



Northern Cemeteries
Always



Annual Report
2019/2020

Always caring for the community in all its diversity

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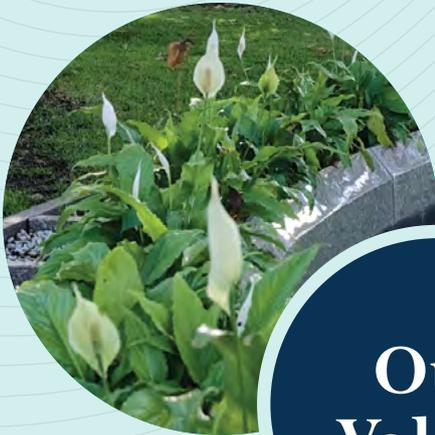
Our totems are depicted on the cover of the Annual Report. The Angophora tree for Macquarie Park Cemetery and Crematorium; the Rock Wallaby for Frenchs Forest Bushland Cemetery; the Butterfly for Field of Mars; the Blue Tongue Lizard for Gore Hill; and the Black Cockatoo for Sandgate.



Our Vision



Ensuring that everyone in the community has access to respectful dignified services and memorialisation.



Our Values



We excel in caring always

- We understand, honour and respect the nature of our service to families and community.
- We respect diversity in values, customs and beliefs.
- Every day, we strive to 'be our best' when caring for families and community.
- We recognise, at all times, our role as ambassadors for Northern Cemeteries.
- Our leaders accept responsibility for ensuring excellence in the care we provide.



We strive to achieve

- We recognise the importance of our work and that others are relying on us. We accept responsibility at all times, working diligently to achieve what's expected of us.
- We accept responsibility for effectively and efficiently utilising the resources entrusted to us.
- We are committed to working in a manner that supports our own and others safety.
- We continually look for opportunities to improve what we do and how we do it.
- Our leaders manage others in a manner that facilitates a culture of achievement.



We work together as a team

- We acknowledge that every member of the team has value and adds value.
- We trust others and act in a way that reinforces the trust others have in us.
- We are committed to collaborating constructively as we care for families and community.
- At all times, we act in a manner that demonstrates our respect and support for one another.
- Our leaders lead by example during individual and team interactions.

Chair's Review

It is with pleasure I present the Chair's Annual Report for Northern Cemeteries. The 2020 financial year has been very successful with many significant achievements in operational, financial and community engagements.

Despite the significant challenges caused by the pandemic, our commitment to serving our communities continues with free chapel webcasting services and other virtual community events such as ANZAC Day, Mother's Day etc.

Our innovations in IT and cloud technology pre COVID allowed our staff to quickly shift to working from home arrangements. Technology ensured our business operations and customer service continued in face of ongoing external disruption. We also continue to explore new technologies with the launch of a COVID sign-in App, automated invoice processing and digital COVID-Information dashboards.

I would like to thank my fellow board members, the Chief Executive Officer, management and our staff for their dedication, commitment, and passion. We strive to improve our facilities and services to support the community in honouring their loved ones. It takes very special people to work in an industry such as ours.

Northern Metropolitan Cemeteries Land Manager is a 'not-for-profit' organisation with numerous community obligations to ensure perpetual care for maintenance and future works. Accordingly, it is essential that we make a surplus on our operating activities, and it is with pleasure I report a surplus of \$6.8m for the 2020 financial year.

Northern Cemeteries strives to optimise and grow our land portfolio assets to meet future demand.

The organisation adopted the new accounting standard, AASB 16 Leases this year consistent with NSW Treasury Accounting Policy. Contracts that are leases within the scope of AASB 16 from the lessee's perspective require the recognition of a right of use (ROU) asset and a related lease liability.

Our achievements have set the groundwork so that the board and executive are well placed to meet the challenges of the future. These challenges include providing facilities and services that compare favourably to our competitors, ensuring that sufficient and suitable land is available to meet future demand and providing an enduring financial asset that will be adequate for future needs.

We continue to provide a structured and coherent approach to identifying, assessing and managing risk. We have a strong community engagement framework which is taking community engagement from being passive to empowering. Sustainability is at the forefront of everything we do and the work health safety & environment of staff and stakeholders is our number one priority.



Dr John Hewson AM
Chair



2019

Unveiling of Garden of Salvation – in conjunction with the Salvation Army to honour our homeless and people of limited means

Opening of new crypt complex at Field of Mars for our Italian Community

Development of new Orthodox Area at Field of Mars

Signed new 20-year lease with Terrey Hills Par 3 Golf Course

Signed a two-year Lease with Terrey Hills bee-keepers

Design approval for chapel/function centre at Frenchs Forest

Re-zoning application submitted to Northern Beaches Council for Terrey Hills Sports Reserve

Master Plans/POM for Macquarie Park, Frenchs Forest in progress

CCTV installed at all sites

Solar cameras installed at Frenchs Forest

A Message from the CEO

A big thank you to the Executive team and the staff at Northern Cemeteries, for their dedication and support over the past 12 months. During the latter half of the year we faced unprecedented times, everyone responded to every challenge with professionalism, working long hours to ensure that our business of providing burial and cremation services to our community continued uninterrupted.

It is important to note that our Enterprise Risk Register had already identified Pandemic Risk (#53) and Economic Downturn (#52) as potential risks pre-COVID-19 and the previously agreed mitigation actions provided a good basis for the organisation's response to the pandemic.

As noted below completed capital works for the year include the Macquarie Park chapel refurbishment, new crypt complex at Frenchs Forest, remediation works at Sandgate, and, due to fire damage, developing and replacing the heritage listed Summer House at Gore Hill Cemetery. At the time of this report, we are commencing construction of a new Mausoleum complex at Macquarie Park.

Part of fulfilling our engagement to stakeholders is to always care for the community in all its diversity and ensure that everyone has access to

respectful, dignified services and memorialisation. We have developed and implemented our Indigenous Engagement Strategy focusing on partnership between First Nations Peoples and Northern Cemeteries.

We affirm our commitment to a sustainable and responsible business by performing the first natural burial interment at Frenchs Forest Bushland Cemetery.

Northern Cemeteries strive to meet and exceed the expectations of our customers.



Pauline Tritton
CEO

2019/2020 List of Achievements

2020





Highlights



Living Legacy Trees Creating New Life from Ashes

In a first for New South Wales, Northern Cemeteries launched an everlasting and environmentally sensitive memorialisation option which is providing a green alternative to scattering the ashes of loved ones, Living Legacy Trees.



First Natural Burial

Our first natural burial, an environmentally sustainable option, took place at Frenchs Forest Bushland Cemetery in 2020.



Macquarie Park Café and Florist

Our newly renovated café and florist opened in October 2019 servicing visitors to Macquarie Park.



Chapel Upgrade

The three main chapels: (Magnolia, Palm and Camellia) at Macquarie Park all underwent cosmetic upgrades that were completed in June 2020.



Macquarie Park Expansion of Jewish area

The expansion of the Jewish area adding over 600 new monumental and lawn graves was completed in April 2020.



