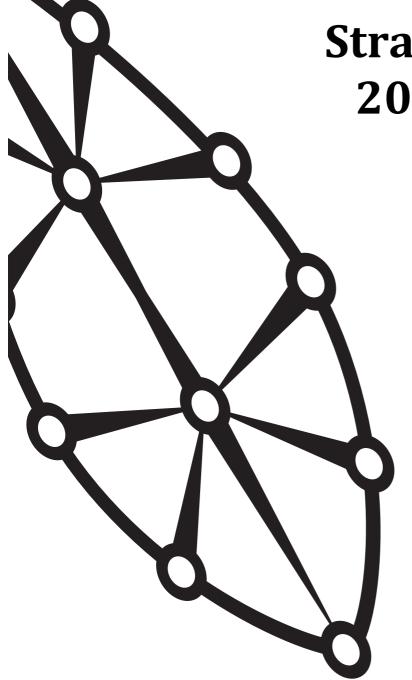
REMEMBRANCE PARKS - CENTRAL VICTORIA





PREFACE

This Strategic Plan has been developed in accordance with sections 18O and 18P of the Cemeteries and Crematoria Act 2003 (the Act). It establishes the strategic direction for Bendigo Cemeteries Trust, trading as Remembrance Parks - Central Victoria (RPCV).

Remembrance Parks - Central Victoria is an established Class A Cemetery Trust in accordance with s.5 of the Act and performs the functions of a Class A Trust outlined within s.12A of the Act. The organisation is governed by a Board appointed by Governor-in-Council in accordance with the provisions of s.6A of the Act.

In developing this new Strategic Plan the Board has adopted a 'forward-thinking' and 'future-focused' approach that it appreciates may be challenging, extends current boundaries and thinking across the organisation and the sector. However, the individual and collective components of this plan are considered necessary for the future growth and sustainability of the organisation in an environment of open competition and changing community attitudes to funeral and memorialisation services.

'A New Brand For A New Beginning'

In recognition of its organisational transformation program and the changed strategic direction outlined within this plan, which includes taking a more regional approach to its business and making its sites more community accessible and oriented more akin to parklands, the a new brand strategy for the organisation is now in place. Whilst recognising the statutory name of Bendigo Cemeteries Trust will continue for formal purposes, the new trading name and brand of 'Remembrance Parks - Central Victoria' came into effect on 1 January 2013.

This contemporary brand more accurately aligns with the new strategic direction for the organisation and is capable of adaptation to maintain the local identity of each particular location administered by Remembrance Parks - Central Victoria (RPCV), which is important to the local communities associated with these individual geographically dispersed locations.

The new brand and the underpinning philosophy of adopting a more regional approach to its business as outlined within this plan is also consistent with and easily facilitates the legislative responsibility for the organisation to provide leadership, assistance and advice as requested to class B trusts (s.12A), rather than simply being Bendigo centric. As the only Class A Trust within the Loddon Mallee and Hume regions, RPCV has established itself, supported by its new brand, to provide this leadership, support and assistance within these two (2) government regions.



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FOREWORD

The strategic positioning of the organisation is essential to ensure its future growth and sustainability in the dynamic and challenging operating environment within which it operates. On this basis it gives us pleasure to present this new strategic plan to guide the ongoing evolution and growth of the organisation over the next three years (2013-2016).

The plan has been developed conscious of the current and emerging operating environment and the Boards commitment to enhance the presentation and accessibility of its sites as community parklands reflective of remembrance parks. The plan challenges existing norms and looks to the future whilst recognising the fundamental roles and responsibility that exists for the organisation in accordance with the Act.

Whilst this Strategic Plan has been developed for the three-year period it consolidates the foundations of the organisation transformation program that commenced with the appointment of a new CEO in 2012. The individual elements of this plan have been developed within the view of them extending into subsequent planning periods, recognising that a number will involve a suite of multi-year integrated programs and projects to achieve the desired end-state.

We are also extremely conscious of ensuring the organisation operates in a collaborative manner with the community and key stakeholders in the delivery of vertically integrated funeral and memorialisation services. This is a key aspect that underpins the development of all elements of this plan whilst also being a strategic objective in its own right. The organisation cannot exist without the active engagement of the community and key stakeholders and whilst the current board and management are charged with the responsibility to manage the organisation at the present time, we recognise that we are simply the custodians of the organisation on behalf of the community into the future. This also places a responsibility on us to respect and enhance the cultural and historically significant assets that we are charged with and these elements are also integrated into this plan. These recurring themes, whilst not necessarily explicit underpin the development and execution of this plan.

