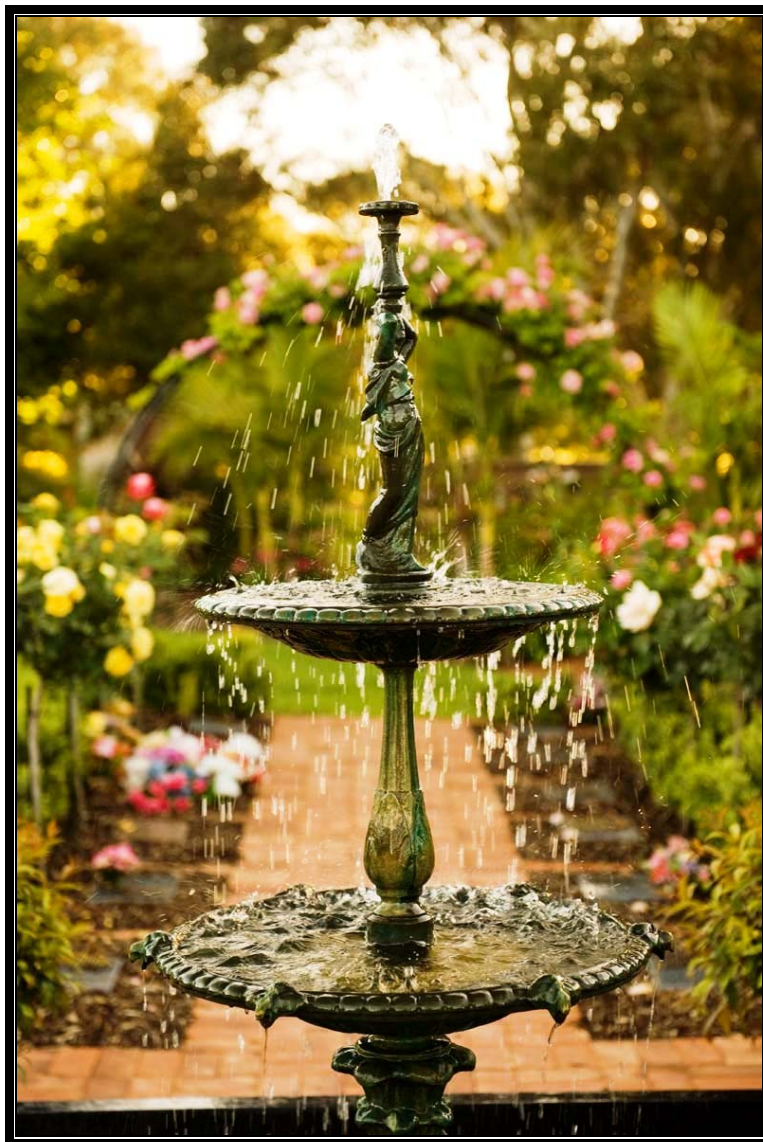


Centennial Park

**Centennial Park Cemetery Authority
Annual Report 2008 – 2009**



**The Board of
Centennial Park
as at 30th June
2009:**



**Chair,
Maxine Goulding
(Independent)**



**Tim
Campbell
(Independent)**



**Roseanne
Healy
(Independent)**



**Grant
Hudson
(Mitcham Council)**



**Ian
Perry
(Mitcham Council)**



**Robin
Sangster
(Unley Council)**



**Mike
Hudson
(Unley Council)**

FROM THE CHAIR

As the Chair of the Centennial Park Cemetery Authority (Centennial Park) Board of Management I have pleasure in presenting our Annual Report for the year ending 30th June 2009. This is the third report which I have presented since being appointed Chair in April 2007.

In early 2002 the owner councils, the City of Mitcham and the City of Unley, adopted a new Charter for Centennial Park which included the appointment of three independent Board members. The three independent Board members' first term commenced in July 2002 joining representatives of the City of Mitcham and City of Unley on a seven member Board.

Each year the term of office of one of the independent Board members concludes. The term of office of Mr Tim Campbell, one of the original independent Board members appointed in July 2002, concluded at 30th June 2008. The experience and knowledge which he contributed to the Board was recognised with an appointment for a further three year term commencing 1st July 2008. The City of Unley considered their appointments to the Board with Cr Rob Sangster being re-appointed and Cr Mike Hudson appointed to take over from Cr Anthony Lapidge for a two year term commencing December 2008. Cr Lapidge had served on the Board for eight and a half years including a year as the last elected member Chair of the Board prior to the new Charter coming into effect in 2002. His commitment to Centennial Park and knowledgeable contributions at the Board has been both beneficial and appreciated.

As part of continuing professional development, four Board members attended a training session presented on behalf of the Local Government Association covering the operation of subsidiaries and the roles of Board members on those subsidiaries. As a result of the training session the Board instigated a minor review of the Charter for Centennial Park to ensure that it continues to be relevant to today's governance requirements as well as meeting the needs and expectations of the owner councils, customers of Centennial Park and the community of South Australia. The Charter is the governing document for Centennial Park. Through its provisions the Board works closely with the Management Team to ensure that there is continuous review, development and improvement of the organisation's plans, policies and procedures that are the foundation of a strong governance framework.

