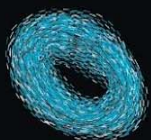


2020-2021

Annual Report



jenolan caves
explore marvel stay

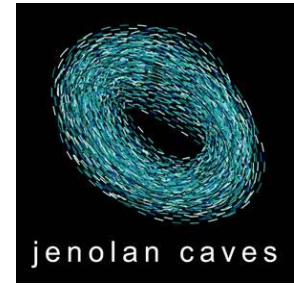
1300 76 33 11
www.jenolancaves.org.au

Contents

Letter of Submission	3
Acknowledgement of Traditional Owners	4
Access	4
Charter – Our Role	4
Aims and Objectives	4
Administrator’s Report	8
Management and Structure.....	9
A year in Review	10
Strategic Priorities.....	10
Looking forward.....	11
Management and Achievements – Visitor Experience	12
Management and Achievements – Hospitality.....	16
Management and Achievements – Technical Services.....	18
Management and Achievements – Marketing	20
Management and Achievements – Information Technology	29
Digital Information Security Policy Attestation	29
Customer Response	29
Research and Development.....	30
Work Health & Safety	34
Human Resources	35
Workforce Diversity.....	36
Disability Inclusion Action Plan	37
Multicultural Policies and Services Program.....	37
Agreements with Multicultural NSW.....	37
Numbers and Remuneration of Senior Executives	37
Consultants	38
Requirements Arising from Employment Arrangements	38
Risk Management and Insurance Activities	38
Internal Audit and Risk Management Policy.....	38
Funds Granted to Non-Government Community Organisations	40
Legal Change.....	40
Land Disposal	40
Disclosure of Controlled Entities.....	40
Disclosure of Subsidiaries	40
Implementation of Price Determination.....	40
Public Interest Disclosures (PID)	40
Government Information (Public Access) Act 2009.....	40
Promotion.....	40
Additional matters for inclusion in annual reports.....	40
Payment of Accounts	41
Time for Payment of Accounts	41
Financial Statements (& Auditors Report)	41
Independent Auditors’ Report and Audited Financial Statements.....	42

Front cover image – platypus in Jenolan’s Blue Lake, image by Dr Anne Musser.

Letter of Submission



The Hon. Matt Kean MP
Treasurer and Minister for Energy and Environment
GPO Box 5341
SYDNEY NSW 2000

October 2021

Dear Treasurer,

On behalf of the Jenolan Caves Reserve Trust, I have great pleasure in presenting our 2020-21 Annual Report.

This report covers the Trust's activities and Statement of Accounts, in accordance with the National Parks and Wildlife Act 1974, the Annual Reports (Statutory Bodies) Act 1984 and the Annual Reports (Statutory Bodies) Regulation 2010.

Yours sincerely



Andrew Nicholls PSM
Administrator
Jenolan Caves Reserve Trust

Acknowledgement of Traditional Owners

We acknowledge the traditional owners and custodians of Trust lands, the Gundungurra and Wiradjuri Aboriginal peoples. We respect and value their ongoing connection to these lands and honour their strength and resilience.

Access

Jenolan Caves Reserve Trust
4655 Jenolan Caves Road,
Jenolan Caves NSW 2790
Australia

Visitor Experiences Team
Ph: 1300 76 3311
Fax: 02 6359 3307
Hours: 9am to 5pm

Jenolan Caves House
Ph: 1300 76 3311
Fax: 02 6359 3227

Administration Office
Ph: 1300 76 3311
Fax: 02 6359 3092
Hours: 9am to 5pm

ABN: 53 494 853 455

Technical Services
Ph: 1300 76 3311
Fax: 02 6359 330

Charter – Our Role

The Jenolan Caves Reserve Trust (JCRT) is a body corporate, established under the provisions of the National Parks and Wildlife Act 1974, and is responsible for the care, control and management of the Visitor Use and Services Zone (VUSZ) within the Jenolan Karst Conservation Reserve. The Trust is responsible to the Minister for Energy and Environment.

The role of the Jenolan Caves Reserve Trust is to protect, conserve and present the natural and cultural heritage of the VUSZ, in an environmentally, socially and financially responsible and sustainable manner. The VUSZ is an area of about 50 hectares within the larger Jenolan Karst Conservation Reserve. The VUSZ contains most of the show and adventure caves, all visitor accommodation and facilities including the historic Caves House and all associated utilities and services.

The Reserve is one of the eight properties contained within the Greater Blue Mountains World Heritage Area, and it is also listed on both the national and state heritage lists. The Trust therefore has other statutory responsibilities under the Heritage Act 1977 and the Environment Protection and Biodiversity Conservation Act 1999 (Cmth).

The Trust collaborates closely with the NSW National Parks and Wildlife Service, the Greater Blue Mountains World Heritage Committee and with Aboriginal communities on joint park management activities across the Reserve and across the wider Greater Blue Mountains World Heritage Area.

The Trust also works very closely with Oberon Council and regional tourism operators and businesses to encourage visitation to the Central West and Blue Mountains.

Aims and Objectives

The 2019-2022 Jenolan Caves Reserve Trust strategic plan sets out the strategic direction for the management of Jenolan Caves.

Mission

Our mission is to connect our visitors with the unique natural and cultural heritage of Jenolan Caves, and through that connection, stimulate the urge to care for and protect all such special places.

Put simply, our mission is to protect and connect.

Goals



CONNECTION

Success looks like: We deliver life changing visitor experiences that leave our visitors with an increased appreciation and understanding of the rich natural and cultural heritage of Jenolan Caves.

Our priority focus: We connect our visitors to the natural and cultural heritage of Jenolan Caves by delivering immersive, inspiring and innovative visitor experiences that:

- **create connections** – Our visitors connect with each other, with the environment and with the natural and cultural heritage of Jenolan Caves.
- **exceed expectations** – Our experiences exceed visitor expectations, every time, cementing our position as one of Australia’s most iconic and best tourism attractions.
- **create memories and evoke nostalgia** – Our visitors leave with lifelong memories that inspire them to share stories of their experience and to return with their children, grandchildren, friends and family to share the magic of Jenolan.
- **inspire action** – Our experiences will increase knowledge and inspire positive action for the conservation of natural and cultural heritage values and the protection of the environment.
- **provide educational opportunities** – Students, teachers and the community learn through participating in our immersive and tailored education experiences and programs.
- **awaken a sense of awe, wonder and curiosity** – Our visitors leave having felt the magic of Jenolan Caves.



CONSERVATION

Success looks like: The natural and cultural heritage values of Jenolan Caves are conserved for present and future generations.

Our priority focus: We will ensure that the natural and cultural heritage values of the Jenolan caves are conserved by:

- **minimising impacts on the Reserve** – Our visitors are managed in a way that not only minimises their impact but also educates them about how they can minimise their broader impact on the environment.
- **strategically managing our assets** – Our assets are managed in a way that conserves, and protects the values of the site, whilst enhancing the visitor experience.
- **promoting research** – scientific, speleological and historical research is utilised and highlighted in the guest experience and interpretation.
- **prioritising** – activities that recognise the karst conservation reserve status of the area, its World Heritage, state and national heritage values, as well as its significant catchment values.



COMMUNITY

Success looks like: Jenolan caves is highly valued by the community and makes a significant contribution to regional prosperity.

Our priority focus: We will contribute to regional prosperity and ensure Jenolan caves is valued by:

- **being actively involved** – Jenolan caves staff are actively involved with community groups, committees and organisations.
- **instilling community pride and connection** – Our community has a strong connection to the natural, cultural and Aboriginal heritage of Jenolan Caves.
- **supporting local suppliers** – We prioritise procurement of goods and services from local suppliers who meet the standards we require, and support others to reach those standards.
- **supporting local jobs** – Actively promoting opportunities for employment and training for local people at Jenolan Caves.



SUSTAINABILITY AND PERFORMANCE

Success looks like: Jenolan Caves operates in an environmentally, socially and financially responsible and sustainable manner.

Our priority focus: We will ensure all activities at Jenolan Caves operate in a sustainable and responsible manner by:

- **thinking sustainably** – We analyse and monitor the sustainability of all our activities from a commercial, environmental and social perspective.
- **being self-funded** – We generate maximum financial returns so that we have the ability to reinvest in enhancing the visitor experience and ensuring the protection and conservation of Reserve values.
- **adapting to climate change** – We aim to future-proof our operations by considering the impacts of climate change, and responding accordingly.
- **work health and safety** – We get everyone home, without harm, every time.
- **strategically managing our assets** – Our assets are managed in a way that ensures assets perform at optimal levels, life cycle costs are budgeted for and risks associated with assets are reduced.

Enablers



EMPLOYER OF CHOICE

We aim to become an employer of choice, known for its outstanding people. Our people are the most critical part of our product, a critical part of people's lasting impression, and a critical part of word-of-mouth recommendations. We will help every staff member to achieve by:

- providing a positive and supportive workplace,
- providing them with all the tools they need to excel at their job,
- stimulating them to strive for more knowledge and more training,
- providing them with opportunities to grow their knowledge develop their skills and be higher achievers,
- ignite and continually fuel their passion for the environment, cultural heritage and their job,
- instilling pride in themselves and the work they do at Jenolan Caves,
- embracing diversity and leveraging individual perspectives, experiences and skillsets in all our teams,
- making communication a conversation – providing a system of communication that increases our ability to, work collaboratively, share ideas, exchange information, and connect with each other and with our mission.



CONTINUOUS IMPROVEMENT AND INNOVATION

We will operate in a cycle of continuous improvement, consistently striving to improve our products, service and delivery. We will create a culture based on continuous improvement and innovation by:

- empowering staff to innovate and take personal responsibility,
- acknowledging that taking calculated risks is an inherent requirement of innovation,
- practicing the courage to be continually optimistic and innovative,
- honouring and respecting our history, whilst looking towards the future.



PARTNERSHIPS

We will develop operational and conservation-based partnerships to enhance the Trust's commercial viability and implement sound environmental research and support programs across the Reserve that assists in the protection, conservation and presentation of Reserve values.

Delivery

The staff that deliver against the goals and objectives of the Trust are arranged in the following work teams:

- Visitor Experience & Marketing,
- Conservation and Maintenance,
- Hotel and Hospitality,
- Corporate.

VISITOR EXPERIENCE & MARKETING

This team develops, implements and evaluates visitor services and marketing activities at Jenolan Caves including: experience development, marketing and communication, education and volunteer programs, feedback and evaluation, and the operation and delivery of visitor experiences.

They ensure the caves are presented to the highest standard and that visitor impacts are managed in a way that not only minimises their impact but educates them about how they can minimise their broader impact on the environment.

This team is also responsible for booking visitor experiences and for the retail offering.

CONSERVATION & MAINTENANCE

The Conservation & Maintenance team works to ensure our assets are managed in a way that conserves, and protects the values of the site, while enhancing the visitor experience, and that they are managed in a way that ensures assets perform at optimal levels, life cycle costs are budgeted, and risks associated with assets are reduced.

The team also manages Jenolan's existing assets and the delivery of capital works. They look after all of Jenolan's utilities and services including, drinking water, sewage, waste management and power. The team includes a range of trades as well as general maintenance officers.

HOTEL & HOSPITALITY

This team develops, implements and evaluates the provision of hotel and hospitality services at Jenolan Caves. This includes operating and managing a suite of accommodation options, Chisholm's fine dining restaurant, the Caves Café, as well as weddings, functions and events. The functional areas include:

- Front desk - manages all overnight guest enquires and bookings, provides 24/7 guest services through front desk and overnight duty managers.
- Housekeeping - provides room and public area cleaning services across the site.
- Food & beverage – provides front of house service for all food and beverage offerings and coordinates the Caves Café.
- Kitchen – a team of chef's and kitchen hands who manage the back of house delivery of Jenolan's dining experience and catering offerings.
- Group bookings – manages and coordinates group bookings.

This team works closely with the Visitor Experience and Marketing team, to deliver a holistic, seamless and quality experience, across all of Jenolan's visitor touch points.

CORPORATE

The corporate team is responsible for the finance and information technology functions of JCRT and manages the development, implementation and enhancement of contemporary business, commercial and financial management policies, practices and systems. This involves: managing the budget reviews processes, preparing management accounting reports and providing strategic advice and direction to cost centre managers on financial management issues; control of JCRT's bank accounts, including managing all payroll and accounts payable and receivable processes; preparing financial management reports including the detailed analysis of current and forecast business unit performance.

Administrator's Report

This time last year, I reflected on the difficulties 2019-20 had brought for Jenolan Caves Reserve Trust amid fires, floods, snow and the pandemic closing down our beloved caves for a significant portion of the year. As we all dusted off our shoulders and started to get back on our feet, 2020-21 brought another round of challenges, with a major flood in March leading to the closure of Jenolan Caves Road for the next few years, and a second outbreak of COVID-19 impacting our operations again as the reporting year came to a close.

In the face of this, the Jenolan team continue to display courage and perseverance. I am grateful for and constantly impressed by the resilience of our staff, who are a credit to the Trust. As the old proverb goes, fall seven times, stand up eight.

I'd like to thank Cameron Chaffey, who came on board as Acting Director in November, working hand-in-glove with our Director Jodie Anderson and the leadership team ahead of Jodie's scheduled leave. Both Jodie and Cameron, with the support of the whole leadership team, have worked tirelessly to overcome the range of hardships that the year imposed upon us and have done a sterling job of steering the team through adversity.

It was a year of innovation as Jenolan reinvented its operations several times across multiple closures and re-openings. Following the initial COVID-19 lockdown, cave tours were able to reopen under strict restrictions, to a very successful summer trading period, including the commencement of package deals for cave tours, accommodation, and fine dining - a first for Jenolan. After another closure in March, following the floods, operations were again reimagined, and a concierge service was established to ensure as many visitors as possible could continue to enjoy this unique location despite the loss of our main access road.

These misfortunes have created setbacks for a number of key projects, including the disappointing impact of flooding on the Blue Lake only months after successful de-sedimentation works were completed. Nevertheless, a huge amount of effort has been expended on restoration works which continue to progress, including clean-up and repair to visitor services, caves, walking tracks and roads. I am grateful to our partner organisations, including Transport for NSW and the Public Works Advisory, for their role in these efforts.

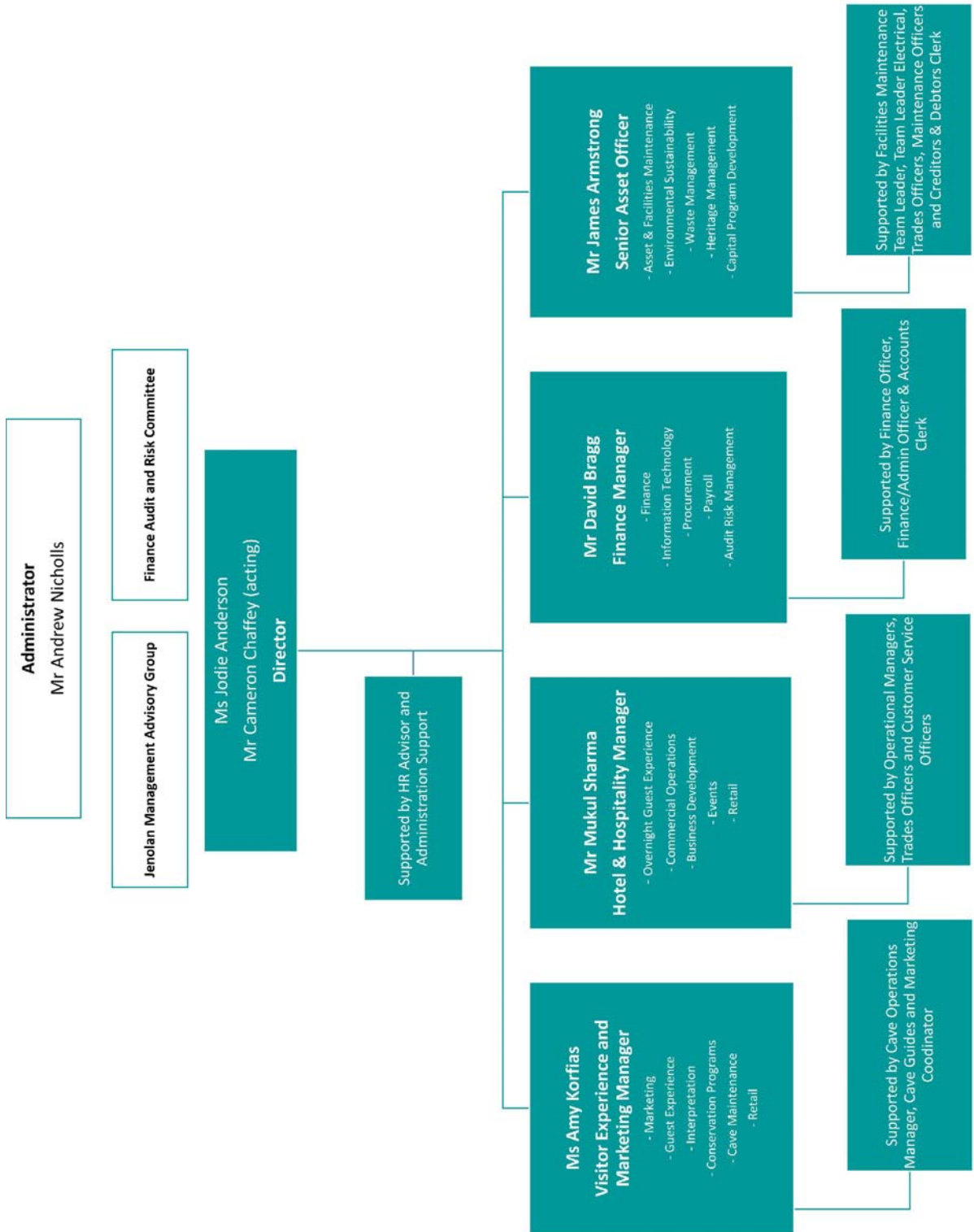
I also want to acknowledge the contribution of our partners within National Parks and Wildlife Service and the broader Department of Planning, Industry and Environment, whose support has been pivotal in both our recovery work and our strategic planning as we look toward a more auspicious future, given the major investment the Government is making in Jenolan Caves – a real commitment to our future. This year also saw the establishment of a reference group of key stakeholders to provide advice on project delivery, and we look forward to continuing to work with them as our plans for priority works develop.

