**
Total Liabilities		**13,466,818**	**11,566,126**
Net Assets		**297,677,315**	**266,690,981**
Equity			
Accumulated General Funds	24	259,740,487	228,754,154
Asset Revaluation Reserve	24	37,936,828	37,936,828
Total Equity		**297,677,315**	**266,690,981**

The notes on pages 35–54 are an integral part of these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2021

For the year ended 30 June 2021	Note	Accumulated surplus funds $	Asset Revaluation Reserve $	Total $
Balance at 30 June 2019		**227,269,340**	**15,711,341**	**242,980,681**
Result for the period		1,484,814	–	1,484,814
Revaluation of Land to Fair Value	24(b), 3(f) & (l)	–	22,225,487	22,225,487
Balance at 30 June 2020		**228,754,154**	**37,936,828**	**266,690,981**
Result for the period		30,986,333	–	30,986,333
Balance at 30 June 2021		**259,740,487**	**37,936,828**	**297,677,315**

The notes on pages 35–54 are an integral part of these financial statements.

Statement of Cash Flows

For the year ended 30 June 2021

For the year ended 30 June 2021	Note	2021 $	2020 $
Cash flows from Operating Activities			
Cash receipts from customers		33,822,987	28,971,652
Payments to suppliers and employees		(23,339,759)	(25,414,678)
Interest received		549,922	662,344
Interest and other finance costs paid		(75,092)	(80,566)
Net cash from Operating Activities	9	**10,958,058**	**4,138,753**
Cash flows from Investing Activities			
Proceeds from sale of property, plant and equipment		121,545	88,691
Payment for property, plant and equipment		(5,424,297)	(4,371,772)
Proceeds from realisation other investments		—	4,458,572
Loan repayments from RNT		200,000	1,000,000
Net cash used in Investing Activities		**(5,102,752)**	**1,175,490**
Cash flows from Financing Activities			
Repayment of Lease Liability		(120,740)	(107,734)
Net cash used in Financing Activities		**(120,740)**	**(107,734)**
Net increase/(decrease) in cash and cash equivalents		5,734,568	5,206,510
Cash and cash equivalents at the beginning of the year		9,591,402	4,384,892
Cash and cash equivalents at 30 June 2021	9	**15,325,970**	**9,591,402**

The notes on pages 35–54 are an integral part of these financial statements.

Notes to the financial statements

For the year ended 30 June 2021

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*. As CMCT is currently transitioning to a Crown Land Manager by the 18 October 2021 pursuant to the *Crown Land Management Act 2016* (NSW), CCB's Trust manager responsibilities effectively transferred to CMCT as at 1 July 2020. CMCT currently operates cemeteries at Rookwood (Necropolis), Kemps Creek and Liverpool in the Archdiocese of Sydney.

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

Operations and principal activities

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

The financial statements were approved by the Board of Governors on 25th August 2021.

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.

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(i)) on the Statement of Financial Position until full payment has been received.

Fees received for interment, cremation and memoralisation 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.

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.

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.

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.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

(f) Property, plant and equipment (cont)

The asset class of Land is stated at fair value for the purpose of cemetery operations. Revaluations shall be made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. CMCT conducts a comprehensive revaluation at least every three years for its land where the market approach is the most appropriate valuation technique. 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
Total	**263.40**	**78,439,840**

(g) Trade and other payables

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

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

(h) Lease Liability

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

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

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

(i) Deferred Income

(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.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT)

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.