Frenchs Forest Development Application for New Chapel

The Development Application (DA) for the new Frenchs Forest chapel was lodged with Northern Beaches Council on 29 April 2020 and the process was discussed via a community consultation.



Mary of the Assumption Crypts

The new Mary of the Assumption Crypts at Frenchs Forest Bushland Cemetery includes 96 new crypts and was opened June 2020.

Field of Mars Sacred Crypts of Our Lady

Construction works on the new crypts at Field of Mars have commenced and will provide 224 interment spaces over four levels for the community. It is on track for completion in February 2021, with an early interment date of 1 December 2020.



Mausoleum at Macquarie Park

A new Mausoleum at Macquarie Park has begun construction to be completed by 2021. Designed as a semi-open space to complement the surrounding area, the building will provide a sanctuary for remembrance, worship, and quiet reflection.



Connecting Culture and Community

We have been working with our Culture Keeper Susan Moylan-Coombs on a number of initiatives including drafting of the *Northern Cemeteries First Nations Engagement Strategy 2020 – 2025*.



Shaping our Future Together

We engaged our local community and key stakeholders on a community consultation process for Macquarie Park and Field of Mars cemeteries to support the organisation's five-year Strategic Plan.



Online Events Keeping the Community Connected

With physical distancing and restrictions in place, our events were reshaped and delivered in an online format for all to attend.



1

Strategic Imperative

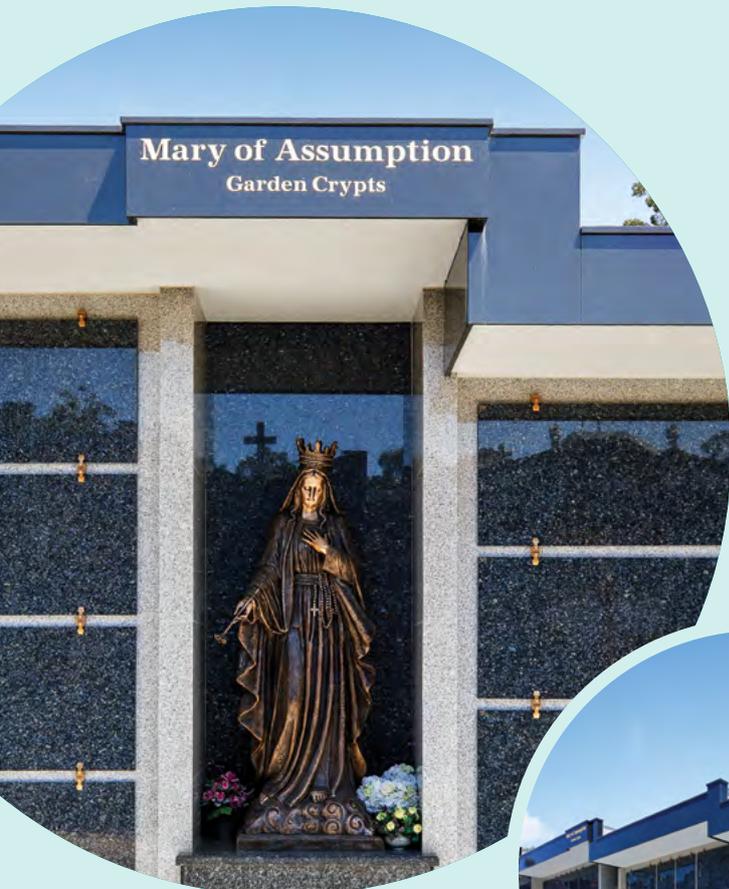
Understanding Community Needs

Understanding our families' needs and developing products and services that meet those needs

At Northern Cemeteries, the needs of those in our community is our priority. We work closely with families, seeking feedback and using this to shape our services so we can deliver customer service excellence as well as cater for the future.

Mary of the Assumption Crypts Offer Above Ground Burial for Local Catholic Community

Northern Cemeteries is proud to present the new Mary of the Assumption Crypts at Frenchs Forest Bushland Cemetery, the only above ground burial option on the Northern Beaches. The crypts named in honour of the Blessed Mary, are engineered and built to exceptional standards. The new complex offers 40 double crypts and 16 single crypts to serve the needs of the local Italian Catholic community seeking a premier burial option.



Natural Burials – A Sustainable Future

Northern Cemeteries continues to meet community needs and the desire of families to contribute to sustainability by offering natural burials. The natural burial service includes a 'green' wicker coffin which is biodegradable, non-toxic, and is sustainable to the environment with little impact to the surrounding area. Our first natural burial took place at Frenchs Forest Bushland Cemetery in early 2020.

Living Legacy Trees – Creating New Life from Ashes

In a first for New South Wales, Northern Cemeteries launched an everlasting and environmentally sensitive memorialisation option which is providing a clean alternative to scattering the ashes of loved ones: Living Legacy Trees.

Partnering with Living Legacy Forest to bring the green initiative to Macquarie Park Cemetery and Crematorium, North Ryde and Frenchs Forest Bushland Cemetery, Davidson in January, Northern Cemeteries has provided the memorial option to over a dozen families to date.

The organic technology uses a unique treatment process that gradually transforms ashes into nutrients so when they come into direct contact with the root system, they help to nurture the tree's growth. The method is suitable for both native and exotic trees across a range of soil conditions.

Northern Cemeteries also donates 200 planted saplings to help create more air than a person breathes in a lifetime, each time a Living Legacy Tree is selected.



A LEGACY OF LIFE AND LOVE

When Karen and her sister lost their Mum earlier in the year, they were faced with the difficult decision of choosing a memorial that best honoured their Mum.

“Mum and Dad hadn’t planned or really discussed any of their memorial plans. When Mum became unwell, she had mentioned that she wanted to be cremated but nothing else”, shares Karen.

After looking at local options, the sisters chose Macquarie Park for its contemporary feel. The Living Legacy Tree was an unexpected but welcome alternative when deciding how to honour the life of their elderly mother.

“When the Living Legacy Tree was presented to us, it was a very easy choice”, explains Karen.

Living Legacy Trees use a unique treatment process that gradually transforms ashes into nutrients so that when they come into direct contact with the root system, they help to nurture the tree’s growth.

“I like the concept of a living memorial, not something that is inert. It is also nice to know that it is environmentally sustainable and that it is giving green space and oxygen back to the community.”

Sadly, some months later, Karen and her sister had to also farewell their father, who is soon to be resting beside their mother.

“When I visit, it is nice to go there and reflect. It feels private and being in nature is refreshing.”

Karen’s parents were originally from the UK and loved the traditional English country garden, so the sisters honoured this in their tree selection.

“We chose a Magnolia as they flower and show the seasons. It means when we visit it will always be beautiful.”



2 Strategic Imperative

Community Engagement/ Client Experience

Northern Cemeteries will continue to foster relationships by actively engaging with our many stakeholders and embracing the strategies within our Community Engagement Framework.

