

ACT PUBLIC CEMETERIES AUTHORITY

Purpose

The ACT Public Cemeteries Authority (the Authority) is an independent statutory authority established under the *Cemeteries and Crematoria Act 2003*, to effectively and efficiently manage public cemeteries and crematoria in the ACT. The Authority currently manages and operates three public cemeteries at Gungahlin, Woden and Hall.

The key purpose of the Authority is to:

- operate as an efficient Government business with a strong customer service focus;
- adopt operating practices that safeguard the environment and the health and safety of staff and visitors; and
- ensure the equitable availability of interment options for the ACT community.

2012-13 Priorities

Strategic and operational priorities to be pursued in 2012-13 include:

- delivering the master plan for the new Southern Memorial Park;
- maintaining burial capacity in the medium to long term in the ACT;
- continuing to work with the Government to progress the Perpetual Care Funding program;
- continuing to develop and refine the range of services and options available for interment in the ACT, in accordance with contemporary community needs;
- developing a community engagement strategy to better communicate interment options available to the community;
- employing innovative solutions to reduce the cost of maintenance, with a view to enhancing perpetual care arrangements and the long term financial viability of the Authority;
- continuing to develop staff skills, with an emphasis on improving the efficiency of the Authority and maintaining excellence in customer service; and
- reviewing the existing business and strategic plans to ensure that the Authority remains a sustainable business.

Business and Corporate Strategy

In seeking to achieve these objectives, the Authority will develop the following strategies in 2012-13:

- upholding model financial practices and maintaining accounts and records that comply with the requirements of the *Financial Management Act 1996*, and which fairly present the Authority's financial position, operations and cash flow results; and
- working to improve the investment strategy for the Perpetual Care Trust Funds (PCT) and other cash investments in accordance with the *Cemeteries and Crematoria Act 2003*.

Estimated Employment Level

| 2010-11 Actual Outcome | 2011-12 Budget | 2011-12 Est. Outcome | 2012-13 Budget |
|---------------------------|-------------------|-------------------------|-------------------|
| 14 Staffing (FTE) | 16 ¹ | 16 | 17 ² |

Notes:

1. The increase of 2 FTE in 2011-12 Budget from the 2010-11 actual outcome was to meet increased workload and provide additional horticultural expertise to manage additional burial areas.
2. The increase of 1 FTE in the 2012-13 Budget from the 2011-12 estimated outcome is the result of an expected increase in workload to assist with project management relating to the ongoing development of the new Southern Memorial Park and other capital works projects being conducted by the Authority.

Changes to Appropriation

Changes to Appropriation - Controlled

| Capital Injections | 2011-12 Est. Out. \$'000 | 2012-13 Budget \$'000 | 2013-14 Estimate \$'000 | 2014-15 Estimate \$'000 | 2015-16 Estimate \$'000 |
|---|--------------------------------|-----------------------------|-------------------------------|-------------------------------|-------------------------------|
| 2011-12 Budget | 727 | - | - | - | - |
| Rollover - New Southern Cemetery (Design) | (369) | 369 | - | - | - |
| 2012-13 Budget | 358 | 369 | - | - | - |

2012-13 Capital Works Program

| | Estimated Total Cost \$'000 | Estimated Expenditure Pre 2012-13 \$'000 | 2012-13 Financing \$'000 | 2013-14 Financing \$'000 | 2014-15 Financing \$'000 | Physical Completion Date |
|------------------------------------|--------------------------------------|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Works in Progress | | | | | | |
| New Southern Cemetery (Design) | 727 | 358 | 369 | - | - | Dec 2012 |
| Total Works in Progress | 727 | 358 | 369 | - | - | |
| Total Capital Works Program | 727 | 358 | 369 | - | - | |