4. REVENUE AND OTHER INCOME

	2021 $	2020 $
(a) Revenue		
Licences	20,656,062	17,840,657
Interments	5,462,397	5,179,789
Others	2,771,655	2,783,102
	28,890,114	**25,803,548**
Disaggregation of Revenue		
Timing of revenue recognition		
Licenses transferred at a point in time	20,656,062	17,840,657
Services transferred at a point in time	8,234,052	7,962,891
	28,890,114	**25,803,548**
(b) Interest income		
Interest income	390,212	854,100
Imputation Credits	467,833	568,361
	858,045	**1,422,461**
(c) Investment Income from Managed Funds		
Realised	7,962,568	3,867,959
Unrealised	16,692,871	(8,132,044)
Management Fee	(216,226)	–
	24,439,213	**(4,264,085)**

5. COST OF SALES AND OTHER EXPENSES

Cost of Sales	2021 $	2020 $
Licences	(3,777,666)	(3,774,533)
Interments	(2,103,541)	(2,129,936)
Others	(2,783,152)	(2,549,541)
	(8,664,359)	**(8,454,010)**

6. EMPLOYEE & ASSOCIATED COSTS

	2021 $	2020 $
Salary and wages	6,590,342	5,949,178
Superannuation entitlements	622,166	553,888
Employee leave entitlements	378,328	219,949
Fringe benefit tax	70,727	99,925
Associated Costs	437,633	493,355
Cost Recovery to COGS	(1,756,490)	(1,687,111)
Others Employee Costs	1,023,961	1,143,081
	7,366,667	**6,772,266**

7. ADMINISTRATIVE EXPENSES

	2021 $	2020 $
Administrative Expenses	1,520,608	1,389,449
Cost Recovery to COGS	(810,449)	(888,734)
	710,159	**500,715**

8. OPERATING EXPENSES

	2021 $	2020 $
Operating Expenses	5,827,294	4,645,232
Cost Recovery to COGS	(1,073,028)	(1,075,873)
	4,754,266	**3,569,360**

9. CASH AND CASH EQUIVALENTS

	2021 $	2020 $
Cash on hand/Petty Cash	2,700	2,700
Bank balances	2,262,845	1,408,883
Call deposits	13,060,425	8,179,819
	15,325,970	**9,591,402**

Reconciling Surplus for the year for Net Cash Flows from Operating Activities	2021 $	2020 $
Result for the period	30,986,333	1,484,814
Adjustments for:		
Depreciation	1,524,265	1,543,314
(Gain) & Loss on Disposal	(107,294)	(94,515)
Investment distributions reinvested	(24,958,269)	3,503,968
(Increase) / Decrease in Trade debtors	(324,652)	271,018
(Increase) / Decrease in Other Debtors	(28,622)	(34,179)
(Increase) / Decrease in Inventories	1,844,866	(1,349,504)
Increase / (Decrease) in Trade Creditors	(361,378)	(310,764)
Increase / (Decrease) in Sundry Creditors	381,941	(1,087,522)
Increase / (Decrease) in Deferred Income	1,675,642	55,167
Increase / (Decrease) in Provisions	325,226	156,956
Net cash from operating activities	**10,958,058**	**4,138,753**

10. TRADE AND OTHER RECEIVABLES

	2021 $	2020 $
Trade receivables	1,275,428	950,777
Other Debtors & Receivables	156,124	127,501
	1,431,552	**1,078,278**

Ageing analysis of trade receivables:	2021	2020		
Current trade receivables	75%	75%	958,755	712,047
Receivables aged 0-14 days	1%	1%	14,299	12,542
Receivables aged 15-30 days	23%	19%	293,967	179,859
Receivables aged 31-45 days	1%	0%	9,424	828
Receivables aged 45+ days	0%	5%	(1,017)	45,501
Total trade receivables	**100%**	**100%**	**1,275,428**	**950,777**

11. INVENTORIES

	2021 $	2020 $
Grave licences	3,190,457	3,096,454
Crypt licences	12,208,006	14,102,205
Vault licences	214,000	216,000
Cremated remains	2,695,239	2,693,823
Inventory Grave Extensions	149,710	204,962
Work-In-Progress	674,724	663,558
	19,132,136	**20,977,002**

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

12(A). INVESTMENTS

		2021 $	2020 $
Other Financial Assets			
Bills and Term Deposits	(a)	38,672,409	38,364,285
Managed Funds	(b)	121,449,704	96,799,558
Total Investments		**160,122,113**	**135,163,843**

(a) Term deposits are held at cost and are classified as Debt Securities at amortised cost (previously held-to-maturity investments). Term deposits held by the Trust during the financial year had maturity terms ranging from 3 to 12 months with ADI's that have a long-term credit rating ranging between BBB+ to A-. Interest rates average 0.49% and generated $308,123 in interest income.

