



REMEMBRANCE PARKS
CENTRAL VICTORIA

Strategic Plan 2022 – 2025

Our Vision

honour the past | celebrate life | create memorial parks

Our Mission

preserve and maintain | compassionate service and support |
plan and provide for the future

Our Values

respect for all people, places and communities

compassion through honouring and celebrating life

community serving through engagement, planning and connections

collaboration with our industry partners, the sector, Government and our communities

RPCV is a not-for-profit organisation. All monies raised are redistributed to our cemeteries.



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Organisational Background

Remembrance Parks Central Victoria is a public entity established as one of five Class A Cemetery Trusts under the *Cemeteries and Crematoria Act 2003* (the Act) in Victoria. RPCV also carries out our broader responsibility to provide leadership, support, and assistance to Class B cemetery trusts across central Victoria.

RPCV was formed in June 1988 as an amalgamation of the former council operated Bendigo, Eaglehawk, Kangaroo Flat, White Hills, Axedale Public and Emu Creek Remembrance Parks.

On 1 July 2021, RPCV formally amalgamated both Pine Lodge and Kialla West Cemeteries into the RPCV group. On 6 October 2022 RPCV formally amalgamated Donnybrook Cemetery.

RPCV delivers service excellence with cremation, burial, and memorial services across central Victoria.

ADDITIONAL MANAGEMENT ARRANGEMENTS

Sunbury Cemetery Trust

As of 1 October 2021, RPCV has assumed responsibility for the management and operations of the Sunbury Cemetery under a management agreement working with the Sunbury Cemetery Trust.

Axedale Catholic Cemetery

RPCV has continued the partnership with the Catholic Diocese of Sandhurst and manages the day to day operational and maintenance requirements for the Axedale Catholic Cemetery.

RESPONSIBLE MINISTERS

The organisation is accountable to the Minister for Health through the Department of Health.

28 June 2022 – ongoing
The Hon. Mary-Anne Thomas MP

OBJECTIVES, FUNCTIONS AND POWERS

The RPCV Trust is a not-for-profit entity, governed by remunerated Trust Members appointed by the State Government and approved by the Governor-in-Council.

The principal guiding Act for the cemeteries sector is the *Cemeteries and Crematoria Act 2003*. Under section 15, the Trust can delegate certain operational functions and powers. The Trust sets the organisation's strategic direction, approves the annual budget and monitors performance.



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Nature and Range of Services

RPVP provides services to the community, including:

- A range of cemetery, crematoria, reception, and memorialisation services
- Provision of a range of products that meet community needs for plaques, jewellery urns and perpetual emblems
- A suite of community support and development services which include:
 - Events and educational opportunities
 - Genealogy research and advice
 - Cemetery tours
 - Volunteering opportunities
- Maintenance, preservation and restoration of significant community, cultural and heritage assets

- Enhancing sites as community parklands that are available for broader community use
- Ongoing leadership and support to key stakeholders, including Class B Cemetery Trusts across Central Victoria
- The provision of cemetery management services, including completing risk assessments, consulting activities through to project management

LOCATIONS

Axedale Remembrance Park

Cemetery Road, Axedale

Bendigo Remembrance Park

70 Carpenter Street, Bendigo

Donnybrook Remembrance Park

Malcolm Street, Kalkallo

Eaglehawk Remembrance Park

5 Victoria Street, Eaglehawk

Emu Creek Remembrance Park

Emu Creek Road, Emu Creek

Kangaroo Flat Remembrance Park

33–49 Helm Street, Kangaroo Flat

Kialla West Remembrance Park

7374 Goulburn Valley Highway, Kialla West

Pine Lodge Remembrance Park

1600 Midland Highway, Shepparton

White Hills Remembrance Park

Corner of Holdsworth Road and Plumridge Street, White Hills



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Our Impact

RPCV is steward of significant community, cultural, natural, historical and heritage assets. We are managers of significant land holdings.

Through our memorial parks, and the services we provide now and into the future, we will continuously strive towards achieving the following for our communities, users and visitors.