**Australian Capital Territory Public Cemeteries Authority
Operating Statement**

| 2011-12 Budget \$'000 | | 2011-12 Est. Outcome \$'000 | 2012-13 Budget \$'000 | Var % | 2013-14 Estimate \$'000 | 2014-15 Estimate \$'000 | 2015-16 Estimate \$'000 |
|-----------------------------|--|-----------------------------------|-----------------------------|-------------|-------------------------------|-------------------------------|-------------------------------|
| Income | | | | | | | |
| Revenue | | | | | | | |
| 2,409 | User Charges - Non ACT Government | 2,411 | 2,975 | 23 | 3,249 | 3,330 | 3,413 |
| 484 | Interest | 476 | 473 | -1 | 499 | 526 | 555 |
| 1,448 | Other Revenue | 1,585 | 1,858 | 17 | 1,904 | 1,952 | 2,001 |
| 4,341 | Total Revenue | 4,472 | 5,306 | 19 | 5,652 | 5,808 | 5,969 |
| Gains | | | | | | | |
| 40 | Other Gains | 43 | 42 | -2 | 45 | 47 | 50 |
| 40 | Total Gains | 43 | 42 | -2 | 45 | 47 | 50 |
| 4,381 | Total Income | 4,515 | 5,348 | 18 | 5,697 | 5,855 | 6,019 |
| Expenses | | | | | | | |
| 1,142 | Employee Expenses | 1,249 | 1,204 | -4 | 1,251 | 1,303 | 1,355 |
| 122 | Superannuation Expenses | 76 | 140 | 84 | 146 | 151 | 157 |
| 797 | Supplies and Services | 796 | 875 | 10 | 910 | 944 | 983 |
| 385 | Depreciation and Amortisation | 368 | 364 | -1 | 269 | 262 | 254 |
| 0 | Cost of Goods Sold | 186 | 209 | 12 | 217 | 226 | 235 |
| 1,628 | Other Expenses | 1,687 | 2,275 | 35 | 2,365 | 2,462 | 2,565 |
| 4,074 | Total Ordinary Expenses | 4,362 | 5,067 | 16 | 5,158 | 5,348 | 5,549 |
| 307 | Operating Result | 153 | 281 | 84 | 539 | 507 | 470 |
| 0 | Post-Audit Adjustments | 102 | 0 | -100 | 0 | 0 | 0 |
| 0 | Inc/Dec in Asset Revaluation Reserve Surpluses | -72 | 0 | 100 | 0 | 0 | 0 |
| 0 | Total Other Comprehensive Income | 30 | 0 | -100 | 0 | 0 | 0 |
| 307 | Total Comprehensive Income | 183 | 281 | 54 | 539 | 507 | 470 |

**Australian Capital Territory Public Cemeteries Authority
Balance Sheet**

| Budget as at 30/6/12 \$'000 | | Est. Outcome as at 30/6/12 \$'000 | Planned as at 30/6/13 \$'000 | Var % | Planned as at 30/6/14 \$'000 | Planned as at 30/6/15 \$'000 | Planned as at 30/6/16 \$'000 |
|-----------------------------------|--|---|------------------------------------|------------|------------------------------------|------------------------------------|------------------------------------|
| | Current Assets | | | | | | |
| 7,115 | Cash and Cash Equivalents | 7,950 | 8,324 | 5 | 8,852 | 9,334 | 9,771 |
| 190 | Receivables | 143 | 116 | -19 | 118 | 120 | 121 |
| 300 | Investments | 302 | 302 | - | 302 | 302 | 302 |
| 0 | Inventories | 37 | 37 | - | 37 | 37 | 37 |
| 14 | Other Current Assets | 16 | 16 | - | 17 | 18 | 19 |
| 7,619 | Total Current Assets | 8,448 | 8,795 | 4 | 9,326 | 9,811 | 10,250 |
| | Non Current Assets | | | | | | |
| 561 | Receivables | 277 | 503 | 82 | 735 | 972 | 1,215 |
| 760 | Investments | 772 | 815 | 6 | 859 | 907 | 956 |
| 0 | Inventories | 853 | 816 | -4 | 779 | 742 | 705 |
| 6,920 | Property, Plant and Equipment | 3,139 | 2,965 | -6 | 2,886 | 2,814 | 2,750 |
| 727 | Capital Works in Progress | 433 | 802 | 85 | 802 | 802 | 802 |
| 8,968 | Total Non Current Assets | 5,474 | 5,901 | 8 | 6,061 | 6,237 | 6,428 |
| 16,587 | TOTAL ASSETS | 13,922 | 14,696 | 6 | 15,387 | 16,048 | 16,678 |
| | Current Liabilities | | | | | | |
| 215 | Payables | 253 | 239 | -6 | 252 | 260 | 270 |
| 402 | Employee Benefits | 373 | 414 | 11 | 436 | 461 | 488 |
| 716 | Other Liabilities | 4,561 | 4,675 | 2 | 4,792 | 4,912 | 5,035 |
| 1,333 | Total Current Liabilities | 5,187 | 5,328 | 3 | 5,480 | 5,633 | 5,793 |
| | Non Current Liabilities | | | | | | |
| 24 | Employee Benefits | 43 | 26 | -40 | 26 | 27 | 27 |
| 3,241 | Other | 0 | 0 | - | 0 | 0 | 0 |
| 3,265 | Total Non Current Liabilities | 43 | 26 | -40 | 26 | 27 | 27 |
| 4,598 | TOTAL LIABILITIES | 5,230 | 5,354 | 2 | 5,506 | 5,660 | 5,820 |
| 11,989 | NET ASSETS | 8,692 | 9,342 | 7 | 9,881 | 10,388 | 10,858 |
| | REPRESENTED BY FUNDS EMPLOYED | | | | | | |
| 9,513 | Accumulated Funds | 7,639 | 8,289 | 9 | 8,828 | 9,335 | 9,805 |
| 2,476 | Reserves | 1,053 | 1,053 | - | 1,053 | 1,053 | 1,053 |
| 11,989 | TOTAL FUNDS EMPLOYED | 8,692 | 9,342 | 7 | 9,881 | 10,388 | 10,858 |