In keeping with the Strategic Plan 2008 – 2013 and the Business Plan 2008 – 2011 that were approved by the Constituent Councils and the Board late in the year ending June 2008, the Board has been exploring opportunities to expand the income base of Centennial Park. Each opportunity is considered following the production of a detailed Business and Risk Assessment. In some instances, it has been agreed that information obtained prior to completion of the final report clearly indicates that the opportunity would not fulfil Centennial Park requirements and the exploration of the opportunity is abandoned. The Board continues to be mindful that there will be a time in the future when Centennial Park will be exhausted of virgin fallow burial land. One of the opportunities currently being assessed is the consolidation of operations buildings which will free up more land for burial use. This is important for people who require virgin fallow land for burials. The Board has also endorsed the need for a Master Plan of Centennial Park to identify other areas where additional virgin fallow land could be available. Each of these initiatives, if productive, lengthens the period in which virgin fallow land is available for burials at Centennial Park and its role as a community facility. Nevertheless, the Board believes that its owner Councils, the community and government should be aware that ultimately Centennial Park will be full for burials in virgin fallow land and through that they need to be aware that a decision needs to be made on the provision of additional land for cemetery use in the southern metropolitan area.

The Board, management and staff continue to work towards ensuring that Centennial Park is a strong and viable organisation for decades to come. Despite the difficult economic times that every individual and organisation currently face, Centennial Park remains financially strong with funds under investment again growing during the financial year.

The continued success of any organisation is dependent on the commitment and dedication of all involved. Those qualities and more are displayed by the Board, the staff and the owner councils. I am confident that their continued commitment will ensure that Centennial Park remains a successful and respected Local Government organisation serving the South Australian community.

Maxine Goulding. OAM

**Chair of Board of Management
Centennial Park Cemetery Authority**



CHIEF EXECUTIVE OFFICER'S REPORT

Cemeteries, memorial gardens and funeral services have evolved over the years in line with a growing emphasis on celebrating a person's life when they pass away. Modern cemeteries are no longer dark, dreary and depressing. They feature bright and colourful gardens and extensive landscaping with water features, trees and flowering plants. These changes do not happen overnight – they are only possible with foresight, planning, imagination and creativity on the part of all involved. Visitors to Centennial Park will agree that the presentation of our garden and facilities continues to complement the professional appearance of Centennial Park despite the ongoing weather conditions that have presented challenges to our gardens staff.

Centennial Park has worked hard in recent years to challenge the stereotypes that surround our industry. Our own efforts in this area include a focus on engaging and involving our community by welcoming them into our grounds. We again held an open day that showcased not only Centennial Park but the whole industry to help demystify the funeral industry.

We extended our annual photography exhibition and competition to include photographs from secondary school students. The response was outstanding with every expectation that the exhibition will grow from strength to strength.

Similarly, Centennial Park's focus on environmental sustainability and reducing our carbon footprint is in contrast to the stereotype. Centennial Park is delighted to have been recognised in recent times for our efforts to reduce our environmental footprint. In June we were named a winner at the United Nations Association of Australia's 2009 World Environment Day Awards. We were also named a finalist in the 2009 Banksia Environmental Awards in both the Business and People's Choice categories. These are achievements of which the Board, management and staff are justifiably very proud.

Our efforts in improving our environment put us at the forefront of our industry. By sharing our experiences with other cemeteries around Australia and the world, we hope that they can learn from us and improve their own environmental performance.

The following pages detail some of the activities and achievements of the team, comprising the Board, management and staff. It is these achievements that make me proud to be part of the team and I thank everyone for their continued efforts that ensure Centennial Park surpasses the community's expectations of a well maintained and operated facility. It is our aim to ensure that this continues for many decades to come.

Bryan Elliott
Chief Executive Officer

BOARD MEETING ATTENDANCE

During the year, the Board considered 202 formal reports and 27 items of "Other Business", resulting in 225 formal motions being passed. Of the reports considered, 9 were discussed in confidence pursuant to Sections 90(2) and 90(3) of the Local Government Act on the basis that the reports contained commercially sensitive information. It is important to recognise that Centennial Park operates in a commercial business environment that includes both public and privately owned and operated cemetery and crematorium facilities.

Table 1: Attendance at Board Meetings 2008/2009

Board Member	Number of Meetings Held During Term of Office	Number of Meetings Attended
Maxine Goulding	13	13
Tim Campbell	13	12
Roseanne Healy	13	13
Grant Hudson	13	13
Anthony Lapidge	5	5
Ian Perry	13	13
Rob. Sangster	13	10
Mike Hudson	8	7

Committees

The Board continues to utilise committees to oversee and monitor various functions of the Authority. In 2008/2009 the Board utilised four committees to guide the following business areas; Audit and Risk Management, Marketing, the Chief Executive Officer's Performance Review and Heritage.