- Support people's grieving, remembrance and healing before, during and after end-of-life
- Focus on the living and supporting personal and community wellbeing by helping the public connect and reconnect to loved ones in the context of the history, heritage, and beauty of RPCV remembrance parks.
- Ensure that our rich and diverse communities of place, culture, religion and identity know that there is a place for them in our memorial parks, with a range of preferences for ceremonies and memorialisation, and for remembrance and reflection
- Help demystify the end-of-life, taking away fear, so that grieving and healing is possible
- Contribute to our personal and collective identity 'who we are', through connection to individual and community history and heritage 'where we came from'
- Appreciating our memorial parks and contemporary community assets that continue to grow in social value and meet the needs of our current and future communities
- Integrating with the social, cultural, historical and heritage aspects of the places where our memorial parks are located
- Striving to ensure that RPCV is a vital, valued and contemporary organisation

WHO

- People planning for end-of-life, and those who support them
- Families, friends, and others close to those who have died
- Indigenous communities
- Cultural and religious communities
- Communities of shared identity

WHO

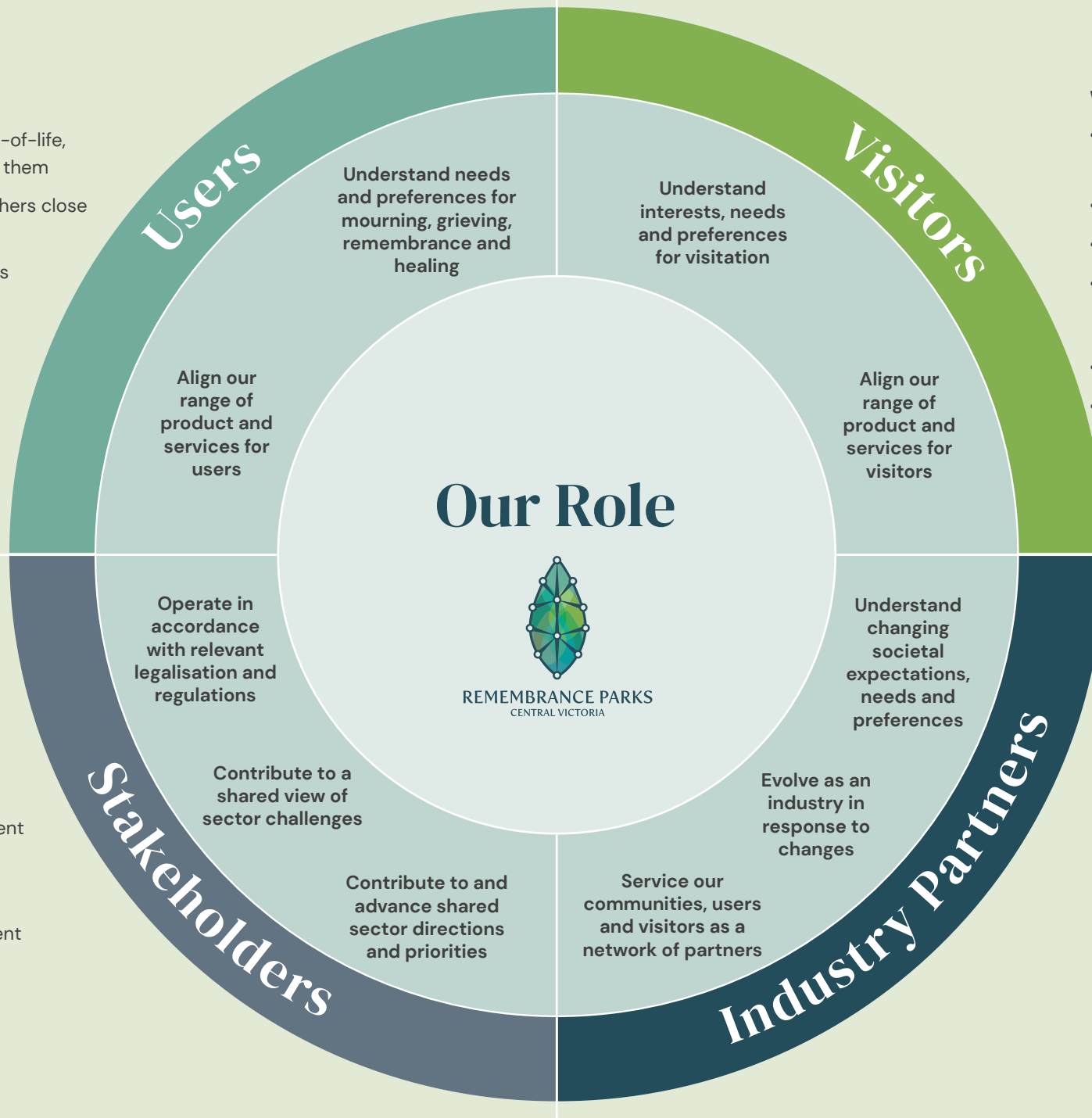
- Current and future communities of central Victoria
- The Victorian Government
- The Victorian Minister for Health
- The Victorian Department of Health