1
Provide more information for communities

4
Having conversations

Our Community Engagement Framework is based on four key principles:

2
Understanding community needs

3
Reaching out to disadvantaged and marginalised communities

Online Events - Keeping the Community Connected

Like many organisations, Northern Cemeteries has had to adapt its services to continue to meet community need in the midst of the COVID-19 pandemic. Community events are a key way to engage with our families. With physical distancing and restrictions in place, our events were reshaped and delivered in an online format for all to attend. Events like our Rest Assured Series as well as key national celebrations like Mother’s Day and Anzac Day were still able to reach audiences and give families a chance to stay in touch.

Rest Assured – An online Webinar Series

The Rest Assured series is a partnership between Sandgate Cemetery and the Newcastle Compassionate Community. Sandgate Cemetery Manager Steve Lanske explains how this series is set to play a vital role in the organisation’s Care and Wellbeing Program.

“During the COVID-19 lockdown we need to be extremely mindful how social isolation can add further distress to those who are dealing with grief and loss”, Steve said.

The Music and Art Therapy – Ways to Connect Webinar held in May, was just one part of this series which is offered free of charge to the community and provided online.

“This webinar included how art is being used in death education, as well as shared experiences from practitioners in palliative and bereavement care”, explains Steve.

“It also explored how people can access art and music therapy to support end of life care.”

Northern Cemeteries in the Spotlight

Northern Cemeteries continues to use a proactive media approach to share stories from our community, highlight innovative services and showcase service excellence. With events going online becoming the norm, our team used these opportunities to engage with the community through local newspapers as well as via social media.

Shaping our Future Together

Northern Cemeteries engaged Mara Consulting to work with our local community and key stakeholders on a community consultation process for Macquarie Park and Field of Mars cemeteries. This valuable input was sought to support the organisations five-year Strategic Plan.

During the preparation of the engagement activities, every precaution was taken to ensure COVID-19 restrictions were implemented whilst still engaging with the community. The response to the activities was positive, with high levels of engagement across the methods used.

How did we go?





FRIENDS FOR LIFE

What do a retired librarian and a retired engineer have in common? For David and Reg, both members of The Friends of Gore Hill Cemetery (The Friends), it is a keen interest in history and a passion for a local landmark.

David has been a member since inception in the 1970s and currently serves as the Chair. He speaks fondly of his years on the committee and the great people he has worked alongside. His hopefulness for an ongoing future for the Friends and his passion for Gore Hill Cemetery itself is obvious in all the stories he shares.

When reflecting on the year that has been, David surprised himself with all that has been achieved in the midst of what he described as a very unusual year.

“We normally run community events and tours at Gore Hill. With restrictions in place related to COVID-19 we have been unable to run an event since our Clean Up Australia Day in January”, said David.

Reg on the other hand humbly describes himself as not really a “proper member” despite his 20 year membership. Reg is also the current Secretary, Treasurer, newsletter journalist for The Friends, as well as the author of a number of biographical histories of some of the many interesting people resting in Gore Hill.

“I really hope that we can hold events again in the not too distant future as it is a great way to engage people that wouldn’t otherwise visit the cemetery.”

Though Reg confesses he is enjoying the quiet time, he does miss sharing his love for the history that can be experienced on tour at Gore Hill.

“We are still getting enquiries and interest about tours but we have adapted the way we share the information. We are providing community members with written information as part of the tour rather than physically guiding them around, and that seems to be working well”, says Reg.

As well as community events and preservation of history, The Friends work alongside Northern Cemeteries to ensure the public can enjoy the grounds.

David describes the Cemetery as a beautiful green space in an urban setting to be enjoyed by the public.

“It is close to the park and the sporting fields and also the local hospital. I find it a beautiful place for passive recreation and hope that it can be enjoyed in this way into the future”, says David.

About The Friends of Gore Hill Cemetery

The Friends of Gore Hill Cemetery is a voluntary organisation dedicated to the heritage protection of the Gore Hill Memorial Cemetery. It was established shortly after the announcement was made in 1975 by the government of the day, that the Gore Hill Memorial Cemetery was to be demolished and the land dedicated as a public park.

*Image
Reg (Left) and David (right) in the newly refurbished Summer House.*

3

Strategic Imperative

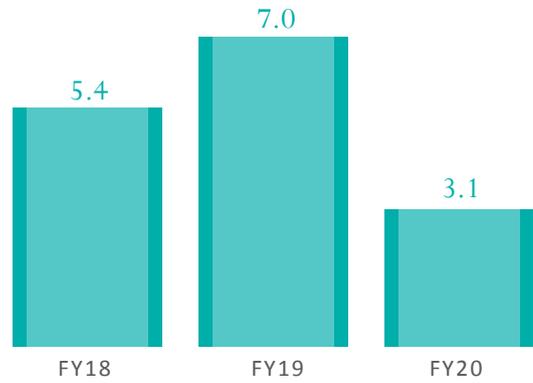


Operational and Financial Highlights

Revenue (\$m)

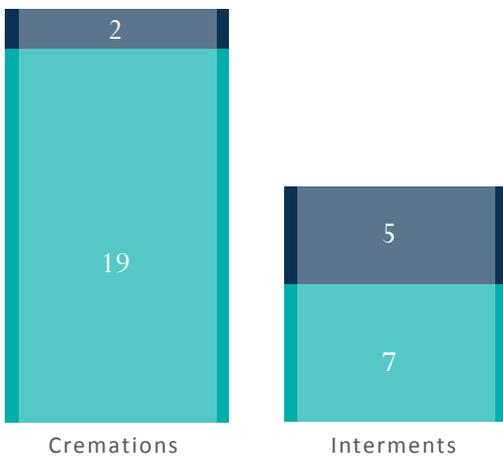


Operating Surplus (\$m)



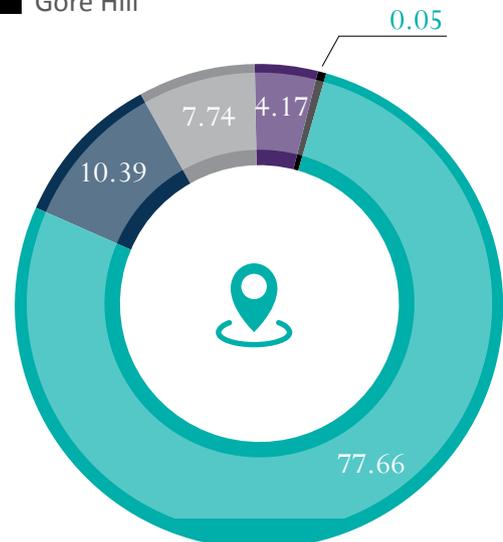
Y-O-Y Activity Growth (%)

2020 (Teal) 2019 (Dark Blue)



FY 20 Revenue Contribution by location (%)

Macquarie Park (Teal) Frenchs Forest (Dark Blue)
 Field of Mars (Grey) Sandgate (Purple)
 Gore Hill (Black)