Despite delays and disappointments, there is much to be optimistic about, with a number of important projects ahead of us. I look forward to the design phase of the Caves House refurbishment over the next 12 months, improvements to our infrastructure, as well as the continuation of the Blue Lake restoration and planning for the new Visitor Centre (to name a few). I am looking forward to a bright future ahead of us.



Andrew Nicholls PSM
Administrator
Jenolan Caves Reserve Trust
July 2021

Management and Structure



A year in Review

Emerging from a difficult 2019-20, Jenolan was looking forward to 2020-21 as a year to complete recovery works, move forward with major projects and, importantly, continue to welcome guests. The reality was, however, that 2020-21 has been another challenging year for the Trust. The impacts of the Covid-19 pandemic were felt throughout the year, compounded by an emergency storm event in March 2021 that resulted in a long closure and widespread damage to Trust assets as well as the Jenolan Caves Road.

Jenolan started the year under tight Covid -19 restrictions. Hotel and hospitality services had only recently reopened (June 2020), but cave tours remained closed. With easing conditions across NSW, cave tours resumed in October 2020 for a limited number of caves, which were assessed as being large enough to allow visitors to socially distance. Tour numbers were restricted to around 50% capacity, to help manage the risk of transmission. To help manage numbers, all bookings were moved on-line, and cave tours were packaged with hospitality offerings until visitor numbers began to recover.

Despite the restrictions, the Trust traded strongly through December and January. Revenue figures approached a 'normal' year. This was primarily due to the innovative packaging of tours and promoting new offerings such as high teas. Team morale was strong as the fire/flood recovery works progressed well, with the highlight being the finalisation of de-sedimentation works in the Blue Lake, in November 2020.

The Trust was expecting a strong Easter period when, on March 19, it was advised of the threat of a major rainfall event, which triggered a pre-emptive closure of Jenolan Caves Road. The rain event resulted in over 350mm of rain falling over three days. This rainfall, on an already wet catchment, coupled with slopes still bare from the 2019 fire, resulted in extensive flooding. The lessons learnt from the 2020 flood event ensured that flood water was safely directed around key built assets, including Caves House. The stormwater culverts that prevent impacts to Caves House were badly damaged, and essential services (including water, electricity and gas) were impacted.

The flood also caused extensive damage to walking tracks, trails and roads, cave infrastructure (bridges and lighting) and caused many landslips and rockfalls across the precinct. Many of these assets had only recently been repaired after the 2020 flood event. A record amount of sediment was deposited into the Blue Lake and other dams. On top of this, all access to Jenolan was lost, when both the 5-Mile and 2- Mile sections of the Jenolan Caves Road were badly damaged. The extent of road damage meant that Jenolan remained closed for 7 weeks to allow emergency repairs and stabilisation works to be completed. Partial access was restored via the 2-Mile (as far as carpark 2) in May. The damage to the 5-Mile is so extensive that it is not expected to be reopened for several years. Loss of the 5-Mile for a substantial period of time means that Jenolan is unable to host buses, and access for civil project work is difficult.

Significant repairs were undertaken to make Jenolan safe, repair cave lighting and restore essential services before reopening on May 10. With the 2-Mile as the only access, the Jenolan team reimaged the visitor arrival experience, establishing a concierge service and shuttle bus from carpark 2. A pop-up coffee shop and gift shop were also established. A number of caves, walking tracks, carparks and internal roads remained closed, due to flood damage.

The Trust continued to trade under its Covid-19 safety plans and road safety restrictions, for the remainder of the year. Despite all of the challenges, Jenolan was able to continue providing exceptional visitor experiences, in a safe and welcoming environment.

Jenolan staff have done an incredible job in the face of another challenging year. They have been resilient, adaptable, and innovative and have shown the utmost care for visitors and staff alike.

Strategic Priorities

Despite another year disrupted by natural disasters and the Covid-19 pandemic, the Trust continued to work on its strategic priorities. A major focus was the recovery from the 2019 fires and the 2020 and 2021 flood events, with significant works undertaken to restore access to Jenolan and key services. Working closely with Transport for NSW, Jenolan commenced a project to look at long-term transport options, given the extensive damage to the Jenolan Caves Road. This work will continue into 2021-22.

The Trust continued to work closely with NSW Public Works Authority, in the planning and delivery of the visitor infrastructure projects. Project delivery was impacted due to Covid restrictions and from direct flood impacts. The Blue Lake project was directly impacted by the floods (sediment deposition) and continues to be impacted by the closure of the 5-Mile. The Visitor Centre development has been delayed, pending resolution of transport options. The Caves House refurbishment project has moved forward in its planning phase, and as at 30 June was on-track.

Safety remained a priority, as highlighted in the Work, Health and Safety section of this report. The WHS and Corporate risk registers were updated and refreshed, and a WHS Action Plan developed. Two major safety projects (funded via DPIE Safety) also commenced focussing on:

- mitigating working at heights risks around Jenolan, both inside the caves and above ground, and
- mitigating rock fall risk in key locations.

The Brand strategy was finalised and moved into the next phase, which includes developing brand guidelines that will be rolled out next year. The constant changes to the visitor experience throughout the year, highlighted deficiencies in our current customer management software, and a project commenced to scope and replace these systems.

Other highlights of key strategic priorities that the Trust progressed in 2020-21 include:

- finalised an MOU with the Blue Mountains National Parks & Wildlife Service, to more clearly define management responsibilities for the Jenolan Karst Conservation Reserve,
- developed and launched an Awards & Recognition system for Jenolan team members,
- transitioned to digital timesheets and payroll,
- commissioned a Drinking Water Management Strategy,
- commissioned a Dam Management Strategy,
- implementation of an on-line Asset Management System.
- commenced the development of a Strategic Asset Management Plan and 10-year Asset Management Plan, to inform future asset management priorities and funding needs.

Looking forward

Throughout 2020-21, the Jenolan team have met and bettered every challenge thrown at them. The sense of one team, collaboration, excellent leadership and a shared mission 'To connect and protect', have carried us through.

Moving into 2021-22, we again focus on renewal and revival, albeit with an expectation of ongoing impacts from Covid-19 and road closures. Flood recovery will be a key focus, with funding secured to repair flood damage across the reserve. We will continue to deliver strategic priorities, including the brand guidelines, and move forward with our key visitor infrastructure upgrades, including the detailed design of the Caves House refurbishment and internal refit of Mountain Lodge. We will develop or restore visitor experiences within the caves and above ground, to ensure Jenolan continues to be competitive in a changing market.

A masterplan will be developed for the Grand Arch precinct, to guide current and future development, and we will take a look at what a sustainable long-term business model is for Jenolan. The future of transport to and from Jenolan will also be explored, in partnership with Transport for NSW. We will continue to focus on safety and improving the infrastructure and systems that most people never see, but that provide the safe foundations that have ensured Jenolan's past successes.

Most of all, we look forward to once again welcoming visitors to experience and connect with Jenolan at this enduring and iconic site.

Cameron Chaffey
a/Director
Jenolan Caves Reserve Trust
August 2021

Management and Achievements – Visitor Experience

We went into the 2020-2021 financial year in a Covid-19 closure for our caves. The Visitor Experience team continued their onsite work to get the caves and precinct Covid-safe for when we were able to finally open up. This included cave cleaning, Covid-19 distancing markers in the caves, lighting maintenance and upgrades. We also supported the Tech Services team in any precinct maintenance requirements, in preparation for opening.

A Covid-SAFE (and Flexible) Re-Opening

The day finally came, in November 2020, when we were able to open up a small selection of our caves to guests. To remain flexible, and to be able to easily adapt to any change in circumstances surrounding Covid-19, we originally opened with just two caves, the Orient and Temple of Baal, with Covid-safe cleaning between each tour. With the 4sqm rule in place, we were able to tour 6pax in the Orient and 8pax in the Baal (pre-Covid was 25pax in each cave), and due to this small number, we trialled offering cave tours only to guests that were purchasing either dining or accommodation with us. This aimed to guarantee tours for guests and to increase yield per customer, given the small numbers. The initial operations showed some really positive signs for both cave tour revenue and dining.

Revenue for November was **35% of that of November 2019**, which is quite impressive given we only had approx. 3,500 tour spaces available vs. approx. 18,000 spaces, **only 20% capacity for 2020 vs. 2019**.

This suggests we are getting more yield from our cave customers compared to 2019.

By using access to cave tours as an incentive for dining and accommodation, we saw significant increases across the board for the Hotel and Hospitality business. Furthermore, Chisolm’s revenue for November 2020-2021 was over \$100K vs. \$77K for the same period the year prior. Even the gift shop benefited from a higher yield from our patrons.

High Teas (YoY 2019 vs. 2020)

- 21 high teas 2019
- 380 high teas 2020
- **Approx. 19 times the increase**

High Teas (MoM Oct vs. Nov)

- 14 high teas October 2020
- 380 high teas November 2020
- **Approx. 27 times the increase**

Lunch (MoM Oct vs. 2020)

- 10 lunches October 2020
- 386 lunches November 2020
- **Approx. 38 times the increase**

Dinner (MoM Oct vs. Nov)

- 59 dinners October 2020
- 461 dinners November 2020
- **Approx. 8 times the increase**

Accomm (MoM 2019 vs. 2020)

- 591 rooms booked in October 2020
- 627 rooms booked in November 2020
- **Approx. 10% increase.**

Gift Shop

First time we reached our \$ target per customer of \$3.00.

In fact we exceeded it, **\$4.80 vs. \$2.13** in Nov 2019.

Due to the change in operations and the requirement to either stay or dine with us to get a cave tour, we developed an internal reporting system, for our team to provide both their own and guest feedback, so we could continue to evolve and improve our operations.

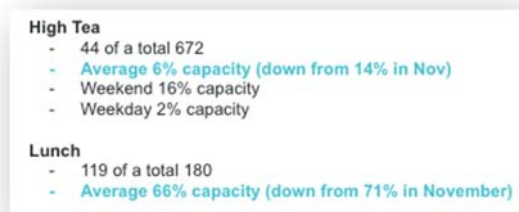
	Outline the guest interaction and any feedback from guest	Did the interaction result in a Booking - yes/no?	Guest Sentiment
30/10/20	Purchased family vouchers for Lucas and Orient Caves. Wanted to redeem in November. Advised Lucas unavailable and family vouchers not able to be redeemed. Arranged refund of vouchers and booked a High tea, Orient and Baal for herself and two children. She seemed happy that we were able to clarify a confusing situation. Steve.	No	Positive
31/10/20	Guest purchased Voucher for a river cave and wanted information on arrival. I explained to the guest that they had purchased a voucher for a river cave tour and if they wanted to come and see the caves they needed to book in a cave tour with accomadation, lunch or dinner (current booking procedure). the guest was not happy felt confused, deceived and wanted a refund. we were able to organise a refund and they were happy with this.	No Refund	Neutral
7/11/20	Birthday lunch/cave - no problem with cost.	Yes	Positive
31/10/20	Potential guests wanted to visit on Monday. Did not want high tea and felt it was a "rip off". Said they may come later when the offers are not tied together. Steve.	no	Negative
31/10/20	Customer didnt want to book in the tour due to having to book high tea or hotel accomadation. Expressed their disappointment	no	Negative
31/10/2002	Customer rang enquiring about booking a tour midweek. I explained that they would have to book a high tea as well. Customer enquired as to how much for 2A + 2C and I advised \$332. Customer became hesitant and did not wish to proceed with a booking. I advised that he could look up the details online and make a booking that way. SRM	No	Negative
31/10/2020	Customer booked a hotel room and followed up with cave tour	Yes	Positive
31/10/2020	Customer happy to do lunch/cave tour	Yes	Positive
31/10/2020	Guest booked accomodation and was referred to Cave Ops for tour booking. Booked Orient and Baal. Seemed happy. Steve.	Yes	Positive

In the first month of operation, we received 196 entries. Of those interactions, approximately 70 were positive, 48 negative and 78 were neutral. The main complaint was around the inability to book a cave-only ticket and inability to book more than two weeks in advance.

A Test-and-Learn Approach

As we moved into December and became more comfortable with our operations and the Covid-19 situation, we offered 3 more caves, taking our total to 5 caves open – Orient (6pax), Baal (8pax), Chifley (10pax), Imperial (10pax), and Lucas (15pax). We continued weekend packages (cave tour with either dining or accommodation) but offered cave-only tickets during the week, to lift weekday occupancy. Then from the December 10, we increased our capacities further - Orient (12pax), Baal (12pax), Chifley (20pax), Imperial (20pax), and Lucas (25pax) – as we moved to the 2sqm rule, with Covid-19 concerns and restrictions lessening even further.

The increase in caves and capacity allowance, as well as the shift to 30% cave-only tickets during the week, allowed our tour numbers to grow from approximately 2000 in November to over 7,000 in December. However, we did see some negative occupancy rates for dining, which was as expected.



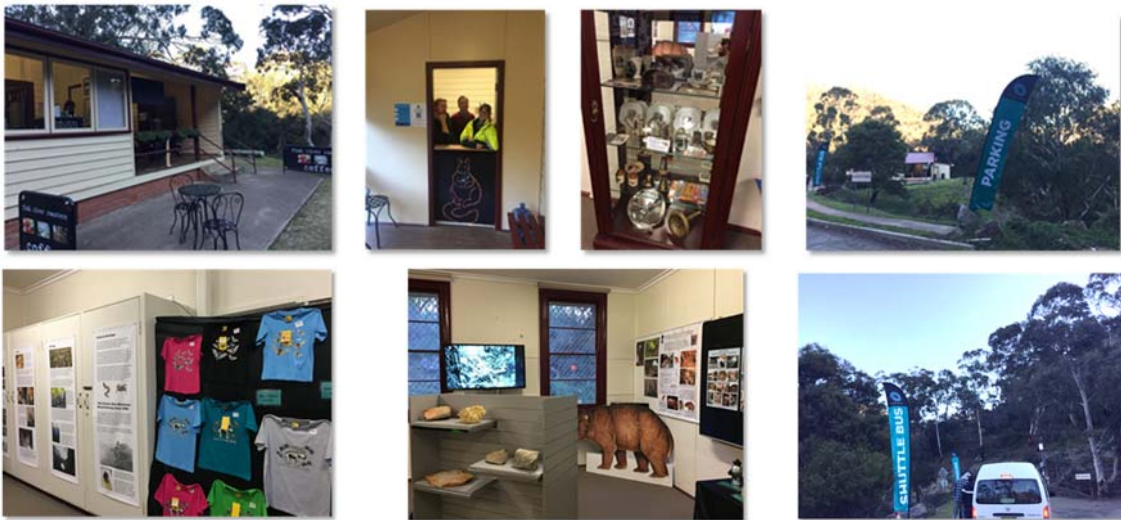
Our ‘test and learn’ philosophy continued into the new year, where we trialled different packages, different cave-only vs. package combinations and different cave tour schedules. With every new tour schedule launch (every two weeks initially, then every month as we gained confidence in the Covid-19 situation and our operations) we provided all staff with a Visitor Experience info pack. The pack included stats from the previous tour schedule period, learnings, any changes to operations as well as the new schedule, comms

outline, guest scenarios, key messages and Q&A. We also issued communications to our partners and Visitor Information Centres, so they were clear on our offering. We were certainly getting into a great operational groove and gearing up for a great Easter season!

A New Arrival Approach for Guests, A New Operational Approach for Our Team

As we looked forward to a great Easter season and the chance to trial our Christmas learnings, during what is always one of our busiest times, nature changed our plans with heavy rains in late March, blocking both access roads.

The 2-mile was back in action first but only the upper part. With our main carpark out of action, the entire Jenolan team came together to develop a new greeting approach and area for our guests at Carpark 2. Our *One Team* approach revamped the Schoolhouse into a new meeting area for guests, with a pop-up gift shop, mini-interpretation zone and coffee shop! Our Visitor Experience team expanded their roles to include a concierge and shuttle bus service to greet guests and guide them down to the precinct.



We developed a 'session' system, to maximise the number of guests for which we could provide an experience, while ensuring there was no conflict on the 2-mile road. This, along with the extra distance from Sydney, reduced our visitation numbers. However, those guests that did visit, enjoyed a very exclusive experience.

We took a soft launch approach, as we continued to refine our operations. Eventually word got out that we were open, and it wasn't long until we were sold-out weekends. We again used this time to test-and-learn, including different ways of booking and different packages. In particular, for the launch (and given low visitation allowance) we promoted accommodation via the *Eat, Dream, Explore* package that included accommodation, 2 x cave tours, and 1 x dining experience. It was the first time our guests could purchase an entire cave, accommodation and dining experience in one transaction online. Whilst the experience was not seamless (given booking system and website constraints) we had over 90 bookings (approx. 215 pax) in May for the package. 65% of those bookings were done online, without the assistance of our team members.

We again promoted our feedback and debrief approach with our teams, to ensure our new operations were having both a positive impact on both guests and team. Feedback from guests and team really supported the new welcome area and our concierge service.

Management and Achievements – Hospitality

The Year of Uncertainties

“To all those who lead monotonous lives in the hope that they may experience at second hand the delights and dangers of adventure.” This is how one of the world’s greatest crime novelists, Agatha Christie, dedicated her novel, ‘The Secret Adversary’, published in January 1922.

In 2012, Agatha’s grandson, Mathew Prichard, compiled “Agatha Christie-The Grand Tour”, a collection of letters that Agatha wrote during her trip to Australia in 1922. The book details her drive to the Blue Mountains to see the Jenolan Caves and staying overnight in the Caves House Hotel. She was four hours late after her car broke down multiple times. When she reached Jenolan, she was cold, a bit tired and hungry. But in spite of that, she loved her stay at Jenolan Caves House, her tours of the Orient and Imperial caves, the meals in the grand dining room (now Chisolm’s Restaurant) and she wished to stay a week more.