WHO

- Local and regional communities of place
- History and Heritage groups
- Genealogy researchers
- Garden clubs and other conservation-minded organisations
- Schools
- Tourists

WHO

- Class A Cemetery Trusts
- Class B Cemetery Trusts
- End-of-life service providers
- Providers of other user and visitor services
- Other special interest communities





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Key Challenges and Risks

In pursuing strategic opportunities and managing related risks we understand the need to generate sustainable value for all members of the community.

Market and community expectations are changing

There is a developing trend towards 'no-service-cremations'.

There is a widespread move from religion towards generalised spirituality. The 2021 Census has revealed increasing diversity in the religions Australians identified, reflecting continuing changes in our social attitudes and belief systems.

An increasing number of people are also reporting they are not religious, with the 2021 census showing 38.9% have no religious affiliation.

Religion is a common factor for traditional funeral practices and therefore these data indicate an emerging trend away from traditional to a wide variety of ceremonies and memorialisation.

The growing use of social media and mobile applications is resulting in more demand for personalised services.

Global financial markets continue to be volatile, impacting returns on Perpetual Maintenance Fund returns.

Sector Conditions

Current trends indicate families are choosing cremation over burials, with 63% of Victorians preferring to cremate. Research also shows 51% of families who choose cremation will scatter cremated remains outside a cemetery. RPCV operates in a regulated environment within the Cemeteries and Crematoria Act

2003, which provides a framework where the Trust can carry out the delivery of services.

Operational risks

The need for support of Class B cemeteries is anticipated to grow and will present challenges in allocation of resources.

RPCV is a not-for-profit organisation, and we are obligated to fund the perpetual maintenance of the public cemeteries we are responsible for. Government regulate prices for the services RPCV provide and annual price increases continue to be approved for adjustment in line with CPI only. The CPI increases do not align with the increases in costs of key expense items.

Increasing challenges in diversifying our revenue streams and generating revenue through greater use of our assets.

Resourcing of green burial/memorial options



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Our Strategic Outlook

As we strive to ensure that RPCV honours the past, celebrates life, and creates memorial parks that meet the needs of our diverse communities, we have formulated a plan for now and into the future.

We have taken a 10 year strategic outlook and set six strategic directions to guide our transformation through a series of 3 year strategic plans. We have described goals for each direction we aim to achieve by 2031 and how we will track our progress towards these goals.

OUR STRATEGIC DIRECTIONS

Honour and Celebrate

Deliver products and services that are compassionate and respectful of people's needs and preferences to honour and celebrate their loved ones.

Connect and Engage with our Communities

Engage with our communities, industry partners and community partnerships to support them to be more connected with us and each other.

Community Parklands

Enhance our memorial parks to be welcoming and inviting places for people to reflect and remember, enjoy and celebrate.

Support Class B Cemeteries

We aspire to be a leader in providing information and support for Victoria's Class B cemeteries.

Embed Environmental Sustainability

Embed environmental sustainability into the planning and operations of our memorial parks and the services we offer.