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

12(B). LOANS

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

	2021 $	2020 $
Loans		
Current		
Loan to Rookwood Necropolis Trust (RNT)	–	200,000
Total Current Loans	**–**	**200,000**

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 $	Under Construction $	Total $
Cost	78,439,840	21,838,774	2,137,513	899,686	4,200,090	6,629,420	1,637,296	8,471,407	124,254,027
Balance at 1 July 2020	–	173,741	–	–	381,563	319,719	–	(875,024)	–
Transfer of assets	–	–	529,616	287,523	47,414	5,755	–	4,661,987	5,532,296
Additions									
Disposals	–	–	(302,165)	(213,648)	(65,691)	–	–	–	(581,504)
Asset Revaluation	–	–	–	–	–	–	–	–	–
Balance 30 June 2021	**78,439,840**	**22,012,515**	**2,364,964**	**973,561**	**4,563,376**	**6,954,894**	**1,637,296**	**12,258,370**	**129,204,819**
Depreciation and impairment losses									
Balance at 1 July 2020	–	(7,293,365)	(1,697,076)	(285,782)	(2,485,430)	(1,041,241)	(204,550)	–	(13,007,445)
Disposal of assets	–	–	302,165	91,398	65,691	–	–	–	459,253
Transfer of assets	–	–	–	–	–	–	–	–	–
Depreciation till June 2021	–	(466,223)	(181,485)	(126,789)	(417,018)	(169,020)	(163,730)	–	(1,524,265)
Balance 30 June 2021	**–**	**(7,759,588)**	**(1,576,396)**	**(321,174)**	**(2,836,757)**	**(1,210,261)**	**(368,280)**	**–**	**(14,072,457)**
Carrying amount									
at 1 July 2020	78,439,840	14,545,408	440,436	613,905	1,714,660	5,588,179	1,432,746	8,471,407	111,246,582
at 30 June 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**

14. TRADE AND OTHER PAYABLES

(a) Trade and Non-Trade Payables

	2021 $	2020 $
Trade payables	418,023	779,401
Non-trade payables and accrued expenses	1,428,034	1,046,093
	1,846,057	**1,825,494**

Ageing analysis of trade payables:	2021	2020		
Current trade payables	68%	68%	283,214	528,716
Payables aged 1-14 days	15%	15%	63,132	118,695
Payables aged 15-30 days	13%	11%	53,215	82,301
Payables aged 31-45 days	4%	6%	18,462	49,689
Total trade payables	**100%**	**100%**	**418,023**	**779,401**

(b) Lease Liability

	2021 $	2020 $
Current		
Lease Liability	134,694	120,740
	134,694	**120,740**
Non-Current		
Lease Liability	1,357,293	1,491,987
	1,357,293	**1,491,987**
Total Leasehold Liability	**1,491,987**	**1,612,727**

(c) Makegood Provision

	2021 $	2020 $
Non-Current		
Makegood Provision	124,200	124,200
	124,200	**124,200**

15. DEFERRED INCOME

	2021 $	2020 $
Current		
Prepurchase Plan – Community Group Deals	1,173,109	1,199,799
Grief Care Grant	50,000	–
Prepaid redeemable transactions	4,818,326	4,338,889
Total current deferred income	**6,041,435**	**5,538,688**
Non-current		
Prepurchase Plan – Community Group Deals	2,428,885	1,255,990
Total non-current deferred income	**2,428,885**	**1,255,990**
Total deferred income	**8,470,320**	**6,794,678**