Hospitality at Jenolan still includes the heritage-listed Jenolan Caves House, which is now 124 years old. The Edwardian features, decor and atmosphere live on, and modern conveniences have been installed. The other hospitality facilities are:

- Jenolan Caves Cottages
- Gate House
- Mountain Lodge
- Binoomea Cottage
- Bellbird Cottage
- Chisolm’s Restaurant
- The Caves Café
- Jeremiah’s Bar

COVID-19

The COVID-19 pandemic is an ongoing challenge and has affected Jenolan’s hospitality services in more ways than any other calamity over the last year. We started July 2020, having just reopened accommodation in June, working under the various Public Health Orders in place to limit covid-19 transmissions. We worked through the year with great agility to manage the changing situations. We pivoted our hospitality to focus on safety, new protocols to minimise human interaction and systems to safeguard against potential infections. Some of the noteworthy changes were:

- preparing and adopting COVID Safety Plans,
- mandating PPE and installing hand sanitizing stations,
- having COVID Marshalls to manage safety protocols,
- QR Code scanning and data maintenance set up,
- digitising restaurant and bar menu, with pre-ordering facility,
- personalised breakfast service with no buffets or shared platters,
- packaging cave tours with meals (breakfast, dinner and high teas) and accommodation,
- upgrading pre-payment set up on our website, to ensure one payment per guest for multiple experiences,
- creating 2-course and 3-course dinner and lunch options, with complete flexibility for dietary restrictions or preferences,
- creating weekend roast menus for Chisolm’s,
- partnering with Siteminder to safeguard payment gateways on our website for all patrons,
- driving business through the Jenolan website.

Happy Domestic Guests - November to January

Jenolan saw an extremely productive November 2020 to January 2021 period. The biggest reason was opening of cave tours after the COVID closures. As a regional town, we saw a lot of Australian tourists

coming from NSW and other states. In the absence of any international tourism, Jenolan saw unprecedented interest from domestic markets. We were sold out at our COVID-safe capacities and saw high visitation across our summer weekends, Christmas time and New Year school holiday period.

This period saw another challenge – the lack of trained hospitality staff. Like other regional tourism businesses, we were short-staffed and not able to secure much help from manpower agencies. The hospitality team at Jenolan worked miracles to serve all visitors through the holiday periods. The guests were generally respectful of the challenges and enjoyed their time at Jenolan. Positive feedback reflected on the importance of Jenolan as a family tradition and how important it was for them to be at Jenolan.

Adapting After Road Damage

Hospitality worked closely with Cave operations to adapt visitor services to ensure access into Jenolan for all visitors. We set up a concierge service at Carpark 2, where visitors can park their cars and then Jenolan buses drove the guests to the hotel, for a more personalised check-in experience. We provided this service free of charge, to mitigate risks associated with landslides, and to ensure we followed the safety protocols of Transport for NSW.

'Eat, Dream, Explore' Package

In response to changing access conditions, we created our 'Eat, Dream, Explore' Package, that ran throughout the year (except when closed). The package included:

1. accommodation in either the historic Caves House, or the relaxed, motel-style Mountain lodge, plus
2. a guided tour of the Chifley cave, plus a guided tour of either the Orient cave or Temple of Baal cave,
3. either a 2-course or 3-course dinner, in elegant Chisolm's Restaurant,
4. full, hot breakfast including bacon, eggs, sausages, mushrooms, toast, juice, tea or coffee

Yulefest

Jenolan is very popular in winter, as visitors always hope to see snow. In July 2020, hundreds came to dine for Christmas in July (Yulefest) in Chisolm's Restaurant. Due to COVID, the meal was not the usual buffet, but pre-plated family share plates, a style which had not been tried at Jenolan before. As the cave tours were closed, children were able to visit Santa in Caves House. The feedback for the whole event was wonderful. This year, we planned a fantastic Yulefest also. Unfortunately, we had to cancel the event and reverse about \$100,000 worth of bookings after snap lockdowns for all of NSW.

The Way Forward

Jenolan is preparing for another disrupted year in Hospitality and Hotel division, due to the on-going Covid-19 pandemic and with multiple upgrades in Hotel and Hospitality assets commencing. Aside from major projects, smaller projects to improve the guest experience and safety are planned

The team is also working on new menu concepts and training hospitality staff across departments. The team is following strict COVID protocols and working on securing the site with deep cleaning and maintaining all stock at hand. We hope to put the pandemic behind us as soon as possible and return to doing what we do best - hosting Jenolan guests.

Management and Achievements – Technical Services

Introduction

The Trust's Technical Services department maintains all Trust visitor assets, including buildings, cave infrastructure, car parks, roads, tracks and trails. It maintains and operates waste and sewerage systems, power, water and gas utilities. The Technical Services Team is composed of both Trust employees and external contractors. The core function is to deliver and maintain assets, both natural and built, to a reasonable standard. In 2020/21, the team was on the front line for all the disasters of the past months. The Team worked tirelessly to complete the majority of the clean-up, post floods, and remained on-site during Covid lockdowns, to manage drinking and sewer water and act as caretakers for Jenolan.

Sewage Management

In 2020-21, the sewage treatment plant operated to standards, with limited downtime. Contracted services were completed quarterly. Outside of this, the Team took advantage of the closed reserve to conduct some maintenance on the plant. This included replacing some critical components (UV filtration systems and chemical dosing systems). Monthly monitoring continued, per the environmental license. The plant requires constant monitoring to ensure this compliance. In 2020-21 the regulatory authority (EPA) had not raised any concerns with the management of the plant.

Waste Management

All sewage, septic, garbage waste, and refuse are removed and recycled where possible. Trees that are trimmed or removed are re-used for habitat creation within the reserve. In 2020-21 rubbish compaction of general waste, by the Technical Services team, was cost-effective. The worm farm continues to operate and reduces the amount of green waste going to landfill. Further, the cardboard compactor has reduced our landfill footprint, by recycling 100% of our cardboard.

Water Management

Drinking water management has been problematic, with several long-term boiled-water notices issued in the year. The Trust has a capital project in 2021 to upgrade the potable drinking water, as per the recommendations of the 2020 report from *Hunter H2O*. NSW Health has been involved with these discussions and is satisfied the Trust is moving toward a more risk-averse environment in regard to drinking water management.

Energy Management

The power supply sustained significant damage in the 2019/20 fires, and the western side of the reserve has not had grid power since January 2020. Public works were employed to reinstate the power infrastructure after 2019/20, and contractors have progressed on redesigning and installing new infrastructure to modern standards. Power should be returned in the early 2022 financial year. Further work is required to ensure the new system is more resilient to future disasters.

Accommodation Building Maintenance

The main focus was the same as the previous year, to keep Caves House safe and functioning for guests, within the constraint of budgets and limited capital. In 2021, we upgraded the sprinkler system and main fire panel in the hotel, to bring it up to standards. Also, touch up painting, and other minor improvements have been noted and recognised by visitors and other employees. In 2020-21 we had a mini works project to repair the engineer's house. Repairs include roof repairs, replacing rotten timber works, flooring, paint, gas upgrades and minor repairs.

2021-22 will see us introduce a motel refurbishment project that will include: plumbing, heating and cosmetic upgrades.

Reserve Management

In 2020-21, most of the Team's focus in the Visitor Use and Services Zone was driven by risk reduction. Slope instability and dangerous trees have been problematic, post-fire and floods, with several significant rockfalls and tree falls in crucial visitor areas. A lot of funds have been spent on mitigation of tree-risk, with tree-risk assessment and works completed for all the walking tracks and visitor's area's post-fire/flood. This has forced the Trust to close off certain areas to protect the public, but works are still ongoing, to make a specific area safe to reopen.

All walking tracks were lost in the fires, and again during the floods. *Soil Conservation Services* was engaged to reinstate the tracks under insurance, with many of the tracks reopened by the end of the financial year. Walking tracks has been a significant focus to help support visitor numbers since the caves tours have been closed due to COVID-19. Day-to-day Technical Services operations have tried to remain business as usual, including gardening and rubbish collection.

HR, Safety and Training.

Incident reporting has improved, with many of the hazards being reported and rectified immediately in the *Camms* reporting system. Two of the maintenance personnel sit on the WHS committee, which raises WHS issues to management. Training has been ongoing, both internal and external. Courses were completed on an individual basis, as determined via worker development plans and individual safety training needs.

Plant and Equipment

2020-21 had us introduce a 3.5-ton *Kabota* excavator. This plant will allow us to manage rockfalls better, as well as landslips, drain cleaning and private road management. It has been getting much use after the second flood, to rebuild areas that were impacted. 2021 also saw a changeover of the fleet, as most light vehicles were renewed, including a 3-ton tipper truck and a new passenger bus for guests.

Cave Maintenance Operations

Cave Maintenance Operations has become more integrated into the Technical Services Team. The cave maintenance operations team has utilised our team skills and expertise to develop better cross-pollination. In return, the Cave Operations team has assisted in general maintenance tasks for an average of 76 hours a week.

Cave lighting maintenance is an ongoing task. This has increased as caves have been unused, leading to increased failures of lights. We have also invested in a significant safety upgrade to install RCD's and surge protection in the caves. Future re-lighting projects have been planned for the coming year and will be included in the capital evaluation process.

Also, we have been working with the project manager on the *Working at Heights* project, as a critical stakeholder, and will continue in this role into 2022.

Looking Ahead

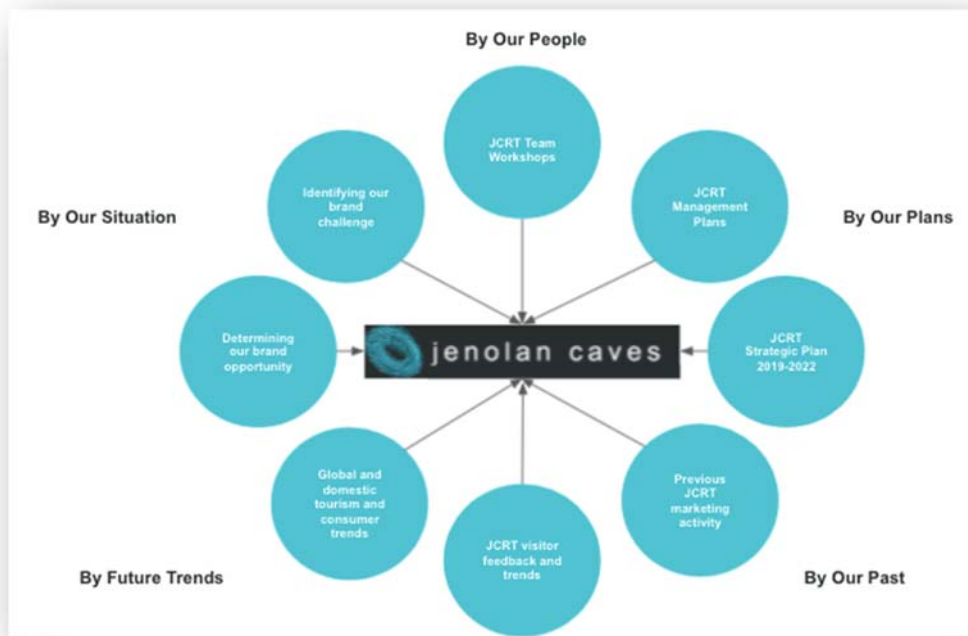
2021-22 will see many changes to visitor areas, with construction starting on several infrastructure projects. The upcoming projects make it an exciting time for all concerned. The Team will take on more responsibility for land management, including more track and trail work. Grounds and gardens will have a higher focus while the Caves House accommodation is being renovated.

Management and Achievements – Marketing

Brand Strategy

With tactical marketing a challenge (6 months of closures) the focus for marketing was on the development, and future, of our brand. It was the perfect time, following the development of our new Strategic Plan, with set goals and mission. So, this year, Jenolan embarked on developing a new brand strategy that aligned with the direction of our business.

We worked with *Destination Market Store (DMS)*, as well as our internally selected Brand Leadership Team, to develop insights and inputs to inform our direction. The strategy was also informed by a number of internal and external factors as shown below.



Challenges and Opportunity

The strategy included looking at the challenges surrounding our decline in visitation (even before the natural disasters and Covid-19). We also see the great opportunities we have ahead, including re-investment & funding, supported growth from regional tourism and our *One team, One Jenolan Experience* approach. The strategic direction of the brand now combines the natural beauty, biodiversity and significant Aboriginal and Cultural Heritage, to offer a holistic world-class experience for our guests.



Brand Blueprint

With our opportunity clearly determined, we developed our vision and purpose (our mission had already been defined in our 2019 Strategic Plan) to provide us with a directional blueprint for Jenolan. Our purpose keeps us focused on why we exist. Our vision aligns us with our goals, and our mission empowers how we will accomplish it.

Our vision is to deliver one of Australia's most life-changing natural and cultural heritage experiences ensuring it will be enjoyed, appreciated and conserved by present and future generations.

We exist to connect our visitors and community with our natural and cultural heritage in an environmentally, socially and financially responsible and sustainable manner.

**Our mission is to connect our visitors with the unique natural and cultural heritage of Jenolan Caves, and through that connection, stimulate the urge to care for and protect all such special places.
Put simply our mission is to protect and connect.**

Brand Pyramid

Market research and our Brand Leadership Team workshops determined our Brand Values, Personality, and consumer insights. This helped us form the direction of our Brand Essence and Positioning. The brand strategy was summed up in a completed brand pyramid and shared with the full Jenolan team. We are all excited about the new direction our brand is on.

Brand Identity

Our brand strategy will now inform the direction and development for our brand identity, including brand platform, tagline, logo and 'look & feel' in 2021-22. We look forward to rectifying the inconsistency of how we currently appear in the market and to creating a brand identity that we can all feel proud to be part of.

Tactical Marketing Campaigns

Given the cave tour closures for approximately 6 months, the challenge was to ensure we remained top-of-mind for our reopening, and to ensure we were not spending without benefiting from the activity. Therefore, we focussed our two campaign/spend periods, from November 2020 (when we re-opened the caves after Covid-19 restrictions eased) and May 2021 (when we reopened the precinct after the March 2021 floods). During the rest of the year, we used our own channels to communicate with our earned audiences to stay top-of-mind.

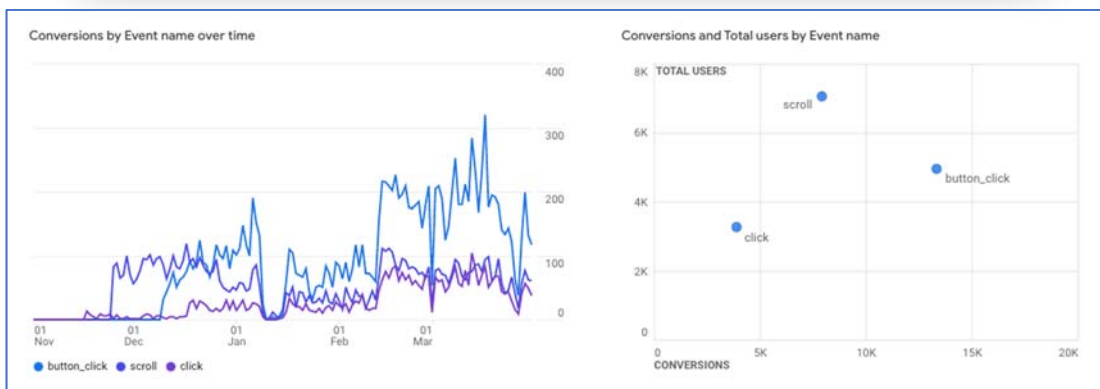
Reminiscence Campaign

The strategic development and creative direction for *Reminiscence* began in the 2019-2020 financial year and continued into 2020-2021. With the major business interruptions, the launch timing, content and direction shifted a number of times. However, the core essence of the campaign remained – to draw on our history and people's love and memories of Jenolan - asking them to 'time travel' into the past (in just 2.5hrs!).

The campaign was featured across social media channels, online banners, Youtube video, Google Ads and search engine marketing. Each of these channels directed our audience to a campaign microsite, that allowed our information for our target market to be very campaign focused. Once viewers arrived on the microsite and were keen to book, they were re-directed to jenolancaves.org.au, to complete their booking.

One of the major draw cards to the microsite was the opportunity to win an overnight stay and dining in Caves House plus a private cave tour. To enter, microsite visitors were asked to tell us of a memory they had (or would like to create) at Jenolan Caves.

From November 2020 to end of March 2021 (when we closed due to flood damage) we had over 33,000 visitors to our microsite. Of those, over 13,000 clicked through to our main website – an almost 40% conversion rate.



For the competition, we received over 1,000 heart-warming entries, here’s a taste of just some of the wonderful memories people have created at Jenolan over the years:

“Walking through the ancient crystal lined caves, down a spiral staircase etched from the rock wall to see a magically crystal clear underground river was simply breathtakingly beautiful. Such beauty is never seen above ground and was the highlight of my time at Jenolan Caves.”

“I first came to Jenolan as a 6 year old child with my parents and have to this day the fondest memories of that trip. Since then I took my husband on our first wedding anniversary to Jenolan and have since been back with my son as an 8 year old to stay again and enjoy/ share a place that I consider absolutely magical from all the cave tours we did to the Blue Lake, walking trails, wildlife etc. Caves House, the cave tours and the whole experience is such a happy, nostalgic place for me!!”

*“Then: Stepping into an underground wonderland with one of my oldest friends
Now: watching her kids faces as they experience the wonder too!”*

“Jenolan Caves so many firsts. First date, first kiss, first anniversary. Still our favourite go to 47years later. First held hands & still holding on.”

It was difficult to choose a winner, but we eventually chose this entry, which wonderfully described the amazing holistic experience of Jenolan:

“Old world charm, fresh clean air, misty mornings, evening walks around the caves, wombats, rock wallabies, birds and lizards to accompany you, and possums too!”

Finally, the campaign also had a mechanism to sign up to our e-news, and we had over 800 people opt in, a great achievement that allowed us to generate a far longer term relationship and connection beyond the campaign.

The media cost of the campaign was approximately \$15,000. Although our Google Analytics was not set up to directly report on the revenue conversion for the campaign, our website traffic increased by 100,000 over last year.