Strong Foundations

Ensure we have in place people, governance and resources to further enhance Remembrance Park's services for our current and future communities and meet our perpetual obligations

This Strategic Plan covers the period 2022-2025 and includes priorities that we will progress as our first 'step' towards our 2031 goals. These priorities will be actioned through each Annual Plan, as resources permit, and in line with community and stakeholder support.

We invite you to share our journey with us.

Our Strategic Directions



HONOUR AND CELEBRATE

2031 Goal

Deliver products and services that are compassionate and respectful of people's needs and preferences to honour and celebrate their loved one

WE WILL ...

- Listen to and provide choices that respect the diverse communities and cultures of our region, including our first nations people

- Support people's natural and environmentally sustainable preferences
- Diversify virtual engagement for people through digital, online and live streaming

KEY PERFORMANCE INDICATORS

Performance

- Availability of choices meaningful to people, their culture and community
- Confidence in and ease of use of choices

HOW WILL WE MEASURE PROGRESS?

- Customer Surveys

2022 - 2025 PRIORITIES

- Leverage our connections through the Community Advisory Committee to better understand our communities' needs
- Understand future customer needs and preferences for memorialisation products and services
- Expand the range of products and services to honour and celebrate life

- Collect customer engagement data to guide delivery of respectful and compassionate products and services
- Assess market viability for a centre to support people grieving and healing
- Commence implementation of initial green burial/memorial options, retail offering, and digital services and products in accordance with the Master Plans for each memorial park

*Priorities are not in any order.

Our Strategic Directions



CONNECT AND ENGAGE WITH OUR COMMUNITIES

2031 Goal

Connect and engage with our communities, industry partners and community partnerships to support them to be more connected with us and each other

WE WILL ...

- Provide spaces and places for people and groups to meet and connect

- Develop partnerships with other community organisations and our industry partners to support connections in our community
- Build and strengthen connections between the unique values of our memorial parks and the places in which they are located

KEY PERFORMANCE INDICATORS

Performance

- Volunteer satisfaction and contribution
- Community Advisory Committee diversity, degree of engagement, and satisfaction with RPCV
- Delivery of community activities in partnership with other community organisations

HOW WILL WE MEASURE PROGRESS?

- Number of community activities
- Volunteer survey
- Volunteer engagement, numbers and hours

2022 – 2025 PRIORITIES

- Develop and commence implementation of a Community and Industry Partners Engagement Framework and roadmap to guide why, who and how we engage with community organisations, industry partners, volunteers and special interest groups
- Connect and reconnect people to the unique natural, cultural, historical and heritage values of our memorial parks through provision of:

- on-site and online information, and
- a program of community engagement activities delivered through a partnership with volunteers, and interested special interest groups
- Develop and commence rollout of an information and education / communications and marketing program to share who we are and what it is that we do

*Priorities are not in any order.

Our Strategic Directions



COMMUNITY PARKLANDS

2031 Goal

Enhance our memorial parks to be welcoming and inviting places for people to reflect and remember, enjoy and celebrate

WE WILL ...

- Plan and manage our memorial parks based on our values, with a specific role for each park

- Enhance and enable people's exploration of the natural, historical and cultural values specific to each memorial park
- Hold events for the community to remember, honour and celebrate together
- Provide space for community use that complements areas for Interment

KEY PERFORMANCE INDICATORS

Performance

- Community awareness, visitation and satisfaction of community uses available at memorial parks
- Engagement in the development of community uses in the memorial parks

HOW WILL WE MEASURE PROGRESS?

- Community events
- Master Planning consultation

2022 – 2025 PRIORITIES

- Develop a Master Planning Framework to guide master plan development and implementation
- Engage with community about appropriate use of community parkland spaces, including consideration of visitor services, recreation facilities and infrastructure, and visitor information and wayfinding.
- Deliver projects to maintain and enhance the natural, historical and cultural values specific to each memorial park
- Develop an events program to promote the use of community spaces within our memorial parks
- Explore market viability for retail visitor services such as florists and cafes at our larger cemeteries
- That parks are accessible and safe for the community and employees.