Financial Performance and Governance

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2020

	Note	2020	2019
		\$	\$
Revenue	5(a)	23,831,507	23,606,612
Cost of sales	6(a)	(5,156,542)	(4,111,316)
Gross profit		18,674,965	19,495,296
Other income	5(b)	443,627	385,280
Depreciation	12, 17	(2,781,787)	(2,167,324)
Employment expenses	7	(7,259,175)	(6,596,058)
Other expenses	6(b)	(5,526,835)	(3,664,869)
Results from operating activities		3,550,795	7,452,325
Finance income	5(c)	2,561	5,273
Investment income	5(d)	3,331,115	3,014,945
Net finance income		3,333,676	3,020,218
Surplus for the period		6,884,471	10,472,543
Total other comprehensive income			
Items that will never be reclassified to profit or loss			
Equity investments at FVOCI - net change in fair value		(3,095,169)	1,138,111
Revaluation of land and buildings		(12,841,309)	(332,874)
Total other comprehensive (loss) I income		(15,936,478)	805,237
Total comprehensive (loss) I income for the period		(9,052,007)	11,277,780

Statement of Financial Position

For the Year Ended 30 June 2020

	Note	2020	2019
Assets		\$	\$
Cash and cash equivalents	8	7,048,010	6,012,018
Trade and other receivables	9	1,062,099	1,136,129
Inventories	10	10,339,074	4,758,961
Investments	11	1,774,000	
Pre-payments		120,452	152,528
Total current assets		20,343,635	12,059,636
Investments	11	97,545,257	98,959,000
Property, plant and equipment	12	78,115,771	89,938,189
Right-of-use assets	17	203,710	
Total non-current assets		175,864,738	188,897,189
Total assets		196,208,373	200,956,825
Liabilities			
Trade and other payables	13	2,479,536	1,884,708
Lease liabilities	17	57,975	
Deferred income	14	3,493,294	2,889,727
Employee benefits	15	1,151,395	781,942
Total current liabilities		7,182,200	5,556,377
Deferred income		34,696,391	31,828,984
Employee benefits		224,536	414,010
Provisions		702,587	850,278
Lease liabilities		147,490	
Total non-current liabilities		35,771,004	33,093,272
Total liabilities		42,953,204	38,649,649
Net assets		153,255,169	162,307,176
Equity			
Accumulated surplus funds	18	7,043,464	63,554,993
Other reserves	18	51,598,185	51,598,185
Fair value reserve	18	455,496	3,550,665
Asset revaluation reserve	18	30,762,024	43,603,333
Total accumulated funds		153,255,169	162,307,176

Statement of Changes in Equity

For the Year Ended 30 June 2020

	Accumulated Surplus Funds	Other Reserve	Fair Value Reserve	Asset Revaluation Reserve	Total
	\$	\$	\$	\$	\$
Balance at 1 July 2018	53,082,450	51,598,185	2,412,554	43,936,207	151,029,396
Surplus for the period	10,472,543	–	–	–	10,472,543
Devaluation of land and buildings	–	–	–	(332,874)	332,874
Net change in fair value of equity investments at FVOCI	–	–	1,138,111	–	1,138,111
Balance at 30 June 2019	63,554,993	51,598,185	3,550,665	43,603,333	162,307,176
Balance at 1 July 2019	63,554,993	51,598,185	3,550,665	43,603,333	162,307,176
Surplus for the period	6,884,471	–	–	–	6,884,471
Devaluation of land and buildings	–	–	–	(12,841,309)	(12,841,309)
Net change in fair value of equity investments at FVOCI	–	–	(3,095,169)	–	(3,095,169)
Balance at 30 June 2020	70,439,464	51,598,185	455,496	30,762,024	153,255,169

Statement of Cash Flows

For the Year Ended 30 June 2020

	Note	2020	2019
Cash flows from operating activities			
Cash receipts from operations		30,344,222	29,418,714
Cash paid to suppliers and employees		(21,066,436)	(19,488,771)
Interest paid	5(c)	(3,927)	
Net cash from operating activities	8	9,273,859	9,929,943
Cash flows from investing activities			
Interest received	5(c)	6,488	5,273
Acquisition of property, plant and equipment	12	(8,407,012)	(9,842,842)
Disposal of property, plant and equipment		319,993	
Proceeds from distribution of investments	5(d)	3,331,115	3,014,945
Withdrawal of term deposits from investment portfolio		–	3,500,000
Acquisition of investments		(3,455,426)	(1,831,216)
Net cash used in investing activities		(8,204,842)	(5,153,840)
Payment of lease liabilities		(33,025)	
Net cash used in financing activities		(33,025)	
Net increase in cash and cash equivalents		1,035,992	4,776,103
Cash and cash equivalents at the beginning of the year		6,012,018	1,235,915
Cash and cash equivalents at 30 June	8	7,048,010	6,012,018



4

Strategic Imperative

Our People and Culture

Northern Cemeteries will focus on our most important asset – our people, creating an inspired workplace for inspired people.

Our People Snapshot*

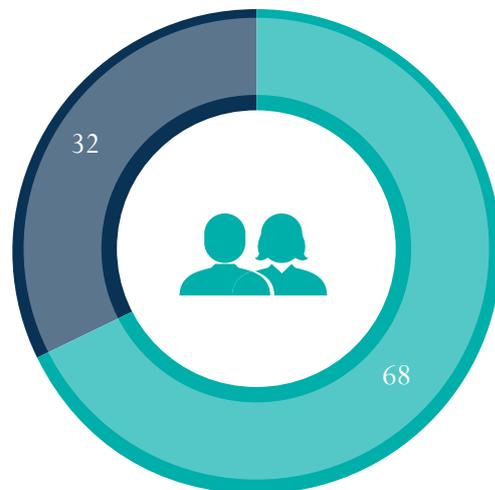
Our Workforce

■ Full-time ■ Part-time ■ Casual



Gender Diversity (%)

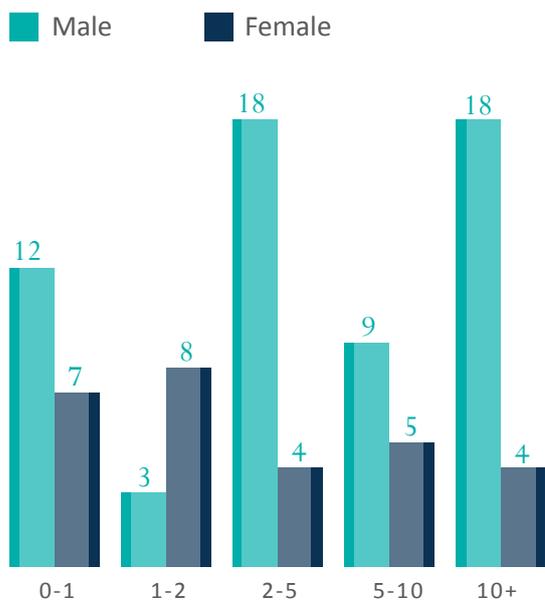
■ Male ■ Female



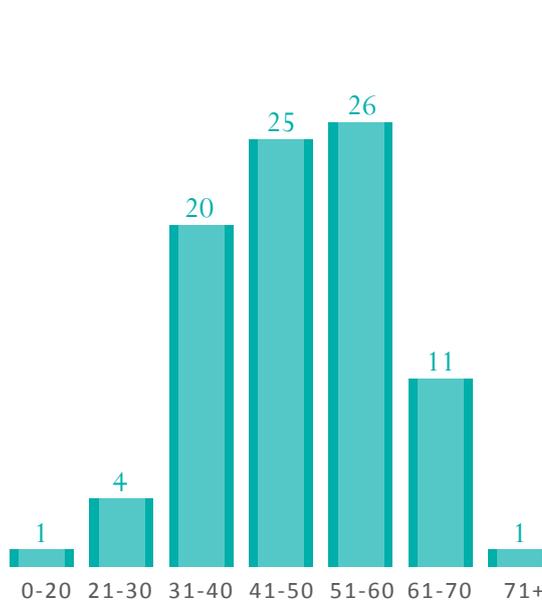
*All figures are approximate as at 30 June 2020.