Table 2: Attendance at Committee Meetings 2008/2009

Board Member	Committee	No. of Meetings Held During term of Office	No. of Meetings Attended
Tim Campbell	Audit and Risk Management	5	4
Maxine Goulding	Audit and Risk Management	5	5
Roseanne Healy	Audit and Risk Management	5	3
Grant Hudson	Marketing	7	7
Maxine Goulding	Marketing	7	7
Ian Perry	Marketing	7	4
Anthony Lapidge	Heritage	3	2
Rob Sangster	Heritage	6	5
Roseanne Healy	Heritage	6	4
Maxine Goulding	CEO Performance Review	3	3
Rob Sangster	CEO Performance Review	2	2
Grant Hudson	CEO Performance Review	3	3
Anthony Lapidge	CEO Performance Review	1	1

Board members attended the inaugural Photographic Competition Cocktail Party in February 2009.

KEY INFORMATION

The core business activities of the Authority continue to be providing burial and cremation services, chapel facilities and memorialisation options to the Adelaide community.



Burials

In 2008/2009 the Authority performed 931 burials, 3 more than last year. The overall income from burial operations exceeded budget by \$62,086 or 2.13%. The Authority continues to perform in excess of 40% of all metropolitan burial services. The current year's average was 40.89%, which was marginally above the 40.85% achieved in 2007/2008.

Cremations

A total of 3,473 cremations were performed in the year, 148 more than in the prior year. Centennial Park achieved an average of 46.13% of all the cremations performed in the state compared to 47.70% achieved in 2007/2008. A study of advertised funerals indicates that during 2008/2009 the death rate in the northern suburbs was higher than in the southern suburbs resulting in more services being performed in the northern side of Adelaide. Sheer distance from Centennial Park has resulted in a loss of market share to northern suburbs service providers.



Memorial Sales

745 new memorial licences were issued during the year, up from 731 in the prior year. Overall income for the year was below budget by \$92,756. The negative variance was due to the impact of the global financial crisis on discretionary spending, resulting in a reduction of 1.94% in memorial sales income compared to the 2007/2008. The number of cremated remains placed at memorial sites within Centennial Park during the year was 1,101, 93 less than the previous year. Approximately 202 of these were the placement of ashes into existing graves.





Chapel Services

The total number of chapel services (burial and cremation) during 2008/2009 was 2,024, 11 more than performed during 2007/2008. This represents an average of 46.0% of all services (burials and cremations) performed within Centennial Park that require chapel services. The resultant income of \$900,594 was \$20,023 more than budgeted and 6.38% higher than last year.

STRATEGIC PLAN GOALS

During the year, Centennial Park continued to work towards the seven goals of its current Strategic Plan. Achievements during 2008/09 relating to each goal are noted below.

GOAL 1: TO SECURE FINANCIAL SUSTAINABILITY

Financial Performance

The full financial year's result is a surplus of \$1,580,106, which represents a return on income of 20.4% compared to a budgeted return of 11.2%. The gross profit result for the year was \$29,589 less than budget and reflects the decline in interest earned as a result of falling interest rates. In terms of expenditure, Wages and Salaries continue to represent approximately 50% of business expenses.

The Future Upkeep Provision was reduced by \$570,000 in the 2008/2009 financial year. Discounting this one item, the result for the year would have been \$1,010,106, \$152,775 above budget. The adjusted operating result reported at this time last year was a surplus of \$1,186,664.

Achieving funding levels sufficient to safeguard the future upkeep obligations of the Authority is a stated mission for the foreseeable future. The mission of the Authority as outlined in the Strategic Plan 2008-2013 adopted by the Constituent Councils April 2008 is to "*Ensure that relevant policies and plans are in place to enable the Authority to meet its Future Upkeep Provision*" and one of the goals of the Business Plan 2008 – 2011 adopted by the Constituent Councils June 2008 is "*To secure the long-term financial viability of Centennial Park.*" The budget for 2008/2009 forecast investment levels of \$8.66m by 30 June 2009. At that date, \$9,118,769 was invested.

A summary of the financial performance of the Authority is provided overleaf.