Dine and Discover Campaign




With the launch of the NSW Government initiative *Dine & Discover* in April 2021, we spent our flood closure period gearing up for a tactical campaign promoting key *Dine & Discover* products including:

1. Caves Products:

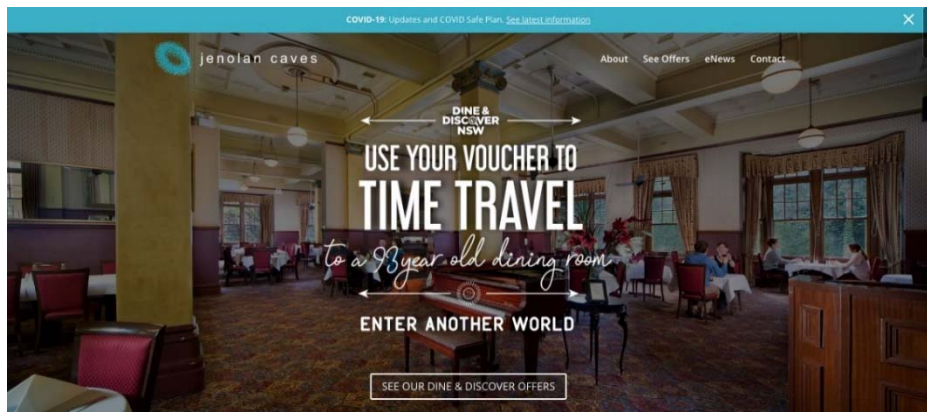
- a. *Dine & Discover* Combo: Buy one cave, get the second for your *Dine & Discover* voucher
- b. *Dine & Discover* Single Cave: Put your *Dine & Discover* voucher towards the cost of a cave ticket
- c. *Dine & Discover* Locals: Get a cave tour with your *Dine & Discover* voucher

2. Dining Products:

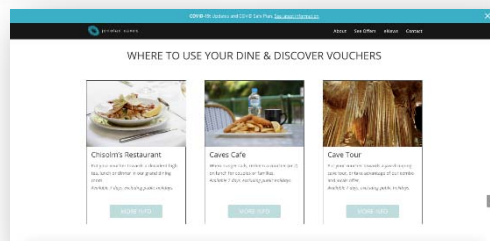
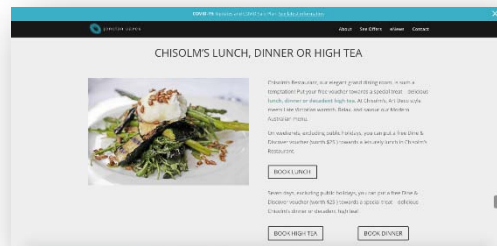
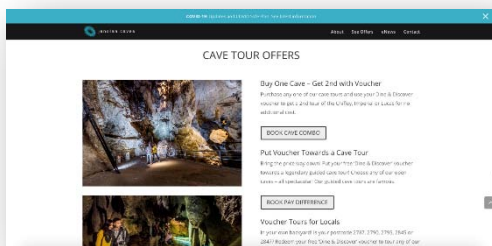
- a. *Dine & Discover* High Tea: Put your *Dine & Discover* voucher towards the cost of a high tea
- b. *Dine & Discover* Lunch: Put your *Dine & Discover* voucher towards the cost of a Chisolm’s lunch
- c. *Dine & Discover* Café: Put your *Dine & Discover* voucher towards the cost of your café order (including some great combo meals)

		
<p>The Caves Cafe</p> <p>Handy packages! When hunger calls, redeem a free voucher (or 2) on a lunch package for couples or families. Find out more.</p>	<p>Chisolm's Restaurant</p> <p>Put your free voucher towards a decadent High Tea or leisurely weekend lunch, in our Edwardian grand dining room.</p>	<p>Guided Cave Tours</p> <p>3 great ways! Put your free voucher towards a jaw-dropping cave tour, or a cave combo deal or a 'locals' deal.</p>

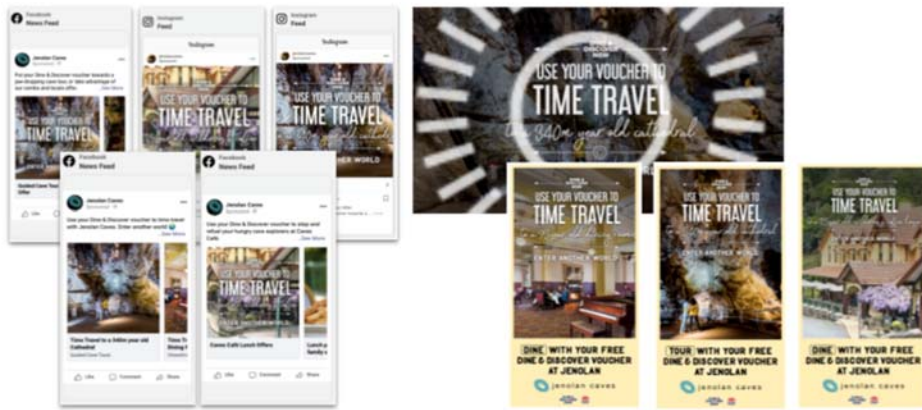
For local visitors, it meant they could visit a cave and get a delicious café meal with their *Dine & Discover* vouchers and only pay \$1 for their outing – a bargain! We supported the program with a paid media campaign and dedicated microsite. The campaign creative still sat under the ‘Time Travel’ creative banner, so as not to dilute our message or brand, however it had a much stronger call to action for people to spend their vouchers at Jenolan.



The microsite and creative was simple and direct about the offers, with clear links on how to book.



The campaign featured static and video assets across Facebook, Instagram and Google Display Ads.



We launched the campaign in late May, once we had re-opened after the floods. We planned to run it until the end of June. However we extended it, given the NSW Government’s decision to extend the program, the low usage of vouchers and the lockdowns that were beginning across the state.

We had almost 6,000 users to the microsite, and of those users, over 2,600 clicked through to our main website to book or get more details - an almost 45% conversion rate. Google and Facebook were our best performing channels.

It was a great initiative from the NSW Government, to increase leisure spend in NSW, although we had to overcome some operational hurdles to maximise the program. These included website updates, creating the experiences in *Booking Boss* and training our team regarding voucher redemption.

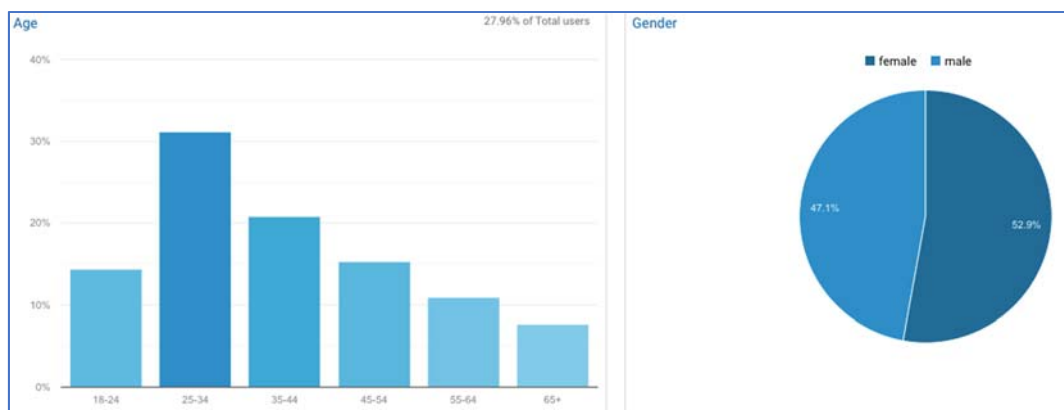
Between May and the end of June 2021, over 2,000 cave and dining experiences were purchased with Dine & Discover vouchers. It was approximately 25% of total bookings over the period. These bookings brought in over \$46,000.

During approximately 2 months, approximately \$2,000 was spent on media for the campaign. The campaign continues to run in 2021-2022 financial year.

Website

Website visitation was significantly up for this financial year compared to the previous 2 years. We had over 503,000 viewers on the website, which was a 30% increase over last year. Even compared to the higher financially performing 2018-2019, our website visitation was up 16%.

We also reached our second highest daily website visitation since the development of our website, with over 3,600 people visiting our site in a single day (3 Jan, 2021).



Demographics

The highest website user group was age 25-34, followed by age 45-54, with a fairly even split between male and female. This follows the same trend as 2019-2020.

Unsurprisingly, given the lack of travel ability in 2020-2021, Australian’s were over 92% of our website users, with 87% of those from NSW.

Given Covid-19 cave tour group size limitations, and road access restrictions, there was a significant push across our communications for people to book online (and not to visit Jenolan without prior booking). This may explain the significant increase in website visitation. Over 23,000 tickets were purchased online, which was approx. 60% of the total tickets purchased, generating \$710,000.

Organic search, direct search, referral and Facebook are our top acquisition channels. Visitnsw.com and bluemts.com.au are our greatest referral websites.

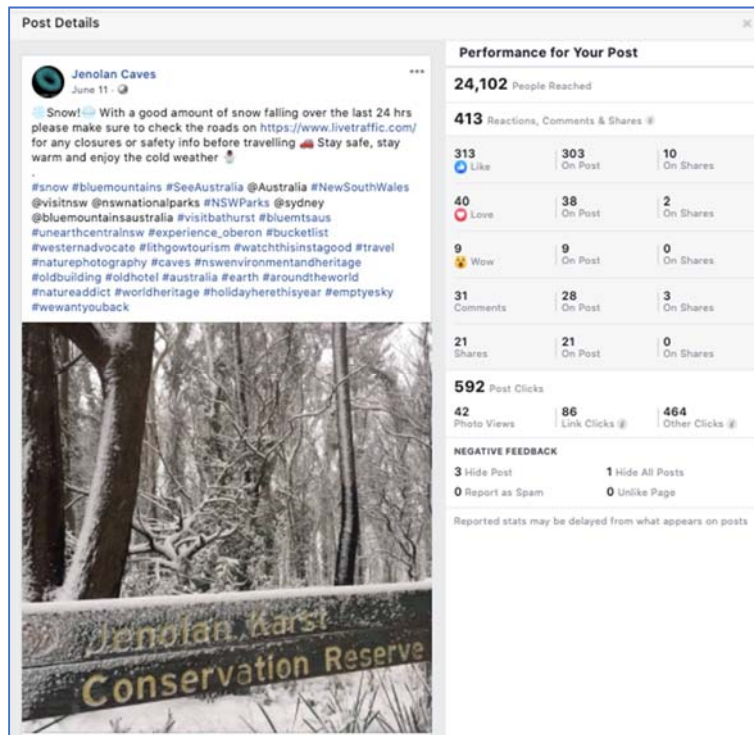
With the increase in website visitation, our site’s shortcomings are becoming more evident, not only internally but externally. Following our brand identity work and digital strategy, we are looking forward to the possibility of a new website launch in 2021-2022. It will further enhance our guest experience right through their purchase funnel journey.

Social Media

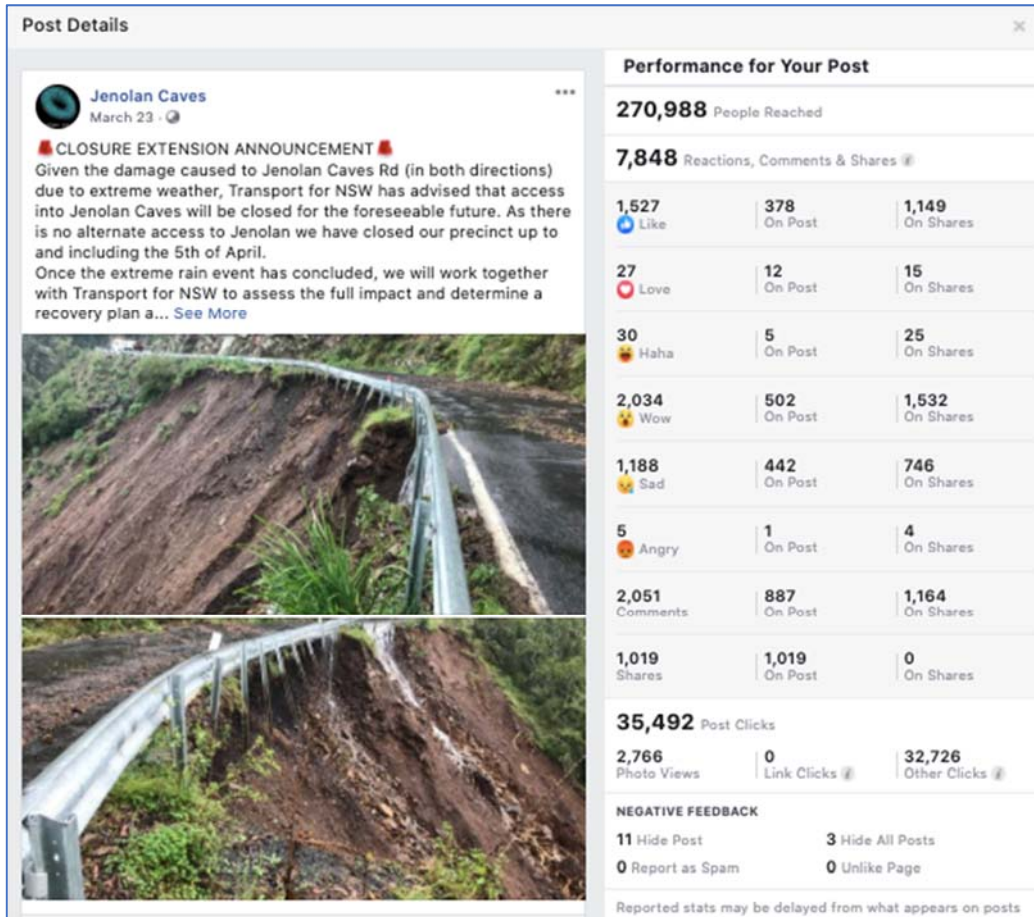
Facebook continues to be our core social channel. We used the channel to keep our community base engaged and our brand top-of-mind. It is also a key outlet for information about key events: re-opening after Covid-19 restrictions lifted, closures due to March floods, re-opening (and operational changes) in May, snow closures and road closures. Our Facebook page ‘likes’ grew steadily, with an increase of over 3,000 in the 2020-2021 financial year. We reached the 60,000 mark.

Average ‘reach’ for posts was around 3,800. Reactions are our largest engagement activity (as opposed to comments or shares) with ‘Like’ being the strongest reaction - with barely any negative sentiment amongst the community.

Total webpage views spiked in August (snow post), November/December (cave re-opening after Covid-19 closures) and March (flood closure and damage posts) and May (re-opening after flood closure). Main source of webpage views came from Facebook. The major spikes in Facebook page likes, reactions, reach and views are due to the following snow and flood damage posts. It’s no surprise in regards to the engagement on the snow photos, as we see that trend every year. However, with regards to the flood damage/closure posts, we were humbled by the amount of compassion our community shared with yet another natural disaster affecting Jenolan.



Over the financial year we posted approximately 150 times, an average of 1 post every 2.4 days. The content ranged from core cave and precinct visuals and digital tours, interesting Jenolan facts, key cultural event posts (such as NAIDOC week or Cave Animal of the Year etc.) that held relevance for our brand. We also posted many informational posts around closures, openings, operational changes, sold out tickets, snow closures and roads closures, to keep our community informed.



During our Covid-19 closure in 2020, the team took the time to map out a calendar of key Jenolan historical dates as well as key Australian event and cultural dates with the aim of developing a content calendar of posts and blog articles. This content calendar, as well as the engagement learnings, is a great starting point for the social strategy and content streams work that will undertake in the 2021-2022 financial year.

Blogs and E-News

Over 50 blogs articles were written in the 2020-2021 financial year. We used the channel to keep our community base engaged between multiple closure periods. Approximately 23 e-News were also issued, averaging almost 2 e-news articles per month. E-news content focused heavily on historical, topical or cultural events relevant to Jenolan. Some e-news featured key offers and operational information for our e-news community to stay informed.

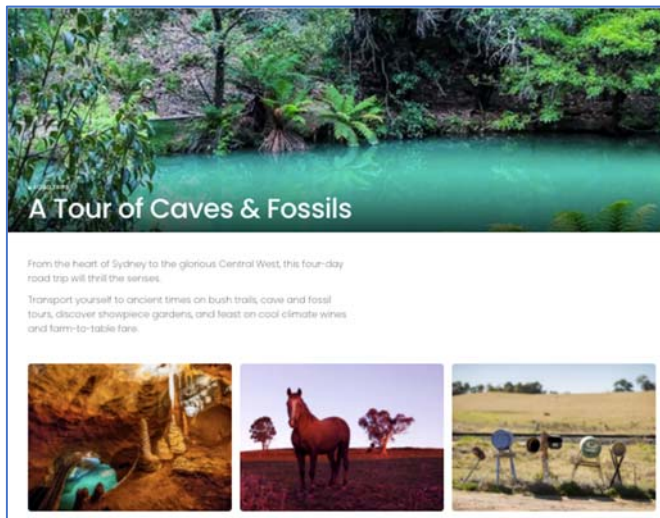
The average open rate was 17.1% (approx. 8,000 readers). Average click-through rate was 1.1% (520 clicks). The performance of the e-news articles remained fairly consistent across the financial year. Although we saw an approximately 3-5% increase in open rate during our closure periods.

Best performing was this e-news from August 2020.

Our blog articles achieved over 34,000 page views, and we had over 16,000 people enter our website through the blog links. This is a significant increase from the previous year (34,000 vs. 12,000). It really demonstrates the dedication to the blog/e-news strategy in continuing to connect with our community in 2020-2021.

