

## Rookwood Cemetery Future Governance Arrangements — PwC Report Fact Sheet

### Background

Following the amalgamation of a number of Trusts managing various parts of Rookwood Necropolis in 2012 there are now three NSW Government Crown cemetery operators managing and operating Australia's oldest multi-faith cemetery, Rookwood. The Catholic Metropolitan Cemeteries Trust (**CMCT**) is responsible for the Catholic portions of Rookwood Cemetery and the Rookwood General Cemeteries Reserve Land Manager (**RGCRM**) is responsible for the portions dedicated to other faiths. The Rookwood Necropolis Land Manager (**RNLM**) is responsible for the remaining Rookwood lands and for the care, control, maintenance and construction of common facilities and infrastructure.

In 2016, the Minister for Lands and Water ordered a review of the entire Rookwood Cemetery's governance to determine how management of the cemetery should implement the objects set out in the *Cemeteries and Crematoria Act 2013*, and effect good governance and respectful administration of the cemetery.

Cemeteries & Crematoria NSW (**CCNSW**), the NSW Government's industry regulator, commissioned PricewaterhouseCoopers (PwC) to undertake the review. PwC has delivered its final report, which includes key findings and recommendations, and concludes:

- that a single governance structure that is supported by a community advisory committee made up of representatives of the stakeholder groups for all of Rookwood Cemetery is optimal in the longer term
- that the best governance model for Rookwood Cemetery must be capable of delivering the following key functions:
  - upholding religious and cultural requirements
  - strategy
  - operations
  - stakeholder engagement and communication
- other key recommendations included a number of steps required to transition to a single governance structure by strengthening the status quo to effectively deliver the key functions.

### Response

CCNSW will consider the findings in the PwC Report as it continues to work with CMCT, RGCRM, RNLM and community and faith groups for all of Rookwood Cemetery.

A decision on the future governance of Rookwood Cemetery is not one that should be made lightly. The three cemetery operators currently operating at Rookwood Cemetery are achieving positive outcomes and continue to provide high-quality interment services to the community.

As noted in the PwC Report, there is more work that can be done to further strengthen the governance arrangements across Rookwood Cemetery as a whole and CCNSW will work to set the future strategic direction of that governance, with the input and support of the existing cemetery operators and key stakeholder communities.

CCNSW will continue to assess the full impact of the recommendations of the PwC Report, in close consultations with the operators of the Cemetery and community and faith groups before recommending options to the Government. CCNSW is committed to ensuring that the best governance arrangements for Rookwood Cemetery is in place to meet community expectations now and into the future.

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