SUMMARY FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2009

	AIFRS					AGAAP
	2009	2008	2007	2006	2005	2004
	\$	\$	\$	\$	\$	\$
Total Revenue from ordinary activities	7,743,847	7,394,095	6,895,995	6,623,943	6,645,132	6,004,423
Future Upkeep Provision Movement	(570,000)	253,000	391,000	(1,574,000)	-	
Administration Expenses	2,112,647	1,959,347	2,218,957	2,211,640	2,139,066	1,708,683
Chapels Expenses	727,746	610,221	442,204	399,223	435,632	395,421
Cemetery Expenses	753,596	660,175	536,542	524,513	492,463	485,695
Crematorium Expenses	860,557	747,955	616,424	586,119	622,916	540,677
Garden Expenses	1,377,265	1,317,050	1,315,443	1,246,814	1,109,711	1,108,332
Memorial Expenses	568,496	575,977	620,869	555,029	491,303	471,826
Workshop Expenses	333,434	336,706	319,384	315,625	271,215	282,251
Total Expenses	6,163,741	6,460,431	6,460,823	4,264,963	5,562,306	4,992,885
Surplus/(deficit) from ordinary activities	1,580,106	933,664	435,172	2,358,980	1,082,826	1,011,538
Less: Financial Contribution to Constituent Councils	148,892	139,526	131,566	300,000	100,000	50,000
Surplus/(deficit) after distributions	1,431,214	794,138	303,606	2,058,980	982,826	961,538
Burial Services Conducted	931	928	939	955	942	976
Cremation Services Conducted	3,473	3,325	3,298	3,505	3,492	3,719
Chapel Services Conducted	2,024	1,962	2,013	2,172	2,247	2,464
New Memorial Licences Written	745	731	806	915	900	906
CURRENT ASSETS						
Cash and Cash Equivalents	6,818,769	5,830,217	4,629,544	3,787,513	5,490,858	4,342,918
Trade and Other Receivables	756,595	678,746	444,373	547,319	460,540	370,065
Inventories	221,878	133,969	190,997	241,016	296,816	70,632
Other Assets		-	166,191	19,264	134,553	164,698
TOTAL CURRENT ASSETS	7,797,242	6,642,932	5,431,105	4,595,112	6,382,767	4,948,313
NON-CURRENT ASSETS						
Property, Plant and Equipment	33,845,924	32,985,619	16,297,319	16,280,712	16,353,522	16,591,275
Financial Assets	2,300,000	2,300,000	2,300,000	2,300,000	-	
TOTAL NON-CURRENT ASSETS	36,145,924	35,285,619	18,597,319	18,580,712	16,353,522	16,591,275
TOTAL ASSETS	43,943,166	41,928,551	24,028,424	23,175,824	22,736,289	21,539,588
CURRENT LIABILITIES						
Trade and Other Payables	1,010,463	925,518	948,268	823,831	904,597	704,880
Short Term Provisions	147,739	108,563	127,563	146,552	130,858	129,838
TOTAL CURRENT LIABILITIES	1,158,202	1,034,081	1,075,831	970,383	1,035,455	834,718
NON-CURRENT LIABILITIES						
Long Term Provisions	13,651,200	14,205,870	13,937,929	13,536,326	15,090,700	77,562
TOTAL NON-CURRENT LIABILITIES	13,651,200	14,205,870	13,937,929	13,536,326	15,090,700	77,562
TOTAL LIABILITIES	14,809,402	15,239,951	15,013,760	14,506,709	16,126,155	912,280
NET ASSETS	29,133,764	26,688,600	9,014,664	8,669,115	6,610,134	20,627,308
EQUITY						
Contributed Equity	48,702	48,702	48,702	48,702	48,702	48,702
Retained Earnings	3,494,048	2,062,834	1,268,696	965,090	(1,093,891)	5,423,283
Reserves	25,591,014	24,577,064	7,697,266	7,655,323	7,655,323	15,155,323
TOTAL EQUITY	29,133,764	26,688,600	9,014,664	8,669,115	6,610,134	20,627,308

The figures produced for the financial years ending June 2005, 2006, 2007, 2008 and 2009 are based on the transition to new accounting standards (AIFRS) previous years are displayed based on the accounting standards operable at the time (AGAAP). Further explanation can be found in the annual accounts available upon request.

Goal 2: TO DEVELOP OUR INFRASTRUCTURE

Centennial Park continues to improve and maintain its infrastructure to standards that promote efficiency, cost effectiveness, safety and a positive image.

It is evident that over the last five years, the strong commitment to upgrading plant and machinery has resulted in a significant decline in repairs and maintenance costs.

Capital Expenditure

A number of significant capital projects were completed in the 2008/09 financial year, ranging from plant and machinery replacement to memorial garden developments/upgrades. Some of the major projects of significant importance are listed below:

- **Re-brick and upgrade of cremator number 3**

As part of routine maintenance, a complete re-bricking of a cremator is typically required at 6,000 to 8,000 cremations. The last re-brick of Cremator no. 3 was completed in 2002. Considering each cremator completes an average 1,100 cremations per year, it is estimated that cremator 3 completed approximately 6,600 cremations since the last re-brick (\$155,000).

Upgrade of existing gas valves and burners was also conducted at the time of the re-brick to bring the cremator up to required standards.

- **Ride-on mower replacement**

The existing Toro mower predominately used to cut cemetery pathways was replaced with a new John Deere mower with an enclosed air-conditioned cabin. The cabin was considered necessary to address the hazard associated with the operator frequently being exposed to dust created from the mowing operation (\$41,609).