Page	Page Views	Unique Page Views	Avg. Time on Page	Entrances	Bounce Rate
	34,793 % of Total: 1.28% (2,714,766)	31,207 % of Total: 1.90% (1,645,817)	00:01:21 Avg for View: 00:00:58 (38.77%)	16,223 % of Total: 2.34% (664,249)	31.74% Avg for View: 26.66% (19.05%)
1. /blog	8,375 (24.07%)	7,861 (25.19%)	00:02:45	613 (3.78%)	0.00%
2. m.jenolancaves.org.au/blog	2,886 (8.29%)	2,658 (8.52%)	00:02:35	91 (0.56%)	1.10%
3. /about/blog/	1,080 (3.10%)	576 (1.85%)	00:01:02	196 (1.21%)	33.16%
4. /about/blog/quiet-people-have-the-loudest-minds-stephen-hawking/	668 (1.92%)	606 (1.94%)	00:00:30	558 (3.44%)	25.81%
5. /about/blog/here-comes-the-bull/	630 (1.81%)	578 (1.85%)	00:01:21	527 (3.25%)	44.21%
6. /about/blog/ford-fat-jack-a-legacy-of-triumph-and-tragedy/	613 (1.76%)	553 (1.77%)	00:01:21	479 (2.95%)	45.93%
7. m.jenolancaves.org.au/about/blog/quiet-people-have-the-loudest-minds-stephen-hawking/	565 (1.62%)	528 (1.69%)	00:00:01	501 (3.09%)	1.00%
8. /about/blog/1919-spanish-flu-was-an-unwelcome-visitor-at-jenolan-caves/	563 (1.62%)	535 (1.71%)	00:00:51	469 (2.89%)	42.00%
9. /about/blog/spinechilling-stories-from-the-underworld/	548 (1.58%)	502 (1.61%)	00:01:06	383 (2.36%)	24.80%
10. /about/blog/1960s-memories-of-jenolans-blue-lake/	520 (1.49%)	488 (1.56%)	00:00:42	375 (2.31%)	14.67%

Partner Activity



We continued to partner with our local Visitor Information Centres and tourism groups in Oberon, Bathurst, Lithgow and the Blue Mountains, as well as the National Parks and Wildlife Service, Destination NSW and Tourism Australia, to promote Jenolan via their membership bases. For example, we featured in Destination NSW’s roadtrip campaign, both on their campaign site and in sponsored Facebook ads.

We continued free fortnightly interviews with local Bathurst radio station 2BS, sent through suggestions for National Parks and Wildlife Service ‘Naturescapes’ updates, updated information in Oberon’s tourism guide as well as Lithgow’s website and the

Australian Tourism Data Warehouse (ATDW) that feeds information into Tourism Australia and Destination NSW.

We attended Oberon Business and Tourism Association (OBTA) meetings, to keep up to date with tourism trends in the regions and share the many operational updates occurring at Jenolan. As part of the *Field to Forest festival*, we developed a complimentary menu featuring mushrooms given they were the focus of the festival. Unfortunately, we closed during the festival period due to floods, but we will continue to support and partner with Oberon’s events in 2021-2022.

In 2021-2022, following our brand strategy and identity, we plan to develop a more comprehensive public relations strategy involving our core partners and key travel blogs/sites, to further extend our reach and exposure.

Expenditure

Given the unexpected closures for 6 months when we did not require tactical marketing activities, final expenditure was well under budget.

Looking forward to 2021-2022, our marketing budget will again be less likely to have major expenditure for tactical marketing, but more focus on setting future strategies, such as market segmentation, digital strategy, social strategy, PR strategy, as well as interpretation and signage. It's going to be an incredibly important year for setting the future of our brand and one that will benefit from the work done in 2020-2021.

Management and Achievements – Information Technology

During 2020/21 the Trust has continued to see the installation of new PCs for various roles around the site. The Trust has further improved data security with additional remote daily backups and increased firewall protection.

Cyber Security Annual Attestation Statement

I, Andrew Nicholls- Administrator, am of the opinion that Jenolan Caves Reserve Trust have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives for Jenolan Caves Reserve Trust.

Risks to the information and systems of Jenolan Caves Reserve Trust have been assessed and are managed.

Jenolan Caves Reserve Trust is doing the following to continuously improve the management of cyber security governance and resilience:

- Developing a cyber incident response plan,
- Prioritising the implementation of Essential 8 mitigation strategies,
- Reviewing all existing cyber security and technology policies to ensure alignment with the cluster and the NSW Government Cyber Security Policy.



.....
Andrew Nicholls
Administrator – Jenolan Caves Reserve Trust.

23/08/2021

.....
Dated

Customer Response

Visitor monitoring continued through 2020-21, to capture visitor sentiment and complaints on a range of issues. Feedback is obtained via the following methods:

- customer feedback surveys (on-line and paper based),
- feedback provided to staff, and
- feedback to online third-party providers, such as Trip Advisor.

The collected data is evaluated, discussed at management meetings and used in the development of management actions.

Research and Development

Wildlife observations

Guides Dr Anne Musser, Michael Collins and others have recorded several interesting wildlife sightings over the past year. Dr Eren Turak of NPWS is reconfiguring the Jenolan CyberTracker app, which downloads data to BioNet, the eventual repository for the records collected here. New records include three vertebrate species previously unknown from Jenolan Karst Conservation Reserve (JKCR). Also noted were differences in species abundance and occurrence, some changes almost certainly a result of the altered environment at JKCR after the bushfire/flood emergencies of last year. The following observations were made when time allowed, and do not suggest a comprehensive wildlife survey of the area.

New species records:

- A **blind snake** (genus *Anilius*, family Typhlopidae): two individuals were found during the summer, both near the Grand Arch, and will be taken to the Australian Museum for identification and curation in the Herpetology Collection. Blind snakes should be expected to occur at JKCR, since the Bandy-bandy (*Vermicella annulata*), known to be at Jenolan, feeds almost exclusively on blind snakes. A Bandy-bandy was found near the Grand Arch at around the time the blind snakes were found.
- **Hoary-headed Grebe** (*Poliiocephalus poliocephalus*): seen at the Blue Lake over a period of several weeks in December 2020-January 2021.
- A large flock of **Little Corellas** (*Cactaua sanguinea*) seen at the Blue Lake in October 2020 (possibly here because of the more open landscape after the bushfire of December 2019).

Other rare species sightings:

- **Rakali** (Water Rat, *Hydromys chrysogaster*): a Rakali was photographed diving into the Blue Lake by a remote camera used for platypus monitoring. The last known sighting at JKCR was in 2008.
- **Collared Sparrowhawk** (*Accipiter cirrhocephalus*): one individual was seen over several days in February 2021. There is otherwise just a single record from JKCR for this species (per the OEH Faunal Survey 2011-12). It was observed harassing three Wedge-tailed Eagles and was also caught on remote camera in a spot where platypuses and other small mammals traverse the dam to go from the Blue Lake to the Jenolan River downstream.
- **Sooty Owl** (*Tyto tenebricosa*) seen at the Lucas Balcony by Michael Collins in April 2021.
- **Greater Glider** (*Petauroides volans*): several individuals have been seen post-fire over several months near the cottages at the top of the Two-Mile Road. The cottages and many of the trees in close proximity to them were spared during the bushfire, providing a refuge for the gliders.
- **Koala** (*Phascolactos cinereus*): a lone individual was sighted in August 2020 at the top of Carlotta Arch by caver Justin Wilkinson.

Birds

Birds considered to be of post-fire concern (as listed for the Greater Blue Mountains World Heritage Area in the Key Biodiversity Areas/Birdlife Australia Report, 2020-2021):

- **Yellow-faced Honeyeater** (*Lichenostomus chrysops*): although this evidence is only anecdotal, these honeyeaters seem to have become less abundant over the past year, although they have been heard somewhat more often over the past month. Conversely, Lewin's Honeyeater (*Meliphaga lewinii*) seems to have increased in abundance.
- **Rock-warbler** (*Origma solitaria*): Rock-warblers were sighted in October and November 2020 near Carlotta Arch and Grand Arch, but seem to be less common than previously, especially noticeable around the Grand Arch where they used to be seen fairly often.
- **Flame Robin** (*Petroica phoenicea*): seen regularly, especially at higher elevations at JKCR, although they are sometimes at lower elevations, especially when it snows at the top of the Reserve.
- **Black-faced Monarch** (*Monarcha melanopsis*): rare at Jenolan, this species was seen or heard around the Blue Lake and River Walk from October 2020 and through most of the summer (its distinctive call was even incorporated into a Lyrebird's repertoire).

- **Gang-gang Cockatoo** (*Callocephalon fimbriatum*): sightings of these seem to have become more rare, with just one sighting made this past year (along the Five Mile Road by Cottage 15).
- **Red-browed Treecreeper** (*Climacteris erythroptera*): this species, although not abundant, was regularly seen at the top of the Two-Mile Road over last autumn and winter, and most recently this month at the Old Schoolhouse (August 2021).
- **Superb Lyrebird** (*Menura novaehollandiae*): lyrebirds, rare at the end of the drought in 2019, have been quite numerous over the past year, especially around the Blue Lake and River Walk during the summer of 2020-2021.

In addition, JKCR was awash in weeds over the past summer, as were all areas burnt during the bushfires of 2019-2020. This may account for changes in observed butterfly species abundance; species like Caper Whites, Meadow Argus, Yellow Admirals and Wanderers (Monarchs) were in unusually great numbers and were found in most areas of the Reserve. However, smaller native species like skippers and grass darts appeared to have declined in numbers. A species not yet recorded at Jenolan, the Common Crow (*Euploea corinna*), was seen at the Hydro Dam in December 2020.

Platypus monitoring

Dr Anne Musser (Jenolan Caves/Australian Museum) has been working with Technical Services over the past year to monitor Jenolan's platypus population, probably three to five in number, whose habitat had been adversely impacted by the massive flood of February 2020. The Blue Lake – prime platypus habitat – was filled with gravel, rocks and other sediment, as were other areas upstream and downstream of the lake (Surveyors Creek/Dam and the Jenolan River respectively). Draining of the lake, excavation of sediment and refilling of the lake was done by DPIE's Soil Conservation Service and completed in November 2020. During these activities platypus habitat, especially earth banks with consolidating and overhanging vegetation, was maintained and replacement of varied benthic habitat, to facilitate recolonization by macroinvertebrate prey species, was carried out. A second, even more destructive flood in March 2021 refilled the lake again with gravel and rock.

Platypuses are a species of growing conservation concern because of reduction in numbers and loss of populations across their historic range. Dr Musser's role has been to provide guidance for management on the impacts of earthworks on platypuses, and identify risks to platypuses that might occur during excavation work. Non-invasive monitoring methods have proved successful, and include personal observations aided by digital SLR camera and video recording, along with remote cameras placed in areas where platypuses are known to transit. Dr Musser's collaborators include platypus biologist Dr Tom Grant (University of New South Wales) and Dr Eren Turak, aquatic ecologist with NPWS. Lochlan Dwyer (Guide, Caves Operations) operates the remote cameras.

Despite the fact that platypuses are regularly seen by staff and visitors at Jenolan, little was previously known about platypus numbers, movements and biology before this project began. Dr Musser's observations have shown a remarkable and unexpected range of behaviours as well as resilience to multiple disturbances. Findings of interest include:

- strong site attachment by platypuses to the Blue Lake, despite numerous disturbances over several months, highlighting the lake's importance as both a feeding site and prime burrow location
- a successful breeding event at JKCR resulting in the birth of at least one young male (an event that almost certainly occurred in a location away from the Blue Lake, although the young male used the partially drained lake extensively once it left its nursery burrow)
- an impressive ability to navigate around both natural and man-made obstacles such as waterfalls and dams; platypuses used drain holes, siphons, valves and culverts to move upstream or downstream from the Lake (disruptions to the Blue Lake may have increased use of these alternatives). One platypus was recorded making an extensive overland vertical climb to navigate a five-metre-high waterfall on the Jenolan River.
- rare documentation of platypuses using caves; two individuals were recorded entering outflows from caves on both the north and south side cave systems
- precocious behaviour by the young male, who showed apparent curiosity and fearlessness when feeding in close proximity to workers

- interspecies interactions, including what looked like possible competition between a male Platypus and a Water Dragon attempting to share the same shelter.

At least two platypuses have been seen since the flood of March 2021. Jenolan's platypuses have therefore weathered two massive flood events as well as the bushfire emergency of 2019-2020, showing a great deal of resilience in the face of challenging environmental changes. However, conditions are still far from optimal. Platypus activity now appears more limited than it had been before the floods and fire. Monitoring will continue to be an important means by which to gauge the health of our platypus population and to formulate plans to deal with future challenges.

Note - No scientific conferences were attended by Jenolan staff in 2020-2021 because of COVID-19 restrictions. External researchers with ongoing projects at Jenolan were likewise restricted in access to their research sites, although to date no projects have been terminated.

Cave spider surveys

Dr Helen Smith from the Australian Museum reports that the focus of spider survey activity during 2020–2021 pivoted around the effects of fires and floods, although scheduling was impacted by COVID-19.

Surveys were carried out in January and June 2021, both periods primarily focussed on caves that had been cleaned after the 2020 floods and surrounding areas subsequently affected by the March 2021 floods.

The Lucas Cave troglobite was found to be less frequent in its original stronghold in Mafeking Chamber but quite widely distributed in the Exhibition Chamber and nearby chambers and into the start of the River / Cerberus.

However, some of these latter spiders were heavily impacted by the March 2021 flood event, where we estimate the water level in Cerberus reached approximately three metres above normal. A troglophile only previously recorded in one area of Lucas was found in various spots almost through to the Grand Arch (but all in dark zone areas). This is the species currently with an overseas expert awaiting description.

Another more widespread troglophile, *Baalzebub* sp. that had not officially been recorded in the southern show caves previously (although photographed by A. Musser prior to our current surveys) was found in Cathedral Chamber.

The trogliphilic harvestman *Holonuncia cavernicola* was seen in both January and June. It is likely that these species are now occurring more frequently close to paths due to lack of visitors through these normally high-traffic areas.

Jenolan Tourist Caves Survey Project 2020-21

The opportunities to carry out survey fieldwork have been extremely limited due to access limitations and COVID. The field survey data collection was undertaken by a small team led by David Martin. In the Chifley Cave, survey data was obtained for a three-dimensional representation of the tourist path and associated passage dimensions. This was conducted to a level of detail that captures individual steps and handrail posts in the tourist path and an accurate passage profile via multi point surveyed cross sections. To do this, David Martin developed new cave surveying techniques and customized software to compute the survey and present it in a graphical form. The cave work and computing are nearing completion. It is proposed to present this special long section in a format that can be used for presentation to tourists and cave and asset management.

Work on electronic archiving of survey field records has progressed. Purpose is to ensure good quality scans are available of the field data, sketches and historical surveys held by the Jenolan Caves Project. A report covering the surface control network and survey data originally used for the theodolite survey and the 1998 tie-in to the MGA94 map grid to accompany the archived records is in preparation.

Mineralogy

Mineralogist Ross Pogson from the Australian Museum reports that his Jenolan Caves research and field work through the Australian Museum Mineralogy section has had to be temporarily reduced due to requirements of full-time planning for the new Australian Museum Mineral Gallery, opening late 2022, as well as by Jenolan site access limitations and COVID-19 travel restrictions.

However, specimens collected at Jenolan over the last few decades under NPWS licences are being re-examined with the Australian Museum's newly-enhanced X-ray Diffractometer to see if any additional information can be gleaned using the new solid-state silicon strip X-ray detector.

Some Jenolan Caves specimens will be included in the Cave Mineral section of the new Mineral Gallery, including an ardealite-gypsum 'potato' from the Lucas Cave, originally recovered by Nigel Scanlon adjacent to the 'potato patch' in the early 1990s during track maintenance and cleaning work.

JCRT Research Facility (#16 Five Mile Precinct)

The Research Facility has limited casual occupation because of access difficulties over 2020-2021. Several workers, however, used overnight accommodation in Cottage 16, including Dr Frank Köhler from the Australian Museum (terrestrial snail survey, 08-09-20), Dr Helen Smith (spider surveys, July 2020 and January 2021); and volunteers from the Jenolan Caves Historical and Preservation Society (JCHAPS). The #16 laboratory is not currently being used for water chemical studies and is at present housing scientific equipment. Dr Musser has returned her collection of small mammal bones from the Nettle Cave owl roost deposit to #16, which had been stored at the Bathurst Fossil and Mineral Museum for safekeeping during the bushfires of 2019-2020. The return of the archives, also removed for bushfire protection, has required considerable effort by the JCHAPS curator and her team. Cottage #16 also houses the Jenolan Tourist Caves Survey Project Archive and thus has acted as a base in 2020-21 when working on the archives and cave surveys.

Work Health & Safety

Jenolan Caves Reserve Trust has an ongoing and growing commitment to safety, health and wellbeing. The previous year was incredibly challenging for the trust, with this year also proving to be just as challenging.

Flood and pandemic posed a considerable risk to the health, safety, and wellbeing of Jenolan Staff, testing their resilience and stamina. With many staff having increased commute times.

Table 2: 2019-2020 Events

Event Type	Number
Hazard	42
Injury / Illness	21
Near Miss	11
Total	74

Table 1: 2020-2021

Event Type	Number
Hazard	65
Injury / Illness	27
Near Miss	10
Total	102

In such trying circumstances, staff have excelled and made progress in improving safety across all aspects of the business. There continues to be a strong reporting culture across JCRT. Since June 2020, the Trust has reported, investigated, and implemented recommendations for over 102 incidents, comparatively this was 74 last year (total number of incidents), ranging from minor to significant.

Crucially, for 2019/2020 there were 21 injury/illness reported. In 2020/2021 the total number of injury/illnesses was 27. (Visitation for 2020/2021 was greater than 2019/2020). Additionally, 42 Hazards were identified in 2019/2020, while in 2020/2021 65 hazards were identified.

Important steps have been taken to improve the safety across the site, notably the introduction of safety interactions, a new concept for the Trust. These interactions focus on improving an organisation culture through structured and meaningful leader-led conversations. The benefits of these interactions are well documented across multiple organisations and have a demonstrable impact on safety.

The ongoing establishment of the Department of Planning Industry and Environment WHS management system continues, with WHS policy, procedures and critical risk controls approved and implemented. A suite of procedures is currently being reviewed by communities of practice.

CAMMS Incidents

It has been 12 months since the introduction of the new incident management system – *Camms*. Ongoing improvements have been made to the system, with further improvements scheduled.

Events are categorised through agency and mechanism. The agency of an event is the specific object, item, substance, material or structure that is present during the event, whereas a mechanism is the force or forces that lead to the injury or the potential of the injury (near miss and hazards).

For 2020-2021, of reported events, the lead agency has been 'Environmental Agencies' (59), and the lead sub-agency has been 'Outdoor Environment' (42). The lead mechanism of injury has been 'Falls, Trips and Slips' (36) and the lead sub-mechanism has been 'Environmental Agencies' (59).

At a site that is predominately in the natural environment, it's expected most hazard, near misses and injury's would occur outdoors, and this is consistent with the reporting.

Human Resources

Classification of Positions

Listed below is the classification, based on employees who are ongoing or temporary at their substantive levels.