The achievement of the plan obviously requires the allocation of finite human, physical and financial resources. These challenges will continually exercise the minds of the Board and management in executing this plan and will necessitate prioritisation of programs and projects commensurate with available funding. Despite this we are extremely confident that the transformation of the organisation and the achievement of this plan over this period will significantly enhance our service to the community and at the same time establish the foundations required for the future sustainability of the organisation into the future.

Pam Macdonald Chair



Graham Fountain Chief Executive Officer

BUSINESS PROFILE

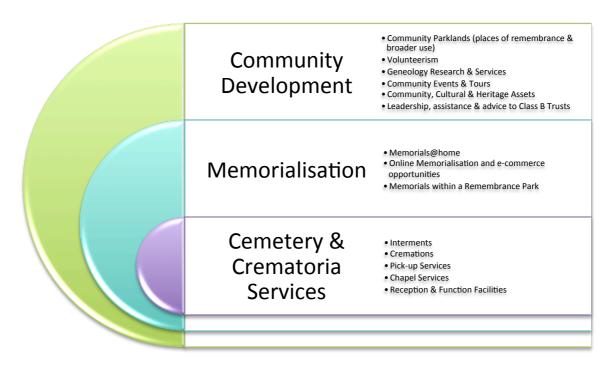
Overview

Bendigo Cemeteries Trust, trading as Remembrance Parks – Central Victoria (RPCV), is a government owned enterprise established as one of five (5) class A cemetery trusts under the provisions of the *Cemeteries and Crematoria Act 2003* (the Act). It is accountable to the Minster for Health through the Department of Health and is responsible for the direct management of six (6) sites and has a broader responsibility to provide leadership, support and assistance to class B cemetery trusts within its region.

Products & Services

RPCV offers a broad range of services to the community in accordance with the respective provisions of the Act. These services are tailored to the unique nature of the funeral services industry, the operating environment and the community it serves. The following provides a snapshot of the current and potentially future RPCV products and services:

Figure 1 - Overview of Products & Services

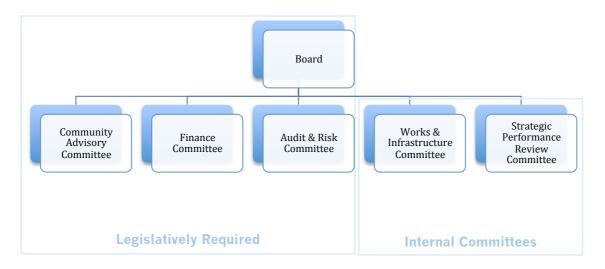


In recognition of changes in community attitudes to the breadth of the above products and services, this plan establishes the foundations for reviewing and enhancing the suite of products and services offered by the organisation. This extends to engaging with like organisations (within and outside of the sector) to deliver co-produced products and services to the community in a collaborative and seamless manner.

Governance

Remembrance Parks – Central Victoria is governed by a Board appointed by the Governor-in-Council upon the recommendation of the Minister of Health (s.6A of the Act). To assist the Board in governing the organisation, the following board committee structure operates across RPCV, consisting of Board representatives and in the case of the Audit & Risk Committee an independent member:

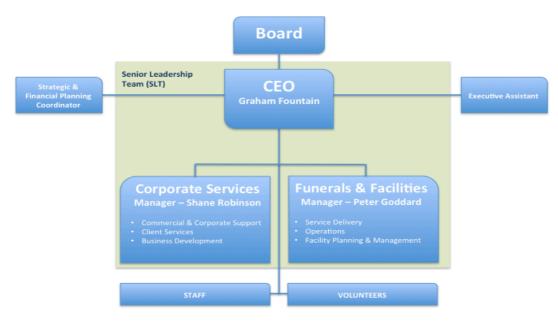
Figure 2 – Governance Structure



Management

A Chief Executive Officer, appointed by and responsible to the Board (s.18L of the Act) manages the organisation and its resources (s.18M of the Act) on a day-to-day basis. In addition to the responsibilities outlined for the CEO in the Act, the Board has delegated its powers according to s.15 of the Act to the CEO. The CEO manages the organisation through the following organisational structure:

Figure 3 – Current organisational Structure



Locations

The following provides an overview profile of the six (6) locations managed by Remembrance Parks - Central Victoria:

| | RPCV | Bendigo | Eaglehawk | White Hills | Kangaroo Flat | Axedale | Emu Creek |
|-------------|------|---------|-----------|-------------|------------------|---------|-----------|
| Established | 1987 | 1858 | 1864 | 1853 | 1855 | 1868 | 1869 |
| Area | 73ha | 21ha | 22ha | 20ha | 4ha | 2ha | 4ha |

Figure 4 - Location of sites managed by Remembrance Parks - Central Victoria



THE PLANNING FRAMEWORK

This plan and its strategic objectives has been progressively developed concurrent with the implementation of the organisation transformation program and is based on a range of The design of each particular input included an appraisal of the current and emerging:

- Operating environment in which the organisation operates; and
- Market environment and past, present and future market share (including consideration of the impacts and strategies to counter competition): and
- Current performance level of the organisation commensurate with community and key stakeholder expectations; and
- Resource efficiency and financial sustainability.