**Australian Capital Territory Public Cemeteries Authority
Statement of Changes in Equity**

| Budget as at 30/6/12 \$'000 | | Est. Outcome as at 30/6/12 \$'000 | Planned as at 30/6/13 \$'000 | Var % | Planned as at 30/6/14 \$'000 | Planned as at 30/6/15 \$'000 | Planned as at 30/6/16 \$'000 |
|--|--|---|------------------------------------|-----------|------------------------------------|------------------------------------|------------------------------------|
| Opening Equity | | | | | | | |
| 8,479 | Opening Accumulated Funds | 7,026 | 7,639 | 9 | 8,289 | 8,828 | 9,335 |
| 2,476 | Opening Asset Revaluation Reserve | 1,125 | 1,053 | -6 | 1,053 | 1,053 | 1,053 |
| 10,955 | Balance at the Start of the Reporting Period | 8,151 | 8,692 | 7 | 9,342 | 9,881 | 10,388 |
| Comprehensive Income | | | | | | | |
| 0 | Post-Audit Adjustments | 102 | 0 | -100 | 0 | 0 | 0 |
| 307 | Operating Result for the Period | 153 | 281 | 84 | 539 | 507 | 470 |
| 0 | Inc/Dec in Asset Revaluation Reserve Surpluses | -72 | 0 | 100 | 0 | 0 | 0 |
| 307 | Total Comprehensive Income | 183 | 281 | 54 | 539 | 507 | 470 |
| 0 | Total Movement in Reserves | 0 | 0 | - | 0 | 0 | 0 |
| Transactions Involving Owners Affecting Accumulated Funds | | | | | | | |
| 727 | Capital Injections | 358 | 369 | 3 | 0 | 0 | 0 |
| 727 | Total Transactions Involving Owners Affecting Accumulated Funds | 358 | 369 | 3 | 0 | 0 | 0 |
| Closing Equity | | | | | | | |
| 9,513 | Closing Accumulated Funds | 7,639 | 8,289 | 9 | 8,828 | 9,335 | 9,805 |
| 2,476 | Closing Asset Revaluation Reserve | 1,053 | 1,053 | - | 1,053 | 1,053 | 1,053 |
| 11,989 | Balance at the End of the Reporting Period | 8,692 | 9,342 | 7 | 9,881 | 10,388 | 10,858 |