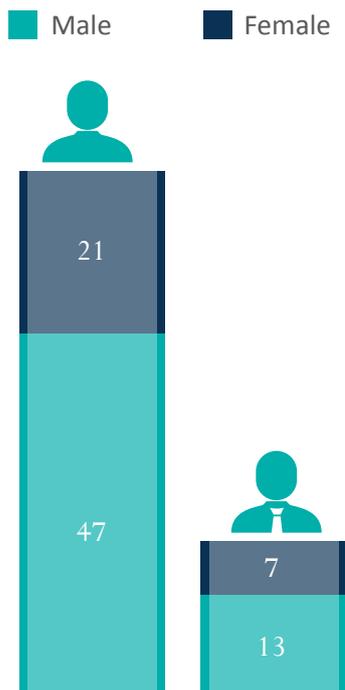
Employee Tenure (Year)



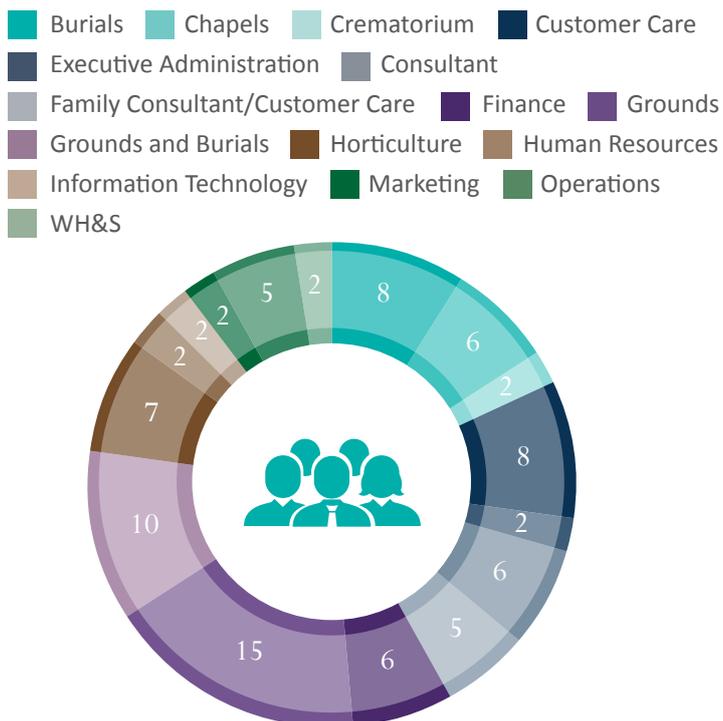
Age Distribution



Employees vs Managers



Employees By Department



Adapting to COVID

Like many organisations, at Northern Cemeteries we have adapted our workplace and staffing policies to accommodate necessary changes due to COVID-19. We transitioned some members of the office and crematorium to working from home and our grounds and burials teams were grouped into smaller teams to reduce risk. All these changes were supported by our Information Technology team. We were able to seamlessly continue to help families, regardless of our work processes changing during this time.

Throughout the process, we engaged with staff and used a survey to gauge the success of the changes.

The survey results showed strong support of Northern Cemeteries' response to the COVID-19 crisis with appreciation of the increase in communications to staff during the period, the provision of hand sanitizer and recognition of the legitimate requirement to separate teams.

We will continue to look forward and monitor COVID-19 transmission within our state and introduce adaptations as necessary. Our priority at Northern Cemeteries is to keep our staff and families safe and to continue the important service we provide within our community.

Creating Culture

Our staff quarterly breakfasts are a signature way in which our staff connect; providing an opportunity to network and socialise. Unfortunately in March, these events were cancelled and the organisation had to look at different ways to work together. Team Talk (our staff newsletter) was increased to fortnightly with each edition kept short and sharp, and featuring our staff in everything we do.

Giving Back

Northern Cemeteries is committed to giving back to our communities. When the nation was braving bushfire in February, Northern Cemeteries helped assist Taronga Zoo to rehabilitate koalas by providing eucalyptus leaves from Frenchs Forest Bushland Cemetery. We were able to unite and triumph in those trying times and there is no doubt we can overcome our current and uncertain climate.



Connecting to Culture and Community

Northern Cemeteries acknowledges the unique status of Australia's First Peoples as the original people of this land. We recognise their cultures, histories and ongoing relationship and obligations to the land and waterways.

We have been working with our Culture Keeper Susan Moylan-Coombs on a number of initiatives including:

- Drafting of the "Northern Cemeteries First Nations Strategy 2020 – 2025".
- Reconciliation Week 2020 Videos for Northern Cemeteries website.
- Filming of Elders and Knowledge Holders; Professor Dennis Foley, Dr Francis Bodkin & Gavin Andrews including Welcome to Country, Story of Place, Traditional Seasons and Plants and Natural Resources and Knowledge Holders at Gore Hill and Frenchs Forest with further filming planned for Macquarie Park, Field of Mars and Sandgate.
- First Nations perspectives into Plans of Management across cemetery sites.
- Acknowledgement of Country statements for digital screens in reception.



FEATURE



GLENN COTTRILL

When you meet Glenn Cottrill, his larrikin-like sense of humour is infectious. As he opens up, you get the sense that you are in the company of a truly good human.

Glenn's life hasn't always been easy, and his childhood was far from traditional. He spent a number of years in an orphanage but speaks of nothing but respect and fondness for the nuns who cared for him.

"They taught me to be respectful and they really looked after us. We were lucky", shares Glenn.

"I lived in the orphanage with my sister until I was 11. I was in the choir back then and believe it or not, I was the lead", he says whilst having a quiet chuckle.

Glenn's working life has been varied, having worked in the textile industry, flooring, shoes and he even had a stint working for the Post Office. But it is at Northern Cemeteries where Glenn has spent most of his working life, coming up to 31 years of service. When reflecting on his time at Northern Cemeteries, Glenn says it's a great place to work with good people.

"I enjoy what I do. The variety in the work and the opportunities I have had have kept me here for so long", says Glenn.

Glenn started as a groundsman at the end of 1989 and moved to other roles such as a team leader, WHS Chair and a monumental mason. He is a true jack of all trades.