The development of the plan included the following inputs:

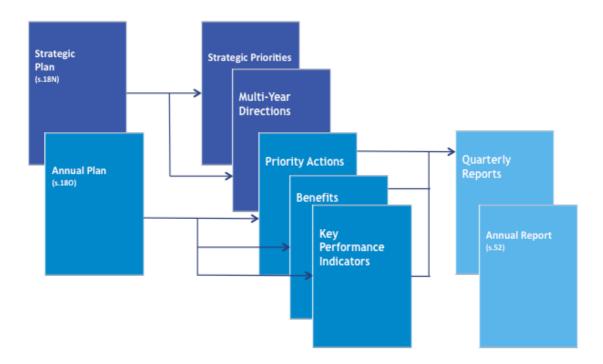
Figure 5 – Planning Inputs



The Strategic Plan establishes the focus and framework for the organisation into the future. It recognises the future will hold some challenges and tough issues for the organisation and broader sector and is designed to proactively address these. Obviously there will be some unforeseen issues that will arise during the planning horizon that will need to be addressed. Therefore it is important for the Strategic Plan to remain an agile and dynamic document that the RPCV Board continually reviews, contextualises to changing circumstances and assesses performance against in the overall interests of its members.

The following diagrammatically demonstrates the relationship between the Strategic Plan, the annual Business Plan and reporting mechanisms, in accordance with the new RPCV multi-year planning framework. In this manner the planning process will remain relevant, focused, continually reviewed and assessed against the current and future operating environment. This is a key fiduciary duty of the RPCV Board on behalf of the community.

Figure 6 - Multi-year Planning Framework



Standardised Programs

In order to assist with standardisation across the planning framework the following programs have been established and underpin all planning activities:

Figure 7 – Standardised Programs Matrix

| Program | | Definition |
|---------|---|--|
| 1. | Vehicle Fleet | The purchase (new or replacement) of registered vehicles, the annual repairs, maintenance and running costs (including fuel and registration) associated with these vehicles. |
| 2. | Plant & Equipment | Unregistered plant and equipment (e.g. mowers etc) and other equipment (e.g. cremator trolleys, biers etc) and the associated costs (capital and recurrent). |
| 3. | Information Communication Technology (ICT) | All equipment and ongoing running costs associated with information communication technology. This includes cemetery management systems, computers and server equipment, telephony and mobile devices. |
| 4. | Roads & Paths | The installation, removal, repair and maintenance of roads and paths. |

| 5. | Built Infrastructure | All infrastructure constructed by the trust that is either revenue generating (interment areas) or adds to the ambience of the cemetery (including buildings; internal furniture and fittings; public furniture and fittings [e.g. fencing, signage, seating, lighting, shade structures, playground and recreation facilities, toilets and amenities]; and carparks). |
|----|--|--|
| 6. | Gardens and Natural Infrastructure | Construction and use of memorial and general gardens, grass coverage, natural bushlands and undulations of the natural environment, irrigation and water supplies (including natural and artificial dams) and the construction and maintenance of revenue generating memorial areas for cremated remains. |
| 7. | Developing our People | Anything associated with the development of good governance, the development of our people whether paid or volunteer to support their ability to actively participate and contribute to the organisation, including the implementation of a Safety 1st, performance based, customer centered organisation culture and supporting processes. |
| 8. | Community and Cultural Development | Promotion of the organisation and education of the community through events and other stakeholder/community engagement activities. This includes projects of cultural or heritage significance conducted within the organisation and the alignment of projects being conducted across the trust that are resourced (human, physical and financial resources) in full or in part by external parties to ensure they are integrated into the general direction and activities of the organisation. |