**Australian Capital Territory Public Cemeteries Authority
Cash Flow Statement**

| 2011-12 Budget \$'000 | | 2011-12 Est. Outcome \$'000 | 2012-13 Budget \$'000 | Var % | 2013-14 Estimate \$'000 | 2014-15 Estimate \$'000 | 2015-16 Estimate \$'000 |
|---|---|-----------------------------------|-----------------------------|------------|-------------------------------|-------------------------------|-------------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | |
| Receipts | | | | | | | |
| 4,003 | User Charges | 4,178 | 4,671 | 12 | 4,987 | 5,114 | 5,242 |
| 485 | Interest Received | 538 | 473 | -12 | 499 | 526 | 555 |
| 268 | Other Receipts | 564 | 485 | -14 | 489 | 501 | 514 |
| 4,756 | Operating Receipts | 5,280 | 5,629 | 7 | 5,975 | 6,141 | 6,311 |
| Payments | | | | | | | |
| 906 | Related to Employees | 1,232 | 1,181 | -4 | 1,228 | 1,277 | 1,328 |
| 111 | Related to Superannuation | 76 | 140 | 84 | 146 | 151 | 157 |
| 1,019 | Related to Supplies and Services | 775 | 868 | 12 | 903 | 939 | 977 |
| 1,909 | Other | 2,390 | 2,876 | 20 | 2,980 | 3,102 | 3,222 |
| 3,945 | Operating Payments | 4,473 | 5,065 | 13 | 5,257 | 5,469 | 5,684 |
| 811 | NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES | 807 | 564 | -30 | 718 | 672 | 627 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | | | | | |
| Payments | | | | | | | |
| 907 | Purchase of Property, Plant and Equipment and Capital Works | 576 | 559 | -3 | 190 | 190 | 190 |
| 907 | Investing Payments | 576 | 559 | -3 | 190 | 190 | 190 |
| -907 | NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES | -576 | -559 | 3 | -190 | -190 | -190 |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | | | | | |
| Receipts | | | | | | | |
| 727 | Capital Injections from Government | 358 | 369 | 3 | 0 | 0 | 0 |
| 727 | Financing Receipts | 358 | 369 | 3 | 0 | 0 | 0 |
| 727 | NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES | 358 | 369 | 3 | 0 | 0 | 0 |
| 631 | NET INCREASE / (DECREASE) IN CASH HELD | 589 | 374 | -37 | 528 | 482 | 437 |
| 6,784 | CASH AT THE BEGINNING OF REPORTING PERIOD | 7,361 | 7,950 | 8 | 8,324 | 8,852 | 9,334 |
| 7,415 | CASH AT THE END OF REPORTING PERIOD | 7,950 | 8,324 | 5 | 8,852 | 9,334 | 9,771 |

Notes to Budget Statements

Significant variations are as follows:

Operating Statement

- user charges - non ACT Government: the increase of \$0.564 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to the CPI increase in fees and charges, an increase of 6 per cent contribution to the Perpetual Care Trust (PCT) funds and a return to normal trading levels.
- other revenue:
 - the increase of \$0.137 million in the 2011-12 estimated outcome from the original budget is due to an increase in payments from the PCT as a result of higher than budgeted expenses; and
 - the increase of \$0.273 million in the 2012-13 Budget from the 2011-12 estimated outcome is due an increase in payments from the PCT based on WPI and additional expenses.
- employee expenses: the increase of \$0.107 million in the 2011-12 estimated outcome from the original budget is mainly due to a retirement payout.
- supplies and services: the increase of \$0.079 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to higher than expected expenditure for water and grounds maintenance.
- cost of goods sold: the increase of \$0.186 million in the 2011-12 estimated outcome from the original budget is due to a change in accounting practice.
- other expenses: the increase of \$0.588 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to additional contributions to PCT funds.

Balance Sheet

- cash and cash equivalents:
 - the increase of \$0.835 million in the 2011-12 estimated outcome from the original budget is due to higher cash balances at the beginning of the reporting period resulting from lower than expected deposits to PCT and lower than expected capital expenditure; and
 - the increase of \$0.374 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to an expected increase in sales.
- current receivables: the decrease of \$0.047 million in the 2011-12 estimated outcome from the original budget and the decrease of \$0.027 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to the maturation of term deposits.

- non current receivables:
 - the decrease of \$0.284 million in the 2011-12 estimated outcome from the original budget is due to the impairment of the debt owed to the Authority from the Gungahlin PCT fund; and
 - the increase of \$0.226 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to expected additional reimbursement from the PCT funds.
- inventories: the increase of \$0.853 million in the 2011-12 estimated outcome from the original budget is due to a change in accounting policy which now recognises land as inventory.
- property, plant and equipment: the decrease of \$3.781 million in the 2011-12 estimated outcome from the original budget is due to a change in accounting policy that recognises land as inventory.
- capital works in progress: the decrease of \$0.294 million in the 2011-12 estimated outcome from the original budget is due to the Southern Memorial Park design project (\$0.369 million) and other capital works in progress re-profiling into 2012-13 (\$0.075 million).
- other non current liabilities: the decrease of \$3.241 million in the 2011-12 estimated outcome from the original budget is due to a reclassification of liabilities from non current to current.

Statement of Changes in Equity

Variations in the statement are explained in the notes above.

Cash Flow Statement

Variations in the statement are explained in the notes above.