- **Carpet and chair replacement – Heysen Chapel**

Carpet was replaced and cushions provided on the existing wooden pews to provide improved seating comfort at chapel services.(\$51,250)

- **Springbank Creek Stage 4**

Works commenced with the development of Springbank stage 4, which will take a further two years to complete (\$49,141).

- **Crematorium Granulator Replacement**

The new replacement granulator provides a significant improvement in handling the cremated remains and eliminates any exposure of cremation dust to the operator (\$23,000).

- **Chapels Roof Ladders, walk boards and safety static lines**

To meet with OHS&W standards, the ladders, walk boards and static lines installed on the Chapels Complex roof provide for safe access and thoroughfare for employees and contractors having to access the roof for maintenance purposes (\$62,620).

- **Administration Car Park lights**

Replacement car park lighting has been installed to provide adequate and safe lighting for access to the Administration building from the car park at night (\$11,815).

- **Administration Internal Door Security**

In order to address security concerns with the fact that general access could be gained to the general administration office area from the front foyer, a magnetic lock and card entry system has been installed on all three internal doors to prevent unauthorised entry into the administration office area (\$3,970).

- **Lawn 3 irrigation**

An automatic irrigation system was installed in lawn 3 to meet our obligation to Licence holders, provided improved water use efficiency and meet with existing Water restrictions (\$36,049).

Some infrastructure projects were commenced during the 2008/2009 financial year but were not finalised by June 30. Two of these projects have already been discussed above, namely Springbank Creek Stage 4 (\$49,141) and the New Crematorium Granulator (\$23,000). Two other significant projects are summarised below:

- **Beam Replacement Program (\$55,025)**

Due to the ongoing increase in the cost of steel products, a decision was made at the start of the 2008/2009 financial year to commit the total amount allocated to beam replacement to the purchase of the reinforcing steel used in the concrete beams, subsequently avoiding the expected 19% increase in the cost of steel over the following 6 months to the end of December 2008.

A stock of steel reinforcing is currently being stored for use in our beam replacement program during 2009/10 financial year. Having committed the costs associated with the purchase of steel reinforcing in 2008/10 will result in our ability to replace twice the normal number of concrete beams during 2009/10. While the same number of beams would have been replaced over the two year period, it is expected that savings would have been made in avoiding the increase in the cost of steel over this time.

- **Telephone Cabling Upgrade - Admin to Chapels (\$3,818)**

Due to ongoing faults in the telephone lines between the Chapels and Administration building, a new telephone cable was installed to overcome the problem.

Operations Complex Concept Design

Consultation continued throughout the year with GHD in the development of the concept design for the proposed new operations complex.

Input from operational teams to identify their needs and requirements in the design of the new complex was considered important to ensure the complex would meet the needs of all concerned.

GHD provided a final concept design and preliminary cost for construction of the operations complex in May 2009. Further discussions have commenced with GHD in the review of the design in an effort to achieve a total project cost estimate similar to the original project cost estimated at the time of tendering for the preferred architect.

Discussions are continuing with GHD to achieve this goal.

GOAL 3: TO SUPPORT ENVIRONMENTAL SUSTAINABILITY

Our goal is to ensure that all of our business activities are environmentally sustainable.

2008/09 saw the implementation of the final year of our Environmental Plan 2006 – 2009. This plan took a strong focus on our waste management and used the State Governments “Zero Waste Strategy 2005-2010” as a base from which to measure our environmental performance and achieve a significant decrease in the amount of waste generated in our overall operations.

A second key part of the Environmental Plan 2006-2009 focused on the Authority’s consumption of various energy resources with the view to ensuring the efficient and effective management of their consumption

The key achievements of the *Environmental Plan 2006-2009* were:

- Very significant reductions in the level of waste directed to landfill through improved recycling. Operational waste to landfill was reduced from 260 tonnes in 2002 to 7 tonnes in both 2007/08 and 2008/09.
- A reduction in the total use of electricity by approximately 9% in 2006/07 in comparison with 2005/06.
- Completed an Environmental Footprint Study on a cremation vs burial (2008).
- Annual energy audit (measure) of Centennial Park’s total carbon emissions and offset emissions through the purchase of carbon credits (Commenced 2007/08).
- Completed a study on water harvesting options for water re-use in Centennial park (2006).
- Commenced a program to replace lights with low energy use lamps.
- Considered energy star rating when purchasing electrical items and energy efficiency/environmental considerations when purchasing plant and machinery.

A new Environmental Management Plan 2009-2012 was developed in June 2009 for adoption by the Board in July 2009, with a clear direction to continue close monitoring and assessment of both recycling and energy consumption with a definite aim to further reduce current levels over the life of the plan. This new plan however will provide for a stronger focus and direction in areas of water efficiency, off setting our carbon emissions and the management of our natural environment and biodiversity within Centennial Park.

GOAL 4: TO BUILD LINKS TO OUR COMMUNITY

Centennial Park’s goal is to build and develop links with its customer base, owners, the local community and all levels of government.