The concept and relationships involved in after life care and remembrance

After life care is often a reactive consideration for individuals and families with a range of ambiguous understandings of what is involved and who assists in these difficult and emotional times. RPCV takes its responsibilities in the continuum of after life care and remembrance with the utmost attention to ensure its products and services meet the needs and expectations of the community into the future. More importantly RPCV aims to ensure that the memories and contributions of loved ones within its care are captured, accessible and not forgotten. RPCV recognise they are one partner in the delivery of vertically integrated funeral services to the community and are committed to work in close partnership with funeral directors and other providers to deliver service excellence in this regard. This plan is premised on this partnership and the continuum of after life care and remembrance as demonstrated below:

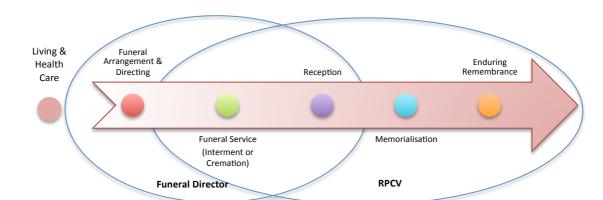


Figure 8 – After Life Care & Remembrance Continuum

THE OPERATING ENVIRONMENT

Remembrance Parks — Central Victoria operates in a unique operating environment that transgresses competition from the private sector and a range of community demographic, cultural and environmental challenges. These issues underpin the considerations in developing this plan. The following political, economic, social, technological, legal and environmental factors within RPCV's operating environment were identified in developing this plan.

Political

RPCV is subject to a range of political interfaces whether they be legislative, regulatory or reporting relationships to the Minister and Department of Health. Without direct control over these factors RPCV is required to operate within them, which at times places serious restrictions on its flexibility to operate within a competitive environment. In addition the method of indexation, pricing regime and the payment of the cemetery levy all have a direct impact on the manner in which RPCV can determine its financial sustainability into the future, whereby other competing businesses are not subject to these same controls.

RPCV made strong representations to the recent Ministerial Class A trust review conducted by Prof. Armstrong and continues to support the need for significant change across the sector to address a number of these impacts and to better position the sector for the future. This includes the examination of opportunities for shared services and/or amalgamation in order to achieve increased and enduring efficiencies within the sector and operating environment. The appointment of a Ministerial Advisory Committee to provide advice to the Minister in this regard is supported and RPCV looks forward to working with this forum to advance change.

RPCV recognise the focus and prioritisation on cemetery and crematoria services amongst other pressing health obligations and demands for Government is not high, but strongly believes a greater focus of defining the direction of the sector is required.

The process of grant allocations across the sector is another area that RPCV believes needs close attention to ensure the finite funding available is allocated for the best possible outcome from a whole-of-sector perspective. Changes to the application and method of tax rules and other regulatory aspects such as occupational, health and safety legislation and environmental expectations have a potential impact on RPCV.

Economic

The fiscal situation impacting on the State resulting in a review and tightening of budgets, whilst not having a direct impact on RPCV as it is not a funded agency of the State, indicates an economic environment of some concern. It may also lead to a tightening of available grant funding with any discretionary funding being directed to higher profile and priority issues.

The household budgetary situation, including fluctuations to interest rates and the value of the Australian dollar, consequential flow-on impacts on superannuation/retirement benefits all have a contributing impact on RPCV and the products/services purchased by the consumer. Likewise, the level of unemployment and costs of living pressures on families

also contribute to changes in consumer confidence with flow-on impacts on RPCV. These potentially impact on decisions taken by families between interment and cremation, which are non-discretionary items at the time of death, and more so on discretionary decisions surrounding the purchase of memorialisation and premium products, all of which directly impact on the service demand and sales potential for RPCV.

In addition, in an endeavour to reduce costs, the impact of cheaper products and services continue to have a potential impact on RPCV. The combination of the economic outlook and in particular interest rates has a direct impact on RPCV's investment earning capacity. These have a direct impact on RPCV's perpetual maintenance reserve, cremator reserve and the new defined benefits superannuation reserve. On this latter issue the volatile economic environment also increases the likelihood of a further defined benefits superannuation liability call during the planning period, further diminishing the financial assets of RPCV. In recognition of this potential RPCV has decided to establish a defined benefits superannuation reserve.

Increased concerns by the community surrounding the costs of funerals and related services, supported by the increased advertising blitz from insurance companies, may contribute to a shift from pre-purchase products direct with RPCV and/or funeral directors, and is a risk to forecast revenue streams and/or a lag in realising these revenues during the planning period.

Pressing and volatile economic forecasts and operating environment necessitates the need for RPCV and the sector to explore opportunities for shared services, potential outsourcing and/or amalgamations in order to increase efficiency and to maintain affordable prices for the community.