Though Glenn works hard, he always makes time for other things in life that bring him joy. He plans to retire in December 2023 so he can continue with his love of travel.

"I have been to so many amazing places, Tahiti, South America and I once did an eight-month trip around the US. But my favourite place is the South Island of New Zealand", says Glenn.

"If all goes well, I will spend my retirement living there. I just love the scenery".

Image

Top-right: 28 Mar 1982 - at the Grand Canyon - Arizona

Bottom-right: 7 Mar 1982 - Monte Albán-ruins - Oaxaca - Mexico



5

Strategic Imperative

Operational Excellence

A

21st Century IT
Provide the highest standard in business continuity.

B

Work Health Safety and Environment

WHSE and the environment are our Number 1 priority and our policies and procedures reflect this commitment. We work towards a safe and incident free workplace for all staff and visitors.

Facilities Development and Maintenance

Our commitment to our customers extends to maintenance of our existing facilities and developing new ones to exceptional standards. We work within our communities to understand and identify needs and opportunities and invest to make these plans a reality.

Upgrades

Chapel Upgrade

The three main chapels: (Magnolia, Palm and Camellia) at Macquarie Park all underwent cosmetic upgrades that were completed in June. The upgrades included new decorative finishes to improve the aesthetic of the chapels for all visitors to enjoy. The quality of finish, visual impact and comfort of the chapels now matches the standard set by the Rose and Lotus chapels, the function centre and café, and the main office.

Expansion of Jewish Area

Ground work was completed for the expansion of the Jewish area adding approximately 373 new

monumental plots. Following consultation with the Chevra Kadisha, a new Jewish lawn in the same area was also included, with approximately 230 lawn plots available.

Upgrade of Work Sheds Lunch Room at Macquarie Park

The standard of the facility now matches that of our office building lunch rooms and has been well received by the grounds teams.

Expansion at Frenchs Forest Burial Lawn

The Burial Lawn at Frenchs Forest Bushland Cemetery has seen works on new entry points into the burial lawn, new landscaping, arterial paths, benches and a shade structure for families and the community.

Beautification of Hakea Lawn

Hakea Lawn at Frenchs Forest Bushland Cemetery underwent new landscaping, saw the addition of benches and footpaths to the existing lawn, and was coordinated with construction of the Armenian monument. We expect the monument to be available by 2021, with a dedicated ceremony to mark the occasion.

New Developments

New Café and Florist at Macquarie Park

Our newly renovated café and florist opened in October 2019 servicing visitors to Macquarie Park.

Garden of Eternity Now Open

The Garden of Eternity is a new ash interment option available at Macquarie Park. The design, landscaping and signage have been chosen to appeal to the Asian market and the garden has already proven to be a popular choice. With fountain features; the Garden of Eternity represents fortune and longevity for families, both now and for future generations.

Mary of the Assumption Crypts

The new Mary of the Assumption Crypts at Frenchs Forest Bushland Cemetery includes 96 new crypts built to exceptional standards that offer the only above ground burial option on the Northern Beaches, making it a perfect option for our Italian families in the area.

Development Application for New Chapel at Frenchs Forest

The Development Application (DA) for the new Frenchs Forest chapel was lodged with Northern Beaches Council on 29 April 2020 and was followed shortly by a Community Consultation process. Overall the consultation process was positive and as a result of the discussion, we will give further consideration to some elements of the chapel design, including roof colour and use of additional glass and soundproofing.

At our request and to accommodate residents' wishes, Northern Beaches Council extended the deadline for public submissions on the DA to 3 July.

Sacred Crypts of Our Lady Construction Underway

Construction of the new crypts at Field of Mars is on track for completion in February 2021, with an early interment date of 1 December 2020. The development has been named Sacred Crypts of Our Lady and will provide 224 interment spaces over four levels for the community.

FEATURE



STREAMING KEEPING FAMILIES CONNECTED

One of the biggest challenges for families and loved ones during COVID restrictions this year has been the limit on the number of attendees at funerals. During this time, web streaming of memorial services has become a keyway to keep families connected.

Northern Cemeteries Chapel Coordinator, Helen Armstrong, understands all too well how important saying goodbye is as part of the grieving process.

"Families have been separated from loved ones and this is really hard. We have been offering this service for some time now, but it has become a way of life now due to COVID", shares Helen.

Macquarie Park has for several years provided funeral video streaming services for people who are unable to attend a loved one's funeral so they are able to share the experience in real time online. Previously this was offered through a third-party provider for a small charge. The web streaming service is now offered free of charge to customers and the technology is supported internally by Northern Cemeteries IT team.

"It is organised through our bookings department and on the day of the service all the family has to do is to click on the link, enter the pin number and they can watch from the comfort of their homes", explains Helen.

Since restrictions were introduced, demand for web streaming has increased greatly. At the height of COVID restrictions, webstream usage grew 800%. Though this has meant some changes behind the scenes for the team at Northern Cemeteries, we were in an excellent position as we had the platform in place for over 6 months prior to COVID and were confident in its ability to serve families through this difficult time.

"The service we are providing has become very popular and is an advantage to all those overseas and interstate family and friends who cannot attend the service", says Helen.

Service recordings are also backed up to the cloud where it is stored for up to 12 months and can be downloaded at any time. They can be viewed not as a live service but at any time from anywhere in the world.

"I see this service as invaluable to our customers and I think after COVID it will stay with us in the future."

Our Board

Our Board Members are appointed by and responsible to the NSW Department of Primary Industries to ensure that Northern Cemeteries is effectively and efficiently administered as a not-for-profit public service under the Cemeteries and Crematoria Act. They are a multi-disciplinary team of professionals who provide strategic oversight and guidance to Northern Cemeteries operations and management.



Dr John R. Hewson AM

John is a former Australian politician who served as Leader of the Liberal Party from 1990 to 1994. He has a doctorate in economics from Johns Hopkins University, and also has degrees from the University of Sydney and the University of Regina. Before entering politics, Hewson worked for periods as an economist for the Reserve Bank of Australia, as an economic advisor to the Fraser Government, as a business journalist, and as a director of the Macquarie Bank.

John has written extensively for the business and general press, and spent time on the lecture circuit. In his writings he demonstrated an increasing focus on corporate social and environmental responsibility.

His work on climate change and sustainability includes his 1993 Fightback policy promising a 20% cut in emissions by 2000, off a 1990 base, as well as positions on various committees and expert panels focused on environmental policies.



Mr John V. McCarthy AO

John V. McCarthy is widely recognised as a multi-faceted industry leader. John has a wide breadth of experience in senior management and corporate governance.

John enjoys a close working relationship with major banks, superannuation funds, institutional investors, financiers and senior professionals and analysts, as well as numerous industry bodies. John's professional roles have included CEO of ANZ Property Investment and Advisory Services and Colonial Mutual Properties. He is the former Managing Director of Tasman Properties and former National President of the Property Council of Australia.

In 2009 John was awarded the Order of Australia for service to the property and construction industries, particularly through leadership roles in peak bodies, and through promotion of co-operation, research and innovation.