16. EMPLOYEE BENEFITS

	2021 $	2020 $
Current		
Liability for annual leave	863,698	640,120
Liability for long-service leave	292,244	174,032
	1,155,942	**814,152**
Non-Current		
Liability for long-service leave	378,312	394,875
	378,312	**394,875**
Total employee benefit liabilities	**1,534,254**	**1,209,027**

17. CONTINGENT LIABILITIES

(a) Perpetual Care

All funds except those required for current operations and capital improvements are regarded as Perpetual Care Funds. Perpetual Care funds are accumulated to provide for the on-going maintenance of the cemeteries after all burial licenses have been sold. Each cemetery and 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 review is conducted every four years. The scope of the review includes estimating the Perpetual Care Surplus (Deficit), analysis of current pricing and maintenance cost structures, advice on investment strategy and financial position observations.

At the date of this report, CMCT is in surplus of its target to meet its estimated Perpetual Care obligations last estimated as at 30 June 2017. The main source of funding for these obligations are the investments disclosed in Notes 12 (a). Since the last review, investments have increased to $160 million to meet the Perpetual Care Target of $142.2 million estimated as at 30 June 2017, representing an excess of $17.8 million.

The financial position of CMCT is expected to further increase once the two approved cemetery developments at Varroville and Wallacia are completed. 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.

18. FINANCIAL INSTRUMENTS – FAIR VALUES AND RISK MANAGEMENT

(a) Accounting classifications and fair values

		Carrying value					Fair Value
30 June 2021	Note	Debt Securities at Amortised Cost $	Loans and Receivables $	Investments at Fair Value through P or L $	Other Financial Liabilities $	Total $	Level
Financial Assets measure at fair value							
Managed Funds	12(a)	–	–	121,449,704	–	121,449,704	Level 1
Term deposits with a maturity greater than 3 months	12(a)	38,672,409	–	–	–	38,672,409	
		38,672,409	**–**	**121,449,704**	**–**	**160,122,113**	
Financial assets not measured at fair value							
Trade and other receivables	10	–	1,431,552	–	–	1,431,552	
Cash and cash equivalents	9	–	15,325,970	–	–	15,325,970	
		–	**16,757,522**	**–**	**–**	**16,757,522**	
Financial liabilities not measured at fair value							
Trade payables	14(a)	–	–	–	1,846,057	1,846,057	
Lease Liabilities	14(b)	–	–	–	1,491,987	1,491,987	
		–	**–**	**–**	**3,338,044**	3,338,044	

		Carrying value					Fair Value
30 June 2020	Note	Debt Securities at Amortised Cost $	Loans and Receivables $	Investments at Fair Value through P or L $	Other Financial Liabilities $	Total $	Level
Financial Assets measure at fair value							
Managed Funds	12(a)	–	–	96,799,558	–	96,799,558	Level 1
Term deposits with a maturity greater than 3 months	12(a)	38,364,285	–	–	–	38,364,285	
		38,364,285	**–**	**96,799,558**	**–**	**135,163,843**	
Financial assets not measured at fair value							
Trade and other receivables	10	–	1,078,278	–	–	1,078,278	
Cash and cash equivalents	9	–	9,591,402	–	–	9,591,402	
Loans	12(b)	–	200,000	–	–	200,000	
		–	**10,869,680**	**–**	**–**	**10,869,680**	
Financial liabilities not measured at fair value							
Trade payables	14(a)	–	–	–	1,825,494	1,825,494	
Lease Liabilities	14(b)	–	–	–	1,612,727	1,612,727	
		–	**–**	**–**	**3,438,220**	**3,438,220**	

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 $15,325,970 at 30 June 2021. 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.

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

(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 2021 $
Term deposits	38,672,409	–	38,672,409
Managed Funds	–	121,449,704	121,449,704
Total investments	**38,672,409**	**121,449,705**	**160,122,113**

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

19. CAPITAL COMMITMENTS

As at 30 June 2021, there were no capital commitments for Major Works performed that are to be realised within twelve months.