MARKETING COMMITTEE

Funeral Industry Open Day

October 19 2008 saw the third Open Day at Centennial Park. Enjoying the enthusiastic support of industry partners, Centennial Park has now firmly established this event in South Australia as its own. More than 2,000 people are estimated to have attended the range of activities provided on the day. Features included presentations from industry experts on estate planning, the role of the funeral director and cemetery and managing grief.

Visitors were able to go “behind the scenes” at the cemetery, tour the crematorium, look inside an empty burial vault and seek answers to any questions they had about burial and cremation. There were regular tours, free limousine tours, an extensive coffin and hearse display, headstone lettering and gilding demonstrations, and the opportunity to reflect and light a candle in the Mawson Chapel. In addition there was a range of information booths from Centennial Park, the Australian Funeral Directors Association (AFDA), Australian Executor Trustee, Funeral Plan Management, Monumental Masons, DVD production company Digiflix and a grief counsellor as well as floral displays. In summary, a very successful open day with plans well developed for the 2009 event.

Chapel News

The Heysen Chapel was upgraded with new carpet throughout. In addition, the timber seats were completely refurbished and padded seating added. With the trend to funeral services becoming a ‘celebration of life’, the time for each has gradually increased. This is particularly true in the largest of the three chapels, the Heysen Chapel. The outcome is that mourners were seated for longer periods and the unpadded timber seating made that increasingly uncomfortable. The outcome is very attractive and has been extremely well received by funeral directors and their families.



Photographic Exhibition and Cocktail Party

While a photographic exhibition in the Jubilee Chapels Foyer has been a feature at Centennial Park for many years, it had never been highlighted in a significant way. Working with the SA Photographers Federation, the exhibition was expanded to include a secondary schools category which attracted contributions from a number of local schools. The exhibition was promoted through banners on Goodwood Road, radio, newspaper and public relations activities. On Friday February 27 an industry cocktail party was held and included formal recognition of the winners of the photographic categories. The event was well received by the public and the cocktail party was well supported with very favourable feedback widely received.



Market Research

During the year Market Research was conducted to assist in gauging how well the public perceived Centennial Park was delivering on its range of services. Additionally, it put the spotlight on establishing the public's vision for a new cemetery. The research on a new cemetery was initiated to help support work already being carried out on seeking new cemetery land for the south of the city. The outcomes of the research were both very pleasing and informative.

Web site

A completely new web site was built and launched during the year. The content of the new site was determined largely through consultation with staff and has resulted in a very functional and informative web site. In addition, the site makes good use of the wide range of high quality professional photographs, to present a most professional and attractive cemetery. Work continues with developing the web site towards establishing it as a major resource for the public.

INDUSTRY/COMMUNITY EVENTS

ACCA (Australasian Cemeteries & Crematoria Association) Annual Conference

In October 2008, the CEO and Team Leader, Asset Maintenance, jointly presented a paper on Centennial Park's carbon journey at the annual ACCA conference held in Cairns. The presentation was well received and resulted in numerous enquiries and further invitations to present on this topic at other industry events in Australia and overseas. CEO, Bryan Elliott, was elected as a board member of the association for a two-year term. Following the conference a number of articles appeared in the ACCA magazine on the topic, further enhancing Centennial Park's industry leading reputation.

ACCA Mid-Year Conference

The 2009 ACCA mid-year conference was held in Adelaide and included a tour of Centennial Park's facilities. The conference gave the opportunity for members of staff to mix with their peers from around Australia and gain invaluable insight into how other industry members operate and to discuss common issues and challenges. In addition, the focus of the conference was on customer service which was so well received that the facilitator was engaged to present to customer service related staff in conjunction with other metropolitan cemetery facilities.

AFDA (Australian Funeral Directors Association) South Australia

At the annual AFDA conference held in September 2008, the CEO gave a presentation on South Australian cemetery issues.

On a separate occasion the AFDA invited the CEO to give a presentation to cadet journalists from the University of South Australia. The presentation provided an insight into the workings of a cemetery and general protocols for media representatives when dealing with grieving families within a cemetery environment.

Cemeteries Association of South Australia (CASA)

The CEO and Marketing and Client Services Manager both have active roles within the executive of the Cemeteries Association of South Australia. Centennial Park sees its involvement as sharing its expertise with smaller regional cemeteries in dealing with unusual cemetery issues that they infrequently experience, as well as helping to drive the industry forward.

Residents' Association

Two local Residents' Association meetings were held in the Jubilee Chapels Complex during the year. These meetings are sponsored by Centennial Park, which is gratefully accepted by the Association. The opportunity was provided at each meeting to speak to and update residents on activities within the cemetery and also to answer any related questions they may have. Centennial Park continues to enjoy a close and productive relationship with the Residents' Association.