Ms Leah Fricke

Leah Fricke is a non-executive director and has worked as a senior executive in both private and public companies including a number of listed companies. Leah's current board portfolio includes organisations in health, technology, financial services, retail and infrastructure.

Leah's experience in a diverse range of industries and with a number of boards during her executive career has provided her with valuable knowledge and insight to make her a highly effective board member.

In addition to her work as a director Leah consults in the area of governance (board processes, relationships and performance) and presents at conferences on governance and collaborative decision making. Leah has facilitated several governance courses for Governance Institute of Australia, the Australian Institute of Management and Australian Catholic University.



Ms Kris Hume

Kris Hume is a professional non-executive director (NED). She has worked as an executive and consultant with boards in non-for-profit organisations which attests to wide exposure to boards, their role and practice of directorship.

Known for her collaborative style, Kris brings an understanding and empathy about disadvantaged and diverse communities through her work in health, community and primary health, disability and human services industries. This is balanced with her commercial experience working with several multinational corporates.

Kris brings knowledge and expertise in governance of NFP organisations and is a Graduate of the Australian Institute of Company Directors (GAICD) and has an MBA (MGSM).

Kris has a broad set of skills and her philosophy is to collaborate for transformational change, innovation and value-added services that are informed by the community, for the community.



Mr David Johnson

David Johnson is a qualified geologist and environmental scientist, and an experienced community consultation, mediation and stakeholder liaison practitioner. He has over 30 years' experience in the environmental consulting field in Australia and joined the Northern Cemeteries Board in 2015.

David was a Member (Commissioner) of the NSW Government's Planning Assessment Commission (PAC) advising on environmental science and planning, pollution control and waste management. David also lectured in environmental science, at the Australian Catholic University.

David is a specialist in environmental planning, project determination and community consultation. David has specialist expertise in the following areas: environmental impact assessment, environmental planning, pollution control (air & water), contaminated land investigation and remediation, acoustic assessment and control, waste management and hazardous waste assessment.



Mr Peter Owens

Peter has practised as a Solicitor in Newcastle since 1980 and has significant experience in residential and commercial real estate as well as estate planning and administration.

Peter has a long tradition of serving the Northern Cemeteries community, serving on the Sandgate Cemetery Trust Board from 1988 – 2014, including 10 years as Chair. He has significant experience of cemetery operations as well as understanding the legal framework involving cemeteries and Crown Reserve Trusts in New South Wales.

Peter's involvement in the community also includes being a Member of Inner City Region Finance Council for Inner City Catholic Parishes in Newcastle, former Chair of the Diocesan Pastoral Council for Roman Catholic Diocese of Maitland/Newcastle as well as past Chair of Appeals Committee for the Newcastle District Cricket Association.



Pauline Tritton, CEO

Pauline Tritton is a pioneer in the cemetery and crematoria industry; with over 20 years of service at Northern Cemeteries.

A dedicated and innovative leader, Pauline's experience surpasses every aspect of the business; such as administration, operations and management. She has led the organisational strategy and future direction through a practical and visionary approach.

Pauline's ability to balance historical processes at Northern Cemeteries yet remain ahead of future industry trends; is a testament to her knowledge and experience.

Most importantly, Pauline always maintains the unique perspective of the families we serve. Pauline's customer experience focus is her number one priority. Pauline ensures that Northern Cemeteries remain true to their values, vision and mission "Always caring for the community in all its diversity".

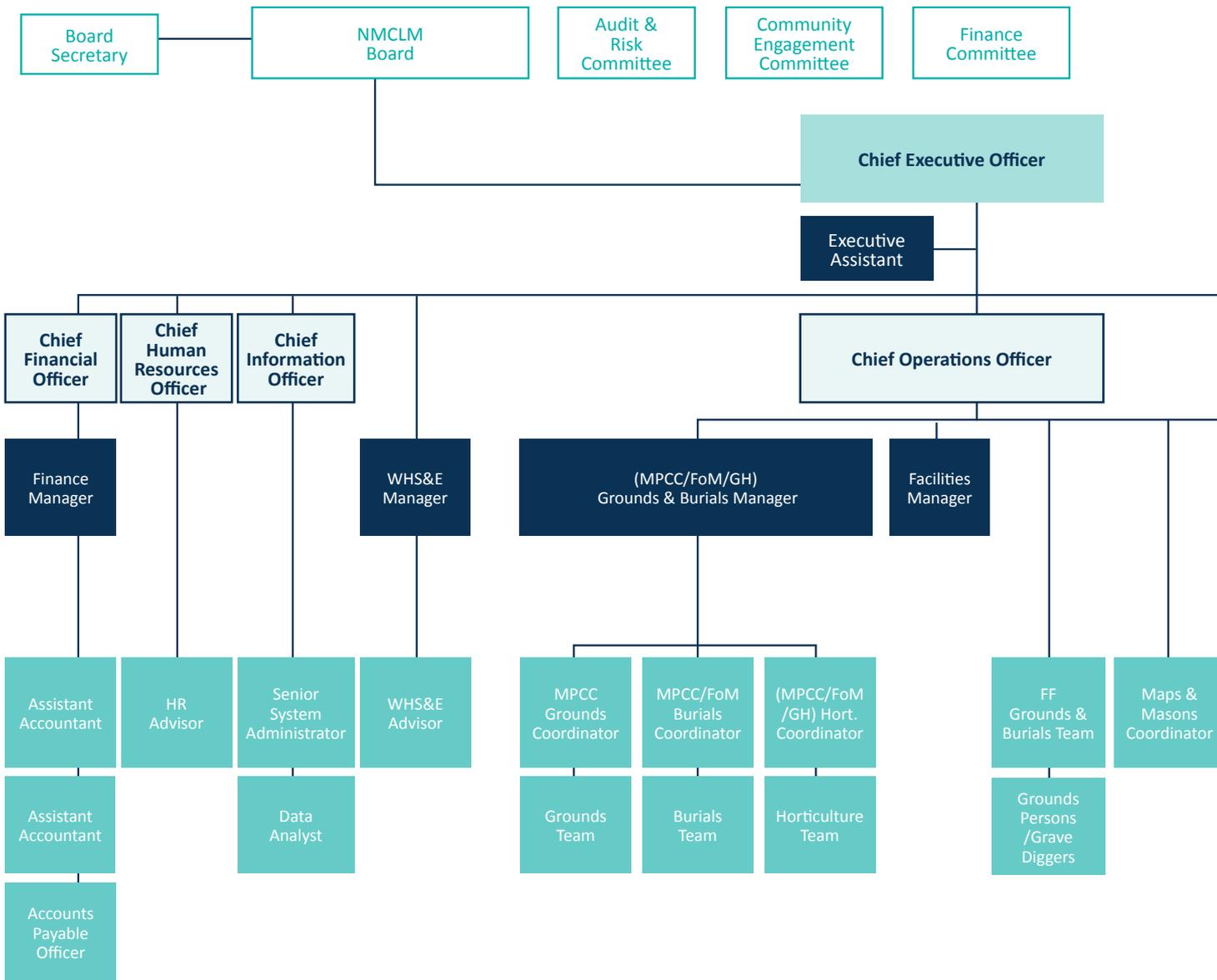
Organisational Structure

Legend



FF – Frenchs Forest Bushland Cemetery, Davidson
 FoM – Field of Mars Cemetery, Ryde
 GH – Gore Hill Cemetery, St Leonards
 MPCC – Macquarie Park Cemetery & Crematorium, North Ryde
 SG – Sandgate Cemetery, Newcastle