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	138,048	138,048
1–5 Years	236,688	236,688
	374,736	**374,736**

21. RELATED PARTY TRANSACTIONS

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

Non-executive Governors	Executive Management
The Hon Gregory Smith SC – Chairperson	Mr Peter O'Meara (Chief Executive Officer)
Sr Maria Wheeler – Deputy Chairperson	Mr Melvyn White (Head of Strategy, Communications + Marketing)
Bishop Terence Brady DD VG	Mr David Renneberg (Head of Finance, Corporate Governance + Procurement)
Mrs Grace Fava (resigned 30/6/21)	Ms Lauren Hardgrove (Head of Client Services)
Mr Tony Khoury (resigned 30/6/21)	Mr Damian Furlong (Head of People, Risk + Advocacy)
Ms Margaret McCue (resigned 30/6/21)	Mr David De Angelis (Head of Infrastructure Major Projects + Assets)
Mr Danny Casey	Mr Armen Mikaelian (Head of New Business Ventures)
Mr Anthony Cleary (resigned 30/6/21)	
Ms Selina Hasham (resigned 30/6/21)	
Mr Dominic Sullivan (appointed 30/6/21)	

(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 2020/21, total remuneration was $165,064.

(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.

	2021 $	2020 $
Short-term employee benefits	1,727,639	1,499,717
Post-employment benefits	118,848	100,984
	1,846,487	**1,600,701**

(c) Other related Party transactions

CMCT provides services to maintain the cemeteries managed by CCB Ltd – North Rocks. CCB's involvement in the Greendale cemetery ended in October FY-2020.

	2021 $	2020 $
CCB – Greendale Maintenance Charges	–	11,270
NR – Corporate Support	14,904	26,000
	14,904	**37,270**

22. EVENTS SUBSEQUENT TO REPORTING DATE

There have been no events subsequent to balance date which would have a material effect on the Trust's financial statements at 30 June 2021.

23. AUDITOR'S REMUNERATION

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

	2021 $	2020 $
Audit and review of financial reports:	41,000	39,500
Other services	–	750
	41,000	**40,250**

For 2021 the overall audit fees is $53,000 for review of financial reports of which, CCB Ltd and North Rocks has been assigned $9,000 and $3,000 respectively.

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).

BOARD MEMBER'S DECLARATION

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

(a) the Trust is publicly accountable;

(b) the financial statements and notes, set out on pages 31 to 54, 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 2021 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.

Governor Hon G Smith SC

Governor D Casey

Dated this 25th day of August 2021

Independent Auditor's Report

For the year ended 30 June 2021

Nexia Australia

Nexia Sydney Audit Pty Ltd
Level 16, 1 Market Street
Sydney NSW 2000
PO Box H195
Australia Square NSW 1215
p +61 2 9251 4600
f +61 2 9251 7138
e info@nexiasydney.com.au
w nexia.com.au

Independent Auditor's Report to the Board 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 2021, the statement 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 members' declaration.

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

i) giving a true and fair view of the Entity's financial position as at 30 June 2021 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's 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. Neither Nexia International nor Nexia Australia Pty Ltd provide services to clients.

Liability limited under a scheme approved under Professional Standards Legislation.

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/admin/file/content102/c3/ar2_2020.pdf. This description forms part of our auditor's report.

Nexia Sydney Audit Pty Ltd

Brett Hanger
Director

Dated: 27 August 2021

31

Directory

Catholic Metropolitan Cemeteries Trust

ABN 85 744 325 709

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

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

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

Macarthur Memorial Park
166 St Andrews Rd
Varroville NSW 2566
info@mmp.com.au

Nepean Gardens
13 Park Rd
Wallacia NSW 2745
info@nepeangardens.com.au

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

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

Websites
catholiccemeteries.com.au
liverpoolcemetery.com.au
mmpark.com.au
nepeangardens.com.au
kempscreekcemetery.com.au

Catholic
Cemeteries +
Crematoria

Catholic
Cemeteries +
Crematoria