	2018/19	2019/20	2020/21
Director	1	1	2
Clerk 11/12	1	1	1
Clerk 9/10	2	2*	3
Clerk 7/8	2	1	2
Clerk 5/6	2	2	2
Clerk 3/4	0	1	2
Clerk 1/2	4	3	4
Manager Caving Operations	1	1	1
Deputy Manager Caving Operations	1	1	1
Guides	18	17	16
Maintenance Officer	5	5	4
Team Leader (Maintenance)	0	1	1
Team Leader (Electrical)	1	1	1
Trades Officer	4	5	6
Customer Service Officer	22	14	6

* 22 vacant roles

Exceptional Movements in Remuneration

Effective in the first full pay period of July 2020, a 0.3% salary increase was paid, in accordance with the Crown Employees (Public Sector - Salaries 2019) Award. Salaries contained within the Crown Employees (Jenolan Caves Reserve Trust) Salaries Reviewed Award 2020 were also increased by 0.3%, consistent with government wages policy. The Statutory and Other Offices Remuneration Tribunal determined no increase for Senior Executives for the 2020/21 financial year.

Recruitment Statistics

	2020-21		2019-20		2018-19		2017-18	
	Men	Women	Men	Women	Men	Women	Men	Women
Ongoing full-time	15	11	18	8	11	10	7	7
Ongoing part-time	4	3	4	2	4	2	3	3
Temp. full-time	6	13	5	13	9	16	13	21
Temp. part-time	6	4	3	3	3	11	5	16
Casual	18	11	18	18	19	19	16	11
Total	49	42	48	44	46	58	44	58
Percentage	54%	46%	52%	48%	44%	56%	43%	57%

In all, there are 62 full and part-time positions covering the site. In addition, there is a casual workforce of 29, to supplement the Trust's team in the Cave Operations, Technical Services and Hospitality divisions.

In 2020-21, flexible working arrangements continued to be utilised by Jenolan Caves Reserve Trust.

There has been no significant decrease in staff, although recruitment has been slow, due to the multiple closures from the pandemic and natural disasters. There has been a considerable slowing of business, and this continues to change the way work is being distributed amongst the team. Recruitment is still occurring for positions that are considered essential to the continued running of the business.

The Trust's estimated full-time equivalent staff number (FTE), as at 30 June 2021, was **56.46 FTE**.

Training

Total training costs for the year were \$42,050.

Total paid staff hours for training were:

- 2017/18 \$64,210,
- 2018/19 \$33,657
- 2019/20 \$64,604
- 2020/21 \$69,643

Accredited training courses undertaken during 2020-2021 included WHS Risk Management, Food Handlers, Food Safety Supervisor, First Aid, Responsible Service of Alcohol, Fire Extinguisher Safety and Fire Warden.

Workforce Diversity

The Trust strives to ensure that its workplace is free of discrimination and harassment, and that the Trust's practices and behaviour do not disadvantage people because they belong to a particular group. Investment in diversity and inclusion initiatives will allow us to grow as an organisation and to provide quality experiences to guests and stakeholders

Jenolan Caves Reserve Trust is a stakeholder in the Department of Planning, Industry and Environment *Diversity and Inclusion Workforce Strategy 2021-2025*. This Strategy focuses on three key priorities: attract, develop and retain diverse talent, to foster a workplace culture that is inclusive, collaborative, kind, flexible, accessible and fair and to demonstrate accountable leadership through building diverse teams and driving inclusive workplace practices.

Unfortunately, Jenolan was unable to receive an individual People Matter Employment Survey (PMES) score for 2020, so is unable to report on the Diversity and Inclusion Index score. In the 2019 PMES, Jenolan achieved 58% on the Diversity and Inclusion index.

	Women	Aboriginal and/or Torres Strait Islander People	Employees whose first language is not English	Employees with a Disability
Benchmark	50.0%	3.3%	23.2%	5.6%
2020-21	46.2%	0.0%	9.9%	0.0%
2019-20	47.8%	1.0%	4.4%	1.1%
2018-19	55.8%	1.0%	8.7%	0.0%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The *NSW Public Sector Aboriginal Employment Strategy 2014-17* introduced an aspirational target of Aboriginal employment of 1.8% by 2021 in each of the sector's salary bands. If the aspirational target of 1.8% is achieved in salary bands not currently at or above 1.8%, the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

Note 3: A benchmark from the *Australian Bureau of Statistics (ABS) Census of Population and Housing* has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

Note 4: In 2017, a new NSW public sector target was announced of 5.6% of all staff with a disability or those requiring work-related adjustment to be reached by 2027.

Disability Inclusion Action Plan

The Trust is continuing to build on strategies to promote and support a workplace free from all forms of discrimination and meet accessibility compliance throughout our practices, programs and standards such as inclusive recruitment, workplace adjustments and awareness training.

Accessibility forms a part of any capital works project at Jenolan. Strategies for assisting people with special needs range from the construction of access ramps, to staff members helping visitors adjust to 'closed' cave environments. Jenolan will continue to champion and develop processes to support and remove any barriers to inclusion and accessibility through various initiatives planned in the coming years.

The Trust is a stakeholder in the *Department of Planning, Industry and Environment's Disability Inclusion Action Plan 2019-23*.

Multicultural Policies and Services Program

The Trust values the skills, experiences and perspectives of its culturally diverse workforce and is committed to supporting their needs in the workplace.

Jenolan Caves Reserve Trust is a stakeholder of the *DPIE Multicultural Plan 2021-2025*. The Trust utilises the Plan to embed multicultural principles into our everyday business through internal and external strategies. The four key areas of focus are leadership, engagement, planning and service delivery. Further to this, a key priority of the Strategic Plan for the next financial year is more accurately aligning with the DPIE policies and accurately reporting on actions from each of the plans.

Agreements with Multicultural NSW

The Trust did not enter into any specific agreements with Multicultural NSW under the *Multicultural NSW Act 2000*.

Numbers and Remuneration of Senior Executives

Number of Senior Executive Officers

Total no: Current year – 2*, previous year – 1

Females: Current year – 1*, previous year – 1

*Substantive currently on leave

Average Remuneration of Senior Executives

Band	Total	Average Remuneration Package
SE Band 1	1	\$208,519

3.49% of the Jenolan Caves Reserve Trust's employee related expenditure in the 2020/21 financial year was related to senior executives compared with 3.37% in 2019/20.

Consultants

Throughout 2020-21, the Trust supplemented internal resources with consultancy expertise. Costs excluding GST: \$88,895.00.

Requirements Arising from Employment Arrangements

The Trust did not provide personnel services to any statutory bodies.

Risk Management and Insurance Activities

The Trust has in place an Audit and Finance Committee which meets quarterly to review and manage risks.

A number of independent audits and assessments were undertaken throughout 2020/21 financial year, to mitigate risk, including Chubb, also undertook extinguisher and alarm testing and provided the Annual Fire Safety Statements for our operational areas, other risks management is assisted by PSM, Hibbs & Associates and SMEC.

The Trust is insured through Icare and has made claims this year in relation to Flood damage and Loss of Business due to Flood and Covid closure losses.

Internal Audit and Risk Management Policy

Internal Audit and Risk Management Attestation Statement for the 2020/2021 Financial Year for the Jenolan Caves Reserve Trust

I, Andrew Nicholls, am of the opinion that the Jenolan Caves Reserve Trust has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector (2015), specifically:

Core Requirements

Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS ISO 31000:2018	Compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Non-Compliant
3.2	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

The Chair and members of the Audit and Risk Committee are:

- Independent Chair, Malcolm Clinch, 1st July 2015, 30th June 2021
 - Non-independent Member 1, Jodie Anderson, 1st July 2018, 30th June 2023*
 - Non-independent Member 2, David Bragg, 1st July 2015, 30th June 2021
- * currently Cameron Chaffey whilst Jodie is on a period of leave.

Departures from Core Requirements

I, Andrew Nicholls advise that the internal audit and risk management processes for the Jenolan Caves Reserve Trust depart from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

The circumstances giving rise to these departures have been determined by the Portfolio Minister and the Jenolan Caves Reserve Trust has implemented the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
Non-Compliance	
The agency head must appoint only 'independent members' (including an 'independent chair') to the agency's Audit and Risk Committee from the panel of pre-qualified individuals maintained by the Department of Finance, Services and Innovation (clause 3.1.4).	<ul style="list-style-type: none"> • Resourcing constraints that will materially impact operating budgets, appropriate shared arrangements for compliance cannot be entered into and current or proposed alternative arrangements will achieve outcomes equivalent to the requirements. • A Jenolan Management Advisory Group (JMAG) has been established to oversight the financial and general administration of Trust matters. The JMAG comprises the Administrator, the Trust Director and senior management team. An Audit and Risk Sub-Committee of the JMAG has also been established to advise the Administrator. This committee is currently led by a prequalified and independent Chair. The Chair routinely liaises with the Audit Office on behalf of the Trust to provide assurance of the Trust's overall performance and compliance. The independent Chair of the Audit and Risk Committee is invited to the JMAG as an observer.

These processes, including the practicable alternative measures implemented, demonstrate that the Jenolan Caves Reserve Trust has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Jenolan Caves Reserve Trust.



Andrew Nicholls
Administrator
 July 2021

Funds Granted to Non-Government Community Organisations

No funds were granted to Non-Government Community Organisations.

Legal Change

The Trust was not affected by any judicial decisions.

Land Disposal

There were no land disposals.

Disclosure of Controlled Entities

There were no Controlled Entities.

Disclosure of Subsidiaries

There were no subsidiaries.

Implementation of Price Determination

The Trust was not subject to determination or recommendation of Tribunal.

Public Interest Disclosures (PID)

Under the *Public Interest Disclosures Act 1994*, each public authority is required to prepare an annual report on their obligations under this Act. This information for Jenolan Caves Reserve Trust is captured in the Department of Planning, Industry and Environment Annual Report as all Public Interest Disclosures are managed centrally by the Department.

Government Information (Public Access) Act 2009

There was one GIPA request for information relevant to the Trust.

Promotion

There were no official overseas visits undertaken by staff in the 2021/21 financial year.

Additional matters for inclusion in annual reports

Publications

The Trust publishes a variety of in-house brochures and information sheets on the services and facilities it provides, which are available to the public at various tourist sites around NSW and at Jenolan Caves.

Annual Reports

- Printing Annual Report 2020-2021
- Total external cost – Nil.

The Trust's Annual Report is available on the Jenolan Caves Reserve Trust website www.jenolancaves.org.au.

Payment of Accounts

Finance and Administration Department

The Finance Team meets the information needs of both internal and external clients. This involves day-to-day processing, reporting, advice and project participation. The Finance Team is headed by the Finance Manager, and supported by the Finance Officer, the Finance/Admin Officer and the Creditors/Debtors Officer.

Annual financial Statements

Below is a summary from the Statement of Comprehensive Income for 2020/2021, compared with 2019/2020.

Please note these results do **not** reflect the actual trading results for Jenolan for the financial year. They include grants, insurance recoveries for business interruption and expenses claims and the reduced trading results due to natural disasters and COVID-19.

	2020/21	2019/20
Revenues from continuing operations	\$16,744,000	\$8,821,000
Total Expenses (Excluding Impairment Expenses)	\$13,498,000	\$11,634,000
Profit/(Loss) from ordinary activities	\$3,246,000	(\$2,813,000)

To review the actual results, please refer to the detailed accounts following.

Time for Payment of Accounts

The Trust was not required to pay interest for overdue accounts.

Financial Statements (& Auditors Report)

The Trust did not present any unaudited financial statements in the Annual Report.

Independent Auditors' Report
and
Audited Financial Statements

(See the following pages.)

Jenolan Caves Reserve Trust
Statement by Members of the Trust
For the year ended 30 June 2021

Pursuant to section 7.6(4) of the Government Sector Finance Act 2018 ('the Act'), We state that these financial statements :

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the Government Sector Finance Regulation 2018 and the Treasurer's directions, and
- present fairly Jenolan Caves Reserve Trust's financial position, financial performance and cash flows.



Andrew Nicholls
Administrator
29-Oct-21



Cameron Chaffey
Acting General Manager

Beginning of audited financial statements

Jenolan Caves Reserve Trust
Statement of comprehensive income
For the year ended 30 June 2021

		Actual	Actual
		2021	2020
	Notes	<u>\$'000</u>	<u>\$'000</u>
Continuing Operations			
Expenses excluding losses			
Operating expenses			
Personnel services	2(a)	5,991	6,052
Other operating expenses	2(b)	5,860	3,795
Depreciation	2(c)	1,638	1,781
Interest Expense	10	9	6
Total expenses excluding losses		<u>13,498</u>	<u>11,634</u>
Revenue			
Sale of goods and services from contracts with customers	3(a)	3,243	5,022
Investment income	3(b)	77	82
Grants and other contributions	3(c)	5,060	1,273
Other income	3(d)	8,363	2,444
Total revenue		<u>16,744</u>	<u>8,821</u>
Operating result		3,246	(2,813)
Other comprehensive income			
<i>Items that will not be reclassified to net result in subsequent periods</i>			
Net asset revaluation increment/(decrement)	14	1,213	(1,799)
<i>Items that may be reclassified to net result in subsequent periods</i>			
Actuarial gains on superannuation funds	14	490	-
Total other comprehensive income for the year		<u>1,703</u>	<u>(1,799)</u>
Total comprehensive income		<u><u>4,949</u></u>	<u><u>(4,612)</u></u>

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

Jenolan Caves Reserve Trust
Statement of financial position
As at 30 June 2021

		Actual	Actual
		2021	2020
	Notes	\$'000	\$'000
ASSETS			
Current assets			
Cash and cash equivalents	4	6,383	2,381
Trade and other receivables	5	758	859
Inventories	6	162	137
Total current assets		7,303	3,377
Non-current assets			
Property, plant and equipment	8	30,103	29,371
Right of use assets	10	219	171
Total non-current assets		30,322	29,542
Total assets		37,625	32,919
LIABILITIES			
Current liabilities			
Trade and other payables	11	1,934	1,940
Contract liabilities	7	202	39
Borrowings	12	93	42
Total current liabilities		2,229	2,020
Non-current liabilities			
Trade and other payables	11	633	1,083
Borrowings	12	131	132
Total non-current liabilities		764	1,215
Total liabilities		2,993	3,237
Net assets		34,632	29,683
EQUITY			
Retained earnings/(losses)	14	1,349	(1,897)
Contributed equity	13	5,832	5,832
Reserves	14	27,451	25,748
Total equity		34,632	29,683

The above statement of financial position should be read in conjunction with the accompanying notes.

**Jenolan Caves Reserve Trust
Statement of changes in equity
For the year ended 30 June 2021**

	Notes	Contributed equity \$'000	Reserves \$'000	Retained earnings/(losses) \$'000	Total \$'000
Balance at 1 July 2020		5,832	25,748	(1,897)	29,683
Net result for the year	15	-	-	3,246	3,246
Other comprehensive income:					
- Net asset revaluation increment	09,14	-	1,213	-	1,213
- Actuarial gains on superannuation funds		-	490	-	490
Total other comprehensive income		-	1,703	-	1,703
Total comprehensive income for the year		-	1,703	3,246	4,949
Balance at 30 June 2021		5,832	27,451	1,349	34,632
Balance at 1 July 2019		5,832	27,547	916	34,295
Net result for the year	15	-	-	(2,813)	(2,813)
Other comprehensive income:					
- Net asset revaluation decrement	09,14	-	(1,799)	-	(1,799)
Total other comprehensive income		-	(1,799)	-	(1,799)
Total comprehensive income for the year		-	(1,799)	(2,813)	(4,612)
Balance at 30 June 2020		5,832	25,748	(1,897)	29,683

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Jenolan Caves Reserve Trust
Statement of cash flows
For the year ended 30 June 2021

		Actual	Actual
		2021	2020
	Notes	\$'000	\$'000
Cash flows from operating activities			
Payments			
Payments to suppliers & employees		(11,839)	(8,733)
Interest Paid		(9)	(6)
Total payments		<u>(11,848)</u>	<u>(8,739)</u>
Receipts			
Receipts from customers		3,568	4,786
Insurance proceeds		8,372	1,684
Grants and other contributions received		5,059	1,000
Interest received		5	23
Total receipts		<u>17,005</u>	<u>7,493</u>
Net cash inflow/(outflow) from operating activities	15	<u>5,157</u>	<u>(1,246)</u>
Cash flows from investing activities			
Payments for property, plant and equipment	8	(1,099)	(405)
Net cash inflow/(outflow) from investing activities		<u>(1,099)</u>	<u>(405)</u>
Cash flows from financing activities			
Repayment of lease liability		(56)	(48)
Net cash inflow/(outflow) from investing activities		<u>(56)</u>	<u>(48)</u>
Net increase/ (decrease) in cash and cash equivalents		4,001	(1,699)
Opening cash and cash equivalents		2,381	4,080
Closing cash and cash equivalents	4	<u>6,382</u>	<u>2,381</u>

The above statement of cash flows should be read in conjunction with the accompanying notes.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

1. Summary of significant accounting policies

(a) Reporting entity

The Jenolan Caves Reserve Trust (the Trust / JCRT) is constituted as a corporate body under the *National Parks & Wildlife Act 1974*. The Trust's mission is to conserve the natural and cultural resources of the Jenolan Karst Conservation Reserves, and to promote them as leading visitor destinations in a manner which is environmentally, culturally and commercially sustainable.

The principal activities of the Trust are environmental conservation, cave interpretation and provision of accommodation and hospitality facilities at the Jenolan Caves. During 2010/11 the Trust determined, in context of NSW Treasury's Policy Paper TPP05-4, '*distinguishing for-profit from not-for-profit entities*', that its operations are undertaken on a "not for profit" basis, as the making of profit is not the Trust's prime objective. The Trust continues to strive to achieve commercial revenue from its considerable natural and built assets and activities wherever practical, with any surplus funds arising from the Trust's commercial activities being fully retained within the Trust and used to maintain and protect the Caves and related infrastructure managed by the Trust.

Under the *Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2019*, the Office of Environment and Heritage (OEH) was abolished with effect from 1 July 2019. The Department of Planning, Industry and Environment (DPIE) was created, and staff allocated to perform the Trust's functions were transferred to the new Department.

DPIE provides personnel services to the Trust. Personnel services, including related on-cost expenses and liabilities, are recognised in accordance with the NSW Treasury Guidelines TC 15-07 Financial and annual reporting requirements arising from personnel services arrangements.