Northern Metropolitan Cemeteries Land Manager



Locations

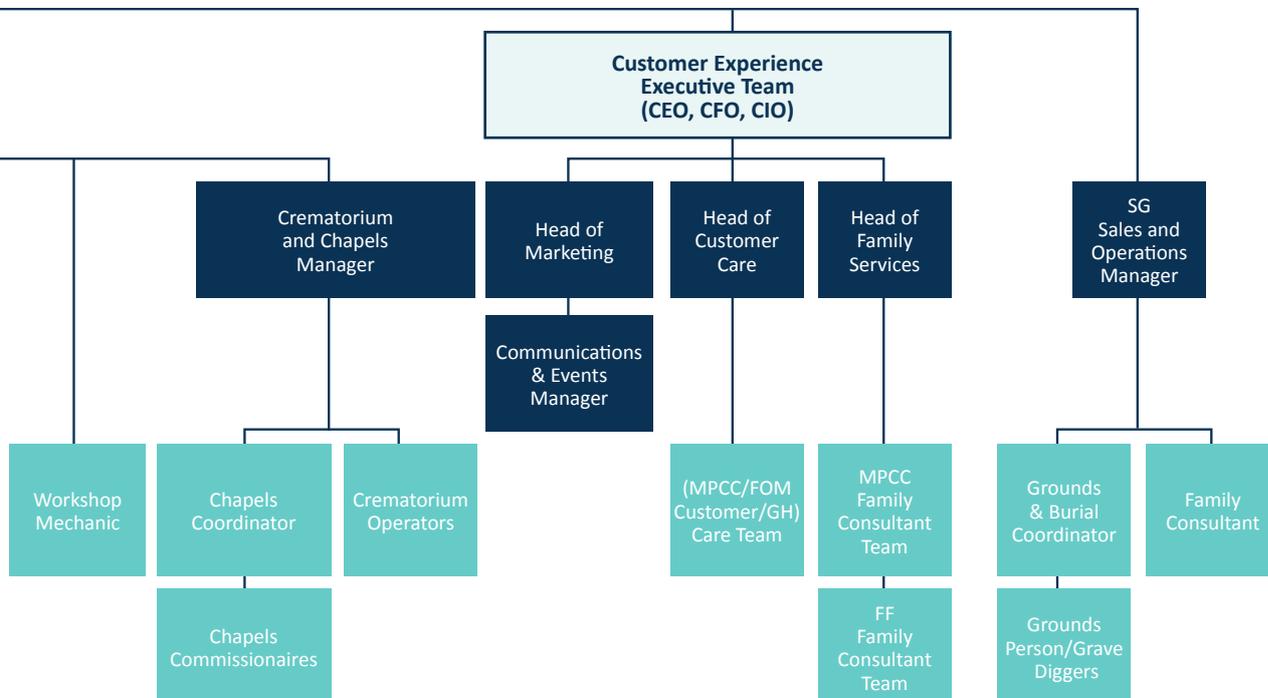
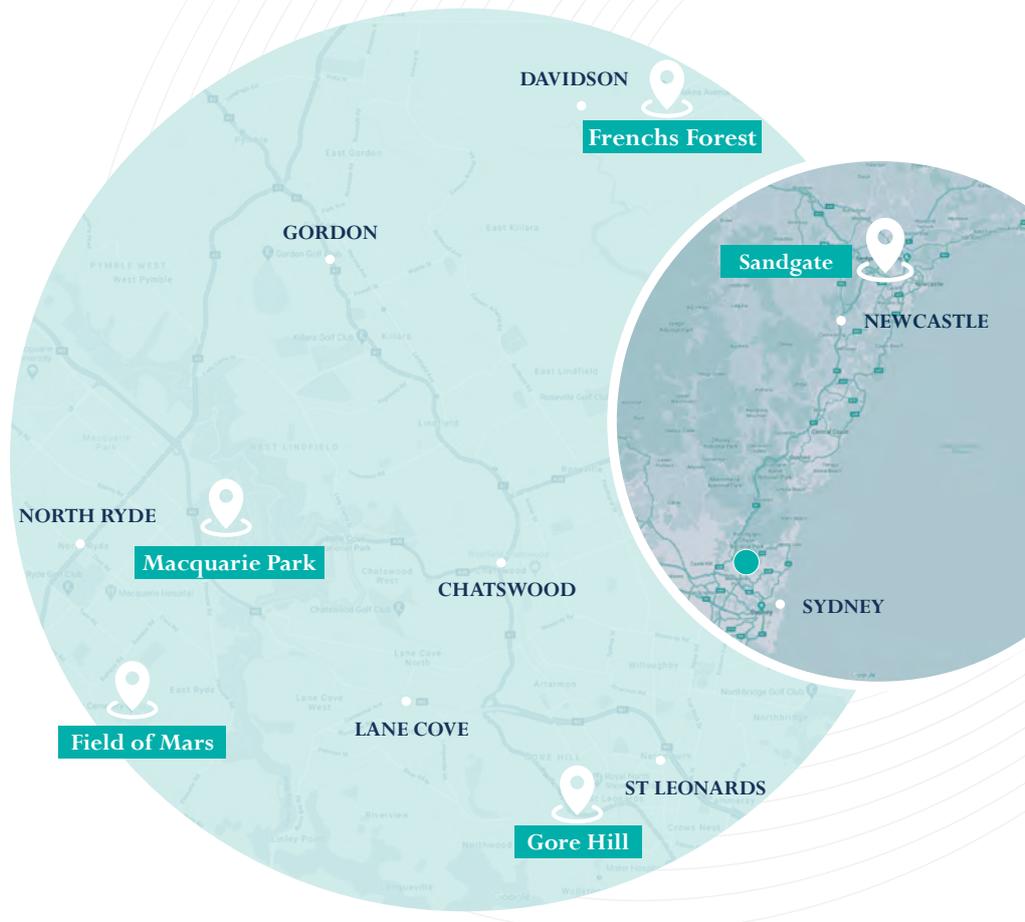
Macquarie Park
Cnr Delhi and Plassey Roads
North Ryde NSW 2113

Frenchs Forest
1 Hakea Avenue
Davidson NSW 2085

Field of Mars
Field of Mars Cemetery Quarry Road
Ryde NSW 2112

Gore Hill
Pacific Highway
St Leonards NSW 2065

Sandgate Cemetery
116 Maitland Road
Sandgate NSW 2304



Sandgate



Frenchs
Forest

Macquarie
Park

Field
of Mars

Gore
Hill



Northern Cemeteries
Always

Northern Cemeteries

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