REMEMBRANCE DAY

Each year Centennial Park remembers those who paid the ultimate sacrifice with a moving Remembrance Day Service, which is attended by representatives from all the armed forces as well as the Police, MFS, RSL and Legacy, amongst others. In 2008 students from Scotch College assisted with the provision of a guest speaker and Pipes and Drums. Approximately 300 people shared the occasion and enjoyed the light refreshments provided in the Jubilee Chapels Complex following the service.



PUBLIC RELATIONS

Centennial Park has a very proactive approach to public relations and as a result has enjoyed a year with considerable positive media exposure both within Australia and internationally.

The Open Day once again provided very pleasing exposure as did the revamped Photographic Exhibition.

A wedding held on the very attractive Springbank Island within the memorial gardens at Centennial Park also created broad media coverage.

The establishment of Centennial Park's environmental accreditation through Carbon Planet created many advantageous opportunities for media and industry attention both within Australia and overseas.

Identifying potential positive media opportunities is an ongoing and to date very rewarding task for Centennial Park.

GOAL 5: TO NURTURE HEALTH AND SAFETY

Centennial Park's goal is to provide a safe, healthy and happy environment for all customers, visitors and staff with a desired outcome of minimising accidents and incidents, customer complaints and work related injuries.

The table below notes OHS&W data for the last four years.

Performance Indicator	2008-2009	2007-2008	2006-2007	2005-2006
Number of injuries which resulted in lost time at work	2	3	3	3
Lost days due to injury	7	0.87	23	19
Number of Accident/Incident Reports investigated	68	75	85	63
Number of Hazard Reports responded to	34	33	40	13
Number of Workplace Inspections completed	36	36	36	36
Number of Items replaced or repaired as a result of inspections	39	47	45	56
Attendance record at OHS&W Committee meetings	100%	97%	87.8%	91%

GOAL 6: TO DEMONSTRATE GOOD GOVERNANCE

Centennial Park meets, if not exceeds “best governance” practice and demonstrate ethical business behaviour.

Strategic Planning and Development

Following the endorsement of the Strategic 2020 Vision in 2006/07 the Board and Management developed a Strategic Plan for the next five years and supporting Business and Human Resources Plans. The Board and Constituent Councils subsequently endorsed the Strategic Plan 2008-2013 allowing a clear focus for the Board and Management for the future.

The Business Plan 2008 – 2011, was reviewed and updated in 2008/2009 for the period 2009 -2012. The 2009/2010 Operating Budget which was included in the Business Plan 2009 - 2012 was endorsed by the Board on 30th July 2009. The Information Technology (IT) Plan 2009 -2012 was submitted to and adopted by the Audit and Risk Management Committee on 15th May 2009.

Audit and Risk Management Committee

The Audit and Risk Management Committee comprised of five members including the three independent Board members and one appropriately qualified member from each of the Constituent Councils. This committee reviewed the annual financial statements to ensure that they present fairly the state of affairs of the Authority, liaised with the Authority’s external auditors to consider any significant proposed regulatory, accounting or reporting issue, reviewed the adequacy of the accounting, internal control, reporting and other financial policies and systems, plus monitored and reviewed the Authority’s investment funds.

Meeting quarterly, the committee also monitors and reviews the Authority’s Business Risk Management practices and IT Plan. The independent Internal Auditor who reviews internal business processes and compliance, and assesses the Authority’s internal controls and associated risks, reports directly to the Audit and Risk Management Committee.

As a result of a review conducted by this committee in February 2008 the Authority’s Business Risk Assessment was expanded to include Human Resources, Environmental Risks and Information Technology Risks.

Heritage Committee

The Heritage Committee had a very busy year assessing a large number of potential Heritage sites. Many voluntary hours were committed by the Monumental Masons Association for which Centennial Park expresses its gratitude.

Restoration work on the Cross of Remembrance was completed, bringing the white marble monument back to its former glory. Protective bollards were added to complete the project.

The stained glass window housed in the Norman & McLeay Centre was assessed and listed on the Heritage Register. The glass window was a part of the original Centennial Park chapel facility and was installed in 1955.

National Competition Policy Review

The Board has reviewed the methodology by which the Authority complies with the National Competition Policy. It was agreed that Cost Reflective Pricing methodology to achieve Competitive Neutrality was still appropriate for the Authority. In adopting cost reflective pricing, the Authority:

- Identified services and products that may reasonably be seen to compete with others,
- Noted the potential for the Authority to have a cost advantage over other providers, and
- Compared pricing of relevant goods and services to arrive at a price which is competitively neutral.

Any competitive neutrality complaints in relation to the Authority are to be handled by the Constituent Councils to ensure that they are independently assessed.