The Trust's financial statements have been authorised for issue on 29 October 2021.

(b) Basis of preparation

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented unless stated otherwise.

The Trust's financial statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the *Government Sector Finance Act 2018 (GSF Act)*, and
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment and certain financial assets and liabilities are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and expressed in Australian currency, which is the Trust's presentation and functional currency.

(c) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

**Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021**

(d) Accounting for the Goods and Services Tax

Income, expenses and assets are recognised net of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST component of the cash flows arising from investing and financing activities, which are recoverable from, or payable to the Australian Tax Office, are classified as operating cash flows.

(e) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(f) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2020-21:

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 is effective for the Trust from 1 July 2020. At the same time NSW Treasury Policy and Guideline Paper TPP 06-8: Accounting for Privately Financed Projects (TPP 06-8) was withdrawn effective from 1 July 2020.

Service Concession Arrangements are contracts between an operator and a grantor, where the operator provides public services related to a service concession asset on behalf of the grantor for a specified period of time and manages at least some of those services.

Where AASB 1059 applies, the grantor recognises the service concession asset when the grantor obtains control of the asset and measures the service concession asset at current replacement cost. At the same time the grantor recognises a corresponding financial liability or unearned revenue liability or a combination of both.

The adoption of AASB 1059 did not have an impact on the financial statements of the Trust.

(ii) Issued but not yet effective:

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

The following new Australian Accounting Standards have not been applied and are not yet effective (NSW Treasury mandate TC 20-08):

- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current
- AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments
- AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date

The Trust has assessed the impact of the new standards and interpretations issued but not yet effective and considers the impact to be not material.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

(g) COVID-19, natural disasters and delayed 2020-21 NSW Budget and going concern

Due to COVID-19 and Flood events this financial year, the Trust, which is a self-funded agency, has been relying on Business Interruption Insurance through Icare, which to date has provided necessary funds to continue the operations on a reduced capacity. We expect this to continue in the short term until we can recommence full operations and rely again on income generated by the Trust's business operations. Therefore, it is appropriate for the 2020-21 financial statements to be prepared on a going concern basis.

The management at Jenolan Caves Reserve Trust believes that the COVID-19 pandemic event has not caused any change to the FV of the PPE assets of the Trust.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

2 Expenses excluding losses

(a) Personnel service expenses

	2021	2020
	\$'000	\$'000
Salaries and wages (including annual leave)	5,036	5,191
Long service leave	122	94
Superannuation	406	416
Worker's compensation insurance	153	110
Payroll tax	243	215
Payroll processing charge	20	22
Defined benefit fund liability (gains)/losses	11	4
	5,991	6,052

Personnel services are provided by the Department of Planning, Industry and Environment. Refer note 1(a).

Personnel services are recognised in the period in which they are incurred.

(b) Other operating expenses

	2021	2020
	\$'000	\$'000
Consultants	245	112
Contract labour	164	125
Repairs and maintenance	1,778	476
Auditor's remuneration - audit of the financial statements	60	63
Bad debts written off / (recovered)	-	1
Bank and credit card fee	20	52
Cleaning	114	98
Insurance	87	79
Marketing	106	247
Motor vehicles	31	61
IT maintenance & supplies	105	81
Rental expense on operating leases	11	23
Telephone, postage & internet	92	112
Cost of sales	457	604
Utilities	249	293
Valuers Fees	18	-
Other expenses	2,323	1,369
	5,860	3,795

** Reconciliation - Total maintenance*

Maintenance expense - contracted labour and other (non-employee related), as above

	1,778	476
Total maintenance expenses included in Notes 2(a) and 2(b)	1,778	476

Recognition and measurement - other operating expenses

Operating expenses are recognised as they are incurred, including fees and services, contractor – projects, advertising, publications and printing and legal costs. Some specific ones are detailed below:

(i) Maintenance expense

Day-to-day servicing or maintenance costs are expensed as incurred, except where they relate to the replacement of a material part or component of an asset, in which case the costs are capitalised and depreciated. Refer note 7

(ii) Insurance

A range of insurances are carried by the Trust with the New South Wales Treasury Managed Fund. The expense (premium) is determined by the Fund Manager based on past claim experience. Insurance cover is reviewed annually to ensure adequacy.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

2 Expenses excluding losses (contd.)

(iii) Leases expense

The Trust recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

Leases that meet the definition of short-term, i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.

Leases of assets that are valued at \$10,000 or under when new.

Variable lease payments not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate, initially measured using the index or rate as at the commencement date). These payments are recognised in the period in which the event or condition that triggers those payments occurs.

(iv) Cost of sales

Cost of sales' consists of those costs previously included in the measurement of inventory that has been sold. Cost of sales is recognised upon the sale of goods and services.

(c) Depreciation expense

	2021	2020
	\$'000	\$'000
Buildings	945	935
Plant and equipment	61	168
Caves infrastructure	165	164
General infrastructure	408	462
Right of use assets	59	51
	1,638	1,781

For recognition and measurement policies on depreciation refer Note 8 and 10.

3 Revenue

(a) Sale of goods and services from contracts with customers

	2021	2020
	\$'000	\$'000
Cave tours and related services	1,314	2,750
Accommodation	731	823
Food and beverage sales	1,081	1,260
Gift shop trading	117	189
	3,243	5,022

Revenue recognition and measurement -sale of goods and services

Sale of goods

Revenue from sale of goods is recognised as when the Trust satisfies a performance obligation by transferring the promised goods. The payments are typically due to the Trust entity upon satisfaction of its performance obligations.

Rendering of services

Revenue from rendering of services is recognised when the Trust satisfies a performance obligation by transferring the promised services. The payments are typically due to the Trust upon satisfaction of its performance obligations.

Revenue from these sales is recognised based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as the sales are made with a short credit term. No volume discount or warranty is provided on the sale.

(i) Cave tours and related services

Revenue from cave interpretations and the sale of goods is recognised net of returns, discounts and allowances when control of the goods pass or the service is provided to the customer.

(ii) Accommodation

Sales of services are recognised in the accounting period in which the services are rendered. For fixed price contracts, revenue is recognised under the percentage of completion method, based on the actual service provided as a proportion of the total services to be provided. AASB 15 applies to contracts with customers that are enforceable and sufficiently specific. According to AASB 15, revenue shall be recognised when the Trust satisfies a performance obligation by transferring a promised good or service.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

3 Revenue (contd.)

(b) Investment income	2021	2020
	\$'000	\$'000
Rental income (<i>staff cottages</i>)	72	59
Interest income (<i>financial institution</i>)	5	23
	77	82

Revenue recognition and measurement -investment income

Interest income

Interest income is recognised on a time proportion basis using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

Rental income

Rental income arising from operating leases is accounted for on a straight-line basis over the lease term.

(c) Grants and other contributions

	2021	2020
	\$'000	\$'000
Treasury Funding - COVID19	750	1,000
Grants without sufficiently specific performance obligations*	1,710	273
DPIE Funding	2,600	
	5,060	1,273

*Grants without sufficiently specific performance obligations includes Restart Grants for Projects

Revenue recognition and measurement - grants and other contributions

Grants are received by the Trust to support its service delivery objectives and the funding agreements typically specify the purpose of the grants.

Revenue from funding without sufficiently specific performance obligations is recognised when the Trust obtains control over the granted assets (i.e. cash received). Where the total funding amount in a contract is not allocated to distinct milestones/performance obligations and specifies purpose only, revenue is recognised when the Trust obtains control over the funds (i.e. cash received).

No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. This is based on past experience and terms specified in the contract.

The Trust did not have any revenue from grants with sufficiently specific milestones/performance obligations (as defined in the accounting standards).

(d) Other income

	2021	2020
	\$'000	\$'000
Miscellaneous income	24	21
Insurance recoveries	8,339	2,423
Total	8,363	2,444

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

4. Current assets - cash and cash equivalents

	2021	2020
	\$'000	\$'000
Bank - trading & cheque accounts	2,647	2,231
Bank - cash management accounts	2,579	134
Special purpose grant account	1,140	-
Cash at bank and on hand	16	16
	6,383	2,381
	6,383	2,381

For cash flow statement presentation purposes, cash is cash on hand deposits held with the Trust's bank, plus floats used in daily operations.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	6,383	2,381
Cash and cash equivalents (per statement of cash flows)	6,382	2,381
	6,382	2,381

Refer note 16 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

5. Current assets - trade and other receivables

	2021	2020
	\$'000	\$'000
Trade and other receivables	724	791
Net GST	18	53
Net trade receivables	742	844
Other receivables		
Prepayments	16	15
	16	15
	758	859

***Movements in the allowance for expected credit loss:**

	2021	2020
	\$'000	\$'000
Balance at 1 July under AASB 9	-	3
Increase/(decrease) in allowance recognised in net result	-	-
Balance at 30 June	-	-
	-	-

Recognition and Measurement – receivables

All 'regular way' purchases or sales of financial asset are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The Trust holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

Current assets - trade and other receivables (contd.)

Impairment

The Trust assesses for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the Trust expects to receive, discounted at the original effective interest rate.

For trade receivables, the Trust applies a simplified approach in calculating ECLs. The Trust recognises a loss allowance based on lifetime ECLs at each reporting date. The Trust has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable. The provision matrix considered the impact of COVID-19 and recent natural disasters and took into account the following:

- increased credit risk associated with debtors as a result of poor trading conditions
- higher receivables balances (i.e. exposure at default) due to recent credit deferment policies of Government and/or late payment
- lost time value of money, if contractual payment dates are extended or amounts are expected to be received later than when contractually due.

6. Current assets - inventories

	2021 \$'000	2020 \$'000
For distribution		
Maintenance	4	5
Staff uniforms	6	6
Electrical	4	6
House Keeping	10	10
Total	24	27
For resale		
Gift shop	36	53
Caves House (incl. Bistro & Restaurant)	102	57
Total	138	110
	162	137

Recognition and measurement – inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or 'first in first out' method.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. The cost of inventories acquired for nil cost or for nominal consideration is the current replacement cost at the date of acquisition. Current replacement cost is the cost the Trust would incur to acquire the asset.

Shop stocks held for more than its use by date considered unsaleable are treated as obsolete and expensed in the net result for the year.

Generally, the amount of inventory held is small. The Trust relies on monthly stock taking to identify shop stocks and inventory held for distribution.

7. Contract assets and liabilities

	2021 \$'000	2020 \$'000
Contract assets - current		
Contract assets - non-current		
Less: impairment allowance	202	39
	202	39

Recognition and Measurement – contract assets and liabilities

The Trust does not have contract assets as at 30 June 2021 and 2020.

Contract liabilities relate to the entity's obligation to satisfy performance obligations but where funds were received at The balance of contract assets and contract liabilities at 30 June 2021 was impacted by, the value and timing of the completion of performance obligations and invoicing, as well as terms of payment under the contract.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

8. Property, plant and equipment

Current year	Buildings \$'000	Plant and equipment \$'000	Motor vehicles \$'000	Caves infrastructure \$'000	General infrastructure \$'000	Capital work in progress \$'000	Total \$'000
At 1 July 2020							
Cost or fair value	36,667	760	30	9,044	14,978	755	62,234
Accumulated depreciation and impairment	(24,010)	(555)	(25)	(2,642)	(5,631)	-	(32,863)
Net carrying amount	12,657	205	5	6,402	9,347	755	29,371
At 30 June 2021							
Cost or fair value	40,511	833	30	9,044	15,166	1,483	67,068
Accumulated depreciation and impairment	(27,477)	(614)	(28)	(2,807)	(6,039)	-	(36,965)
Net carrying amount	13,034	219	2	6,237	9,127	1,483	30,103

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below

Year ended 30 June 2021

Net carrying amount at start of year	12,657	205	5	6,402	9,347	755	29,371
Additions	-	73	-	-	188	837	1,098
Revaluation Increment	1,213	-	-	-	-	-	1,213
Transfers in/(out) (at WDV)	109	-	-	-	-	(109)	-
Depreciation charge for the year	(945)	(59)	(2)	(165)	(408)	-	(1,580)
Net carrying amount at end of year	13,034	219	2	6,237	9,127	1,483	30,103

Prior year

At 1 July 2019

	Buildings \$'000	Plant and equipment \$'000	Motor vehicles \$'000	Caves infrastructure \$'000	General infrastructure \$'000	Capital work in progress \$'000	Total \$'000
Cost or fair value	37,260	716	30	9,037	17,971	408	65,422
Accumulated depreciation and impairment	(23,587)	(388)	(23)	(2,478)	(6,451)	-	(32,927)
Net carrying amount	13,673	328	7	6,559	11,520	408	32,495

At 30 June 2020

Cost or fair value	36,667	760	30	9,044	14,978	755	62,234
Accumulated depreciation and impairment	(24,010)	(555)	(25)	(2,642)	(5,631)	-	(32,863)
Net carrying amount	12,657	205	5	6,402	9,347	755	29,371

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below

Year ended 30 June 2020

Net carrying amount at start of year	13,673	328	7	6,559	11,520	408	32,495
Additions	-	-	-	7	-	398	405
Impairment (at WDV)	(88)	-	-	-	(1,711)	-	(1,799)
Transfers in/(out) (at WDV)	7	44	-	-	-	(51)	-
Depreciation charge for the year	(935)	(167)	(2)	(164)	(462)	-	(1,730)
Net carrying amount at end of year	12,657	205	5	6,402	9,347	755	29,371

Recognition and measurement - Property, plant and equipment

(i) Acquisition of property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other Australian Accounting Standards.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

(ii) Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

The Trust does not own land. Land is reserved a national park under the National Parks and Wildlife Act 1972 and is owned and controlled by the National Parks and Wildlife Service within the Department of Planning, Industry and Environment.

(iii) Capital work in progress (WIP)

The initial recording of the payment for materials/labour/overheads on all capital works in progress is controlled by the Trust. Once the project has been fully completed, notification is provided, and the project is then capitalised.

(iv) Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis so as to write-off the depreciable amount of each asset as it is consumed over its useful life.

The useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

All material, separately identifiable components of assets are depreciated individually over their useful lives.

The useful lives applicable to each asset class are as follows:

Buildings	10 to 40 years
Cave infrastructure	25 to 100 years
General infrastructure	10 to 100 years
Plant and equipment and motor Vehicles	3 to 10 years

(v) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with TPP 14-01 *valuation of physical non-current assets at fair value*. This policy adopts fair value in accordance with AASB 13 *fair value measurement*, and AASB 116 *property, plant and equipment*.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on the perspective of market participants', using valuation techniques (market approach and cost approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer to note 9 for further information regarding fair value.

Revaluations are made with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Trust conducts a comprehensive revaluation for each class of property, plant and equipment at least every five years. Buildings are revalued every three years. The last comprehensive revaluation of buildings was performed in March 2021 and general infrastructure was performed on 30 June 2018. These revaluations were completed by CBRE Valuations Pty Ltd and Sheldon Consulting Pty Ltd respectively. The last comprehensive revaluation of caves infrastructure was performed on 30 June 2017 and was

Interim revaluations are conducted between comprehensive revaluations where cumulative changes to indicators suggest fair value may differ materially from carrying value. An interim management revaluation was completed for buildings, general infrastructure and caves infrastructure on 30 June 2021. In accordance with the Planning and Environment Cluster's policy on revaluation of physical non-current assets, as the cumulative movement in fair value was assessed as less than 6.5%, no adjustment was made to fair values in the Trust's financial statements, based on management's assessment.

Revaluation increments are recognised in other comprehensive income and credited to the revaluation surplus in equity. However, where an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the net result, the increment is recognised immediately as a gain in the net result.

Recognition and measurement - Property, plant and equipment (cont'd)

(v) Revaluation of property, plant and equipment (cont'd)

Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(vi) Impairment of property, plant and equipment

An impairment loss, under AASB136 *impairment of assets*, may be recognised when the carrying amount of particular assets exceeds its assessed fair value less costs to sell and value in use.

Non-financial assets are periodically reviewed for impairment.

Where the future economic benefits of an asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined to be the depreciated replacement cost of the asset.

09. Fair value measurement of non-financial assets

Fair value measurement and hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13 *fair value measurement*, the Trust categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the Trust can access at the measurement date.
- Level 2 – inputs other than quoted prices included within level 1 that are observable, either directly or indirectly.
- Level 3 – inputs that are not based on observable market data (unobservable inputs).

The Trust recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Refer note 16 for further disclosures regarding fair value measurements of financial assets.

(a) Fair value hierarchy

2021

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
Property, plant and equipment (note 8)				
Buildings	-	-	13,034	13,034
Caves infrastructure	-	-	6,237	6,237
General infrastructure	-	-	9,127	9,127
	-	-	28,398	28,398

2020

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total fair value \$'000
Property, plant and equipment (note 8)				
Buildings	-	-	12,657	12,657
Caves infrastructure	-	-	6,402	6,402
General infrastructure	-	-	9,347	9,347
	-	-	28,407	28,407

There were no transfers between level 1 or 2 during the year and the previous year.

(b) Valuation techniques, inputs and processes

(i) Valuation techniques and inputs:

Fair value for non-financial assets are calculated on the following basis:

Asset class	Valuation technique	Comments
Buildings	Cost	Based on depreciated replacement cost
Caves infrastructure	Cost (method approved by the Department of Planning, Industry and Environment)	Based on depreciated replacement cost
General infrastructure	Cost	Based on depreciated replacement cost

09. Fair value measurement of non-financial assets (contd.)

(ii) Highest and best use:

Non financial assets are valued on a highest and best use basis, after taking into account their restricted use.

(iii) Level 3 measurements

The Trust's non-financial assets classed as level 3 in the fair value hierarchy are valued using a cost approach given that their use is specialised in nature and they are not actively traded in the marketplace. Cost has been derived using actual costs plus reference to industry costing guides based on the characteristics of the relevant asset.

Comprehensive valuations are conducted at least every five years. Buildings are valued every three years. Interim revaluations are conducted between comprehensive revaluations to assess whether cumulative changes to indicators may change the fair value of assets materially from their carrying value. The Trust engages independent, qualified valuers with appropriate experience in the relevant level 3 category to conduct external valuations.

Annual movements in industry costing guides or relevant indices will result in corresponding changes to the fair value of level 3 assets.