Social

The combination of an ageing population and increased life expectancy have a direct relationship to projected death rates which has a direct impact on RPCV planning and service demand. Likewise, consumer confidence and an increased consciousness of costs and spending will continue to impact decisions regarding interment versus cremations and the potential memorialisation options available to families. During the planning period RPCV also expect an increased focus on low-cost funerals options, which may include home funerals, which RPCV has started to already experience.

Increased cremation ratios will also result on a consequential shift to lower cost memorialisation options, including the decision to opt for memorialisation at home, which is a new product line RPCV is advancing.

Population shifts to larger centres, recognition of environmental impacts and the increased use of online services and social media will also have an increased impact on RPCV during the planning period.

Religious and cultural beliefs, including increased immigration, will also continue to influence community attitudes and expectations into the future. On the other hand, the lack of historical reference, interest, acknowledgement and potential decrease in appreciation of cultural and heritage significance in younger generations is an ongoing concern to RPCV. Despite this changing attitude by the younger generation, an opportunity exists to capitalise

on increased IT literacy, use, expectations for online access to information and increasing availability of online genealogical services.

Technological

Advances in technology and the use of technology in all aspects of RPCV's business and the community in general will continue to drive the need for increased investment by RPCV during the planning period. The demand for immediate information and/or ability to transact with RPCV, including the use of social media, will continue to drive work arrangements and business processes. The challenge of translating historical manual records into this online environment is a significant issue for RPCV, which necessitates the digitisation of larges volumes of manual records.

The consequential education of staff and community users poses a further challenge for RPCV in translating its business into the online and e-commerce operating environment.

Connectivity across all sites and the potential shared services operating environment continue to be a key focus for RPCV.

Upgrading RPCV's proprietary cemetery management system and supporting infrastructure as the foundation to realising a number of initiatives within the planning period is a priority and well overdue. Integration with external clients and the ability for them to directly interface with RPCV, without the need for duplication and effort, is a core component of these considerations. The ability for the community to interface with RPCV in an online environment is also an essential element that underpins this plan.

Shifts to cloud computing and the need for data security, disaster recovery, business continuity and real-time records management and mapping are all key considerations to ensure future investments in new technology keep pace with available technologies with the ability to evolve and move in an agile way into the future.

Potential technological advances in more efficient and alternative crematoria type services over the term of this planning period are also key considerations, with the RPCV ageing cremator approaching its end of life and the need for replacement plans to be developed.

Legal

Primarily the legal environment in which RPCV operates is governed by sector legislation and public sector compliance and reporting obligations. Any changes to legislation that may arise during this planning period will have a direct impact on RPCV.

Changes to taxation law or rulings during the planning period may have a legal impact on RPCV and consumers. In particular changes to the application of GST, would necessitate altered pricing and taxation reporting arrangements for RPCV. The potential for this is increased in the current economic environment and potential changes in Government at State and Commonwealth levels with elections for both layers applicable to this planning period.

During the planning period RPCV is required to renegotiate its two enterprise bargaining agreements governing employment provisions for all staff, excluding the CEO which is covered by GSERP arrangements. Changes to workplace relations law, government policy

and/or the enterprise bargaining environment which may arise during the planning period will potentially impact on RPCV.

Planning laws, including native vegetation, heritage and conservation management requirements, continue to impact on the ability of RPCV to manage and evolve its facilities. Any changes to these laws and/or arrangements will have a direct impact on RPCV and the realisation of this plan.

Any changes to perpetuity or limited tenure arrangements for interments during the planning period will necessitate a change to RPCV arrangements, product offerings and forecast capacity across all sites.

Environment

An ongoing focus on environmental sustainability and responsibility underpins the activities of RPCV.

Variability in climatic changes continue to necessitate an increased focus on the landscape and operation of all RPCV sites. Coming off the back of prolonged drought and more regular rapid onset/high impact weather events, planning associated with the maintenance of lawn and garden areas to meet the needs and expectations of the community into the future. Alternatives and ways to enhance the standards and appearance across all sites is a key component of the strategic direction of RPCV and the realisation of this plan.

The increased impact of climatic events on older memorials and the recognition that the responsibility for memorial maintenance is that of the right of interment holder continues to be a challenge for RPCV. This lack of understanding within the broader community and the aesthetic impact of memorials in various states of disrepair results in criticism of RPCV for matters that are not within their direct control. Given the historical nature and significance of a number of memorials and large monumental areas within RPCV sites, and the reality that identification of a living descendant of the holder of the right of interment is not feasible, RPCV has adopted a more lateral solution to identifying the appropriate *custodian* of the memorials and/or specific areas within a remembrance park and liaises with them as to the restoration and maintenance of