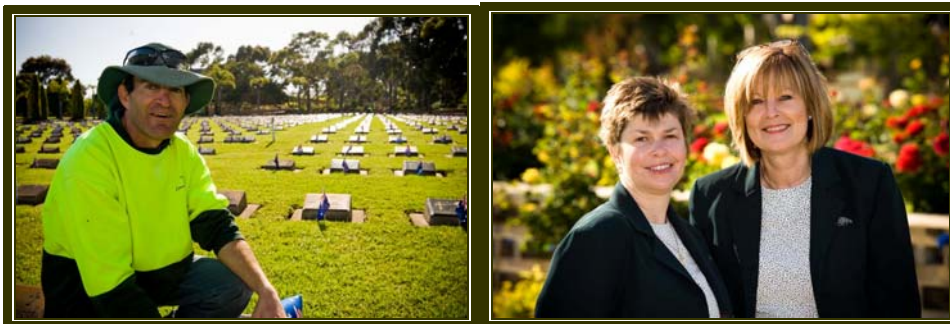
Freedom of Information Requests and Records Management

There were no Freedom of Information requests in the 2008/2009 financial year.

Records Management continues to be a core function of the Authority. The majority of the documentation generated by Centennial Park in its day-to-day business has “permanent record” status under the State Records Act. This classification and the volume of records generated in any cemetery and crematorium operation means that the management of records is a key function for Centennial Park.

GOAL 7: TO DEVELOP OUR PEOPLE

Centennial Park is committed to supporting the development of our people by equipping them with the appropriate skills and knowledge for their current and future roles.



Training

Centennial Park Cemetery Authority continues to be highly committed to supporting the development of our staff by ensuring they are equipped with the appropriate skills and knowledge for their current and future roles. Centennial Park focused on providing both mandatory and developmental training for all staff across the organisation.

The Chief Executive Officer (CEO) was successful in attaining a Masters in Business Administration which was conferred in April 2009.

The Chief Executive Officer and the Team Leader, Asset Maintenance attended the Australasian Cemeteries and Crematoria Association (ACCA) Conference in Cairns in October 2008 where they presented a paper on "Our Carbon Journey". The paper was well received within the industry generating interest and enquiries worldwide. As a result, the CEO presented a paper at the Queensland Cemeteries Crematoria Association (QCCA) this year.

The ACCA mid-year seminar was held in Adelaide in May 2009 where the Chief Executive Officer, the Marketing and Client Services Manager and a Memorial Consultant attended the conference. As a sponsor of the event Centennial Park provided lunch to delegates, hosted tours and made a presentation. One of the highlights of the seminar was a customer service presentation titled "Good is the enemy of Great" which resulted in further training in conjunction with the Adelaide Cemeteries Authority to the Management Team, Client Services Team, Finance and Administration and other personnel from the Operations Teams.

With the implementation of a new Performance Development and Review (PDR) Process all staff undertook training conducted by VLee Consulting which focused on the PDR processes and the establishment of group goal setting.

Pennycuick Consulting continues to be engaged to provide a consulting and mentoring service to some staff in leadership positions.

Other key training initiatives during the year included:

- Some Board members attended a Corporate Subsidiary Board Member Training session conducted by the Local Government Association.
- A member of the Asset Maintenance Team commenced studies in Certificate IV in Business (Frontline Management) at TAFE SA.
- The Chapel Services Coordinator commenced studies in a Diploma of Information Technology (Website Development) at TAFE SA.
- The Gardens Project Coordinator commenced studies in a Diploma in Garden Design at TAFE SA.
- The Accounts Payable Officer commenced studies in a Diploma of Accounting externally through Cengage.
- One new Occupational, Health, Safety and Welfare (OHS&W) Committee member attended Health and Safety Representative Level 1 training.
- All staff attended a refresher course in Emergency First Aid.
- All staff attended a Hot Fire Training session, equipping them with the skills and knowledge of how to operate fire extinguishers.
- Two Administration staff attended Assertiveness Skills workshop.
- The Executive Assistant, and the Team Leader, Asset Maintenance attended Contact Officer training as part of Centennial Park's committed to equal opportunity in the workplace.
- An Occupational Therapist was engaged to provide ergonomic training to all Consultants, Finance and Administration staff.
- Chapels staff attended a Food Handling course.
- The CEO, Marketing & Client Services Manager, the Expired Sites Coordinator and a Crematorium Worker attended the Cemeteries Association of South Australia Incorporated (CASA) Industry Day in March 2009.
- Leigh Pennycuick was engaged to conduct a team building workshop for the Gardens and Asset Maintenance teams.
- All Horticulturists attended a workshop titled Create Healthy Turf Using Less Water in April 2009.
- Two Graves staff and an Asset Maintenance Worker attended the Tradesman Expo at the Wayville Showgrounds in October 2008 to observe earthmoving machinery.

- All Horticulturists attended the Gardening Australia Expo at the Wayville Showgrounds in October 2008.
- First Aid Officers and Fire Wardens updated their accreditations.
- Graves staff updated their relevant accreditations.
- Operational staff obtained relevant plant operator tickets and/or attended induction training for plant equipment.
- Some operational staff attended mandatory training to obtain the necessary tickets.

Service Recognition

26 June 2009 represents a milestone for Crematorium Worker, David Manders.

David has completed 20 years of service at Centennial Park, having commenced employment 1989.



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