(c) Valuation techniques, inputs and relationship of unobservable inputs to fair value

Type	Valuation technique	Inputs	Valuation process
Level 3- Buildings	In 2020-21 the Trust engaged CBRE Valuations Pty Limited to provide a comprehensive valuation of buildings using the depreciated replacement cost (DRC) approach to determine fair value.	<ul style="list-style-type: none"> - Current construction cost estimates as published in Rawlinson's Handbook 2020 - Actual comparable construction costs - Total and remaining useful life - Gross floor area 	The valuer has determined the fair value of buildings by assessing the replacement cost and making appropriate adjustments for age, condition and functional and technical obsolescence. As the Trust's buildings are considered specialised in nature and have heritage significance, the replacement cost is determined by using modern day equivalent materials and assets with the same size, design and function as the existing buildings, after taking into consideration any obsolescence.
Level 3- Caves infrastructure	<p>In 2016-17 the Trust's management performed a comprehensive valuation of its caves infrastructure using a method approved by the Office of Environment and Heritage (now part of the Department of Planning, Industry and Environment).</p> <p>In 2020-21 an interim revaluation was performed by management based on an assessment of relevant indices by an independent valuer.</p>	<ul style="list-style-type: none"> - Construction cost estimates based on actual costs - Total and residual useful life estimates 	This method involved applying an approved per metre cost to all items of cave infrastructure. Due to the specialised nature of these types of assets, this method developed by the Trust's employees is considered to be the only feasible method of valuing this type of infrastructure.
Level 3- General infrastructure	<p>In 2017-18 the Trust engaged Sheldon Consulting Pty Ltd to provide a comprehensive valuation of its general infrastructure assets. Fair value was determined using the DRC approach.</p> <p>In 2020-21 an interim revaluation was performed by management based on an assessment of relevant indices by an independent valuer.</p>	<ul style="list-style-type: none"> - Current construction cost estimates as published in Rawlinson's Handbook 2018 - Condition of asset - Obsolescence of asset - '3101 road and bridge construction NSW' and '3020 non-residential building construction NSW', as published by the Australian Bureau of Statistics (ABS). <p>The interim revaluation in 2020-21 indices are based on analysis of producer price indices, import indices, wage price index, local government and construction indices, as well as any currency fluctuations over the subject period. The valuer has analysed and developed a number of composite index factors, which include Civil, Mechanical, Electrical and Reticulation categories.</p>	<p>Rawlinson rates were used to develop asset unit rates, indexed to 30 June 2018 using the producer price indices for road and bridge construction and non-residential building construction, published by the Australian Bureau of Statistics. These rates were adjusted for regional indices (documented by Rawlinson) and for site factors.</p> <p>The interim revaluation performed in 2020-21 was based on relevant indices provided by an independent valuer. Management considered the assessed movement in fair value immaterial and no adjustment was made to fair values at 30 June 2021.</p>

(d) Reconciliation of recurring level 3 fair value measurements

2021	Buildings \$'000	Caves infrastructure \$'000	General infrastructure \$'000	Total recurring level 3 fair value \$'000
Fair value as at 1 July 2020	12,657	6,402	9,347	28,406
Additions	-	-	188	188
Net revaluation increment/(decrement)	1,213	-	-	1,213
Transfers in/(out) (at WDV)	109	-	-	109
Depreciation	(945)	(165)	(408)	(1,518)
Fair value as at 30 June 2021	13,034	6,237	9,127	28,398

2020	Buildings \$'000	Caves infrastructure \$'000	General infrastructure \$'000	Total recurring level 3 fair value \$'000
Fair value as at 1 July 2019	13,673	6,559	11,520	31,752
Additions	-	7	-	7
Impairment (at WDV)	(88)	-	(1,711)	(1,799)
Transfers in/(out) (at WDV)	7	-	-	7
Depreciation	(935)	(164)	(462)	(1,561)
Fair value as at 30 June 2020	12,657	6,402	9,347	28,406

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

10. Leases

The entity leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of one to five years but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Trust does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the consolidated entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows have been included in the lease liability where it is reasonably certain that the leases will be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, there were no revision of lease terms due to the exercise of extension and termination options.

AASB 16 Leases (AASB 16) requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases.

(a) Right-of-use assets under leases

The following tables presents right-of-use assets that do not meet the definition of investment property:

	Plant and equipment	
	2021	2020
	\$'000	\$'000
Balance at 1 July	171	39
Additions	106	183
Depreciation expense	(59)	(51)
Balance at 30 June	219	171

(b) Lease liabilities

The following table presents liabilities under leases:

	Plant and equipment	
	\$'000	\$'000
Balance at 1 July	174	39
Additions	106	183
Interest expenses	9	6
Payments	(65)	(54)
Balance at 30 June	224	174

The following amounts were recognised in the Statement of Comprehensive Income:

	Plant and equipment	
	\$'000	\$'000
Depreciation expense of right-of-use assets	59	51
Interest expense on lease liabilities	9	6
Expense relating to short-term leases, low-value assets and variable lease payments, not included in the measurement of lease liabilities	11	23
Total amount recognised in the statement of comprehensive income	79	80

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

10. Leases (cont'd)

Future minimum lease payments under non-cancellable leases as at 30 June 2021 were as follows:

	Operating lease \$'000
Within one year	79
Later than one year and not later than five years	238
Later than five years	-
Total (including GST)	317
Less: GST recoverable from the Australian Tax Office	(29)
Total (excluding GST)	288

Recognition and measurement (under AASB 16)

The Trust assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period in exchange for consideration. The Trust recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

The Trust recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The right-of-use assets are subsequently measured at cost. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Plant and equipment 4 to 5 years
- Buildings 2 to 3 years

If ownership of the leased asset transfers to the Trust at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. The Trust assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Trust estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognised in the net result.

ii. Lease liabilities

At the commencement date of the lease, the Trust recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the Trust; and
- payments of penalties for terminating the lease, if the lease term reflects the Trust exercising the option to terminate.

10. Leases (cont'd)

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Trust's leases, the lessee's incremental borrowing rate is used, being the rate that the Trust would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Trust's lease liabilities are included in borrowings.

iii. Short-term leases and leases of low-value assets

The Trust applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

11. Trade and other payables

	2021 \$'000	2020 \$'000
Current liabilities		
Trade payables	205	629
Accrued expenses	279	21
Personnel services (a)	1,451	1,290
Total current trade & other payables	1,934	1,940
Non - Current liabilities		
Personnel services (a)	633	1,083
Total non - current trade & other payables	633	1,083
	2,567	3,023

Recognition and measurement - payables

Payables represent liabilities for goods and services provided to the Trust and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest are measured at the original invoice amount where the effect of discounting is immaterial. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Details regarding liquidity risk, including maturity analysis of the above payables are disclosed in note 16.

(a) Personnel services

	2021 \$'000	2020 \$'000
Current		
Accrued employee costs/personnel services	151	100
Employee benefits - annual leave	489	456
Employee benefits - long service leave	620	549
Defined benefit superannuation	191	185
	1,451	1,290
Non-current		
Employee benefits - long service leave	83	49
Defined benefit fund superannuation	550	1,034
	633	1,083
	2,084	2,373

Recognition and measurement - personnel services

Employee benefits and related on-costs

Since the Administrative Arrangement Order 2014, all employees are under the employment of DPIE, therefore salaries and wages, annual leave and on-costs are classified as personnel services expenses and provisions for annual leave, long service leave and defined benefit superannuation plans are recognised as payables.

j) Salaries and wages, annual leave and associated costs

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled within 12 months of the end of the period in which the employees render their services are recognised and measured at the undiscounted amounts of these benefits. Annual leave entitlements which are not expected to be taken wholly within the next 12 months are required to be measured at present value under AASB119 Employee Benefits. As the Trust does not require staff to nominate expected periods of leave to be taken in the next twelve months, it is unable to determine a possible value for accumulated leave that may be taken after the next 12 months. The Trust considers that, as its total annual leave liability totals \$489k (2020: \$456k), the discounting of a minor component of that liability for a 1-year period would be immaterial to the total value reported.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

11. Trade and other payables (contd.)

ii) Long service leave

The liability for long service leave is measured at the present value of expected future payments to be made in respect of services provided by the employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures, and period of service. At balance date, the current liability has been determined as \$620k (2020: \$549k) and non current liability \$83K (2020:\$49K)

iii) Superannuation

The superannuation expense for the financial year comprises the Superannuation guarantee levies payable on behalf of employees during the year, as well as any contribution required to the Defined Benefit Funds as directed by the administrator of those funds, determined by using the formulae specified in the Treasurer's Directions.

Currently the Trust has net liabilities for the unfunded portion of the relevant Defined Benefit Funds. These liabilities are determined by the funds' administrator (Pillar Administration) utilising the services of professional actuaries. The liability disclosures included in these notes are in accordance with AASB119 *Employee benefits* as per advice received from the fund administrator.

12. Current / non-current liabilities – borrowings

	2021 \$'000	2020 \$'000
Current		
Lease liability	93	42

	2021 \$'000	2020 \$'000
Non-Current		
Lease liability	131	132

Details regarding liquidity risk, including a maturity analysis of the above payables are disclosed in note 16

Recognition and measurement

Financial liabilities at amortised cost

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

13. Contributed equity

	2021	2020
	\$'000	\$'000
Balance 1 July	5,832	5,832
Balance 30 June	5,832	5,832

14. Reserves and retained profits

(a) Reserves*

	2021	2020
	\$'000	\$'000
Balance 1 July	25,748	27,547
Net asset revaluation increment/(decrement)	1,213	(1,799)
Actuarial gains on superannuation funds	490	-
Balance 30 June	27,451	25,748

*includes revaluation reserve arising from periodic revaluation of the Trust's non-current assets.

(b) Retained profits

Balance 1 July	(1,897)	916
Result for the year	3,246	(2,813)
Balance 30 June	1,349	(1,897)

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

15. Reconciliation of cash flows from operating activities to net result

	2021 \$'000	2020 \$'000
Net cash used on operating activities	5,157	(1,246)
Depreciation & impairment	(1,638)	(1,781)
Increase/(decrease) in receivables	(100)	629
Increase/(decrease) in inventories	25	13
Decrease/(Increase) in trade & other payables	(22)	(392)
Decrease/(Increase) in provisions & defined benefit fund net liability	(14)	3
(Increase)/decrease in contract liabilities	(162)	(39)
Net result	3,246	(2,813)

16. Financial instruments

The Trust's principal financial instruments are outlined below. These financial instruments arise directly from its operations or are required to finance those operations. The Trust does not enter into or trade financial instruments, including derivative financial instruments for speculative purposes.

The main risks arising from financial instruments are outlined below, together with the Trust's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Trust has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Trust, to set risk limits and controls, and to monitor risks.

(a) Financial instrument

	Note	Category	Carrying amount 2021 \$'000	Carrying amount 2020 \$'000
Financial assets				
Class:				
Cash and cash equivalents	4	N/A	6,383	2,381
Receivables ¹	5	Receivables (at amortised cost)	723	844
<hr/>				
Financial liabilities				
Class:				
Payables ²	11	Financial liabilities measured at amortised cost	2,567	1,940
Borrowings	12	Financial liabilities measured at amortised cost	224	174
Contract liabilities	7		202	39

Notes :

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

The Trust determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

16. Financial instruments (contd.)

(b) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the Trust transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where the Trust has not transferred substantially all the risks and rewards, if the Trust has not retained control.

Where the Trust has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the Trust's continuing involvement in the asset. In that case, the Trust also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Trust has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Trust could be required to

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

(c) Financial risks

(i) Credit risk

Credit risk arises when there is the possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the Trust. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses or allowance for impairment).

Credit risk arises from the financial assets of the Trust, including cash, receivables, and authority deposits. No collateral is held by the Trust. The Trust has not granted any financial guarantees.

Credit risk associated with the Trust's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

The Trust considers a financial asset in default when contractual payments are 60 days past due. However, in certain cases, the Trust may also consider a financial asset to be in default when internal or external information indicates that it is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Trust.

Cash and cash equivalents

Cash comprises bank balances at the Trust bankers. Interest is earned on the minimum monthly balance.

Receivables – trade debtors

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The Trust applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Trust has identified the GDP and the unemployment rate to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 90 days past due.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

16. Financial instruments (contd.)

The loss allowance for trade debtors as at 30 June 2021 and 2020 was determined as follows:

30 June 2021						
\$'000						
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Estimated total gross carrying amount	-	-	2	-	3	5
Expected credit loss	-	-	-	-	-	-

30 June 2020						
\$'000						
	Current	<30 days	30-60 days	61-90 days	>91 days	Total
Estimated total gross carrying amount at default	25	-	23	-	-	48
Expected credit loss	-	-	-	-	-	-

Notes

The analysis excludes statutory receivables, as these are not within the scope of AASB 7. Therefore, the 'total' will not reconcile to the receivables total recognised in the statement of financial position and note 5.

The Trust is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2021. Most of the trust's debtors have a high credit rating.

(ii) Liquidity risk

Liquidity risk arises from the possibility that the Trust might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities. Prudent liquidity management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facility and the ability to close out of market positions.

The Trust manages liquidity risk by monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Due to the dynamic nature of the underlying businesses, management aims at maintaining flexibility in funding by keeping committed credit lines available. Surplus funds are generally only invested in major financial institutions.

During the current and prior years, there were no defaults or breaches on any payables. No assets have been pledged as collateral. Exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Trust may automatically pay the supplier simple interest. The applicable rate of interest for the period to 30 June 2021 was 8.01% (2020: 9.08%).

Jenolan Caves Reserve Trust
Notes to the financial statements
For the year ended 30 June 2021

16. Financial instruments (contd.)

The table below summarises the maturity profile of financial liabilities, together with the interest rate exposure.

	Weighted average effective int. rate	Nominal amount ¹	Interest rate exposure			Maturity dates		
			Fixed interest rate	Variable interest rate	Non-interest bearing	< 1 year	1-5 years	> 5 years
			\$'000					
2021								
Payables		2,567	-	-	2,567	2,567	-	-
Borrowings		224	-	-	224	93	131	-
		2,791	-	-	2,791	2,660	131	-

	Weighted average effective int. rate	Nominal amount ¹	Interest rate exposure			Maturity dates		
			Fixed interest rate	Variable interest rate	Non-interest bearing	< 1 year	1-5 years	> 5 years
			\$'000					
2020								
Payables		1,940	-	-	1,940	1,940	-	-
Borrowings		174	-	-	174	174	-	-
		2,114	-	-	2,114	2,114	-	-

Notes :

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the Trust can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the statement of financial position.

(iii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Exposure to interest rate risk arises primarily through the Trust's interest-bearing liabilities. The Trust does not have any interest - bearing borrowings. The Trust does not account for any fixed-rate financial instruments at fair value through other comprehensive income or as available-for-sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility

The following table demonstrates the sensitivity to a reasonably possible change in interest rates:

	Carrying amount	\$'000			
		1%		-1%	
		Net result	Equity	Net result	Equity
2021					
Financial assets					
Cash and cash equivalents	6,383	64	64	(64)	(64)
2020					
Cash and cash equivalents	2,381	24	24	(24)	(24)

(d) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The carrying value less impairment provision trade receivables and payables are assumed to approximate their fair values due to their short term nature. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Trust for similar instruments.

Jenolan Caves Reserve Trust
Notes to the financial statements
For the period ended 30 June 2021

17. Commitments

(a) Capital commitments

	2021 \$'000	2020 \$'000
Not later than 1 year	908	279
Later than 1 year and not later than 5 years	-	251
Later than 5 years	-	-
Total (including GST)	908	530

18. Contingent liabilities and contingent assets

(a) Contingent assets

The Trust is entitled to receive reimbursements of costs incurred due to losses of property and Business Interruption due to the bushfires, floods and COVID-19. The Trust is insured through icare for 100% of these costs and losses. The losses due but unpaid, for repairs and property expense are stated in the accounts as receivables. This has been confirmed by letter from icare.

It is not practical to estimate the total financial effect of the financial value of the Business Interruption losses of these contingent assets.

During 2019-20 the Trust submitted insurance claims relating to loss of revenue for the period January 2020 to June 2020 for losses of assets and revenue due to fires, flood and COVID-19. Since July 2020 the Trust has been relying on insurance funds for both property and Business Interruption claims. The Trust has also incurred similar losses in the current financial year from further floods and the continuing COVID-19 pandemic, we have included the property expense claims not yet paid by insurance as receivables elsewhere in the accounts. The amounts due from Business Interruption claims are impractical to estimate for contingent assets.

(b) Contingent liabilities

There were no contingent liabilities as at 30 June 2021 (2020: nil).

19. Related party disclosure

The Trust's Division was dissolved on the 24 February 2014. Personnel services are provided to the Trust by the DPIE.

In December 2016, the NSW Treasury released TC16-12 *Related Party Disclosures* to provide guidance for agencies regarding the application of AASB124 *Related Party Disclosures*.

The Trust's Key Management Personnel have been identified as the Administrator (non-Executive) and General Manager roles. Compensation for the minister is not paid by the Trust and as such no amounts are included in the disclosure below.

The Trust's key management personnel compensation is as follows:

	2021 \$000	2020 \$000
Remuneration (including superannuation contributions)	74	192
Post-employment income	7	18

During the year, the Trust incurred \$142K (2020 : \$Nil) in respect of the Key Management Personnel services that are provided by the Department of Planning, Industry and Environment.

During the year, the Trust sought declarations from the Key Management Personnel in relation to actual or potential transactions that may require disclosure. Responses from the Key Management Personnel confirmed the Trust has not entered into any arrangement or transactions with the Key Management Personnel, their close family members or entities controlled or jointly controlled by these individuals.

20. Events after the reporting period

As at 30 June 2021, the Trust assessed the impact of COVID-19 on the fair value of its financial assets, namely receivables. This was based on historical sales information, expectation of macroeconomic conditions and outlook at the time of assessment. Given continued uncertainty of the COVID-19 factor, it is possible that post 30 June 2021 there may be some new evidence that impacts this fair value assessment materially. The Trust management has reviewed the effects of COVID-19 on the fair value of PPE assets and there is no known impact on values.

There are no other known events that would impact on the state of affairs of the Trust or have a material impact on the financial statements.

End of audited financial statements.