*Priorities are not in any order.

Our Strategic Directions



SUPPORT CLASS B CEMETERIES

2031 Goal

We aspire to be a leader in providing information and support for Victoria's Class B cemeteries

WE WILL ...

- Work closely with Class B Cemeteries to better understand their needs

- Offer a range of services that meet Class B cemeteries' needs, and where requested support them to thrive

KEY PERFORMANCE INDICATORS

Performance

- That Class B cemeteries in our region are aware of the services we offer them, and those that use these services have a high level of satisfaction

HOW WILL WE MEASURE PROGRESS?

- Class B Cemeteries support, communications and engagement

2022 – 2025 PRIORITIES

- Continue to service requests for support and assistance
- Engage with Class B cemeteries in our region to better understand how to support them to thrive

- Engage with the other Class A cemeteries and the Department of Health to promote interest in and support for the development of a viable regional Class B cemetery support model

*Priorities are not in any order.

Our Strategic Directions



ENVIRONMENTALLY SUSTAINABLE

2031 Goal

Embed environmental sustainability into the planning and operations of our memorial parks and the services we offer.

WE WILL ...

- Plan and maintain gardens and landscapes in a manner that is ecologically appropriate to the local ecosystem and changing climate, having regard to cultural and historic values

- Nurture habitats for rare indigenous plant and animal species
- Maximise our use of renewable resources including energy and water

KEY PERFORMANCE INDICATORS

Performance

- CO2 and other pollutant emissions that meet or better Government requirements
- % renewable energy and potable water for non-human use that meet or better Government requirements
- Garden and landscape health and resilience to climate change impacts

HOW WILL WE MEASURE PROGRESS?

- Emissions estimation
- Energy and water usage data
- Records of plantings

2022 – 2025 PRIORITIES

- Develop an environmental sustainability plan to deliver on our 2031 goals
- Embed environmental sustainability into Master Plan development for all memorial parks

- Continue collaboration with the Victorian Government and the Victorian Class A Cemetery Trusts on environmental sustainability
- Collaborate with the Victorian Government and across the cemetery sector to identify options and pathways to lower emissions from cremations

*Priorities are not in any order.

Our Strategic Directions



STRONG FOUNDATIONS

2031 Goal

Ensure we have in place people, governance and resources to further enhance Remembrance Parks services for our current and future communities and meet our perpetual obligations.

WE WILL ...

- invest in our staff and volunteers by building a culture that nurtures their health and safety, creativity, innovation and high performance

- Support sound governance and leadership in all areas of RPCV performance including strategic direction, and community and partner engagement
- Ensure robust management and oversight of finance and risk
- Deliver timely and relevant services to customers and visitors
- Strengthen RPCV's financial viability and capacity to fund our strategic directions through revenue growth and diversification

KEY PERFORMANCE INDICATORS

Performance

- Customers and visitors have choice, compassion and respect, and a voice
- Net profit, revenue growth and diversification, and operating cost savings
- Perpetual maintenance fund growth
- Success in government grants and philanthropic donations for RPCV projects
- Board performance self assessment

HOW WILL WE MEASURE PROGRESS?

- Customer Surveys
- People Matters Survey
- Financial reporting
- Annual Board Performance

2022 – 2025 PRIORITIES

- Staff training and development aligned with effective performance management framework
- Governance and leadership education within the cemetery sector

- Progressively develop priorities in the areas of Historic and Heritage Custodianship, Technology, and Knowledge Management including data security
- Diversify RPCV's revenue streams and identify opportunities to grow revenue

*Priorities are not in any order.


respect | compassion | community | collaboration



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RPCV Crematorium
Bendigo Remembrance Park
Donnybrook Remembrance Park
Eaglehawk Remembrance Park
White Hills Remembrance Park
Kangaroo Flat Remembrance Park
Emu Creek Remembrance Park
Pine Lodge Remembrance Park
Kialla West Remembrance Park
Axedale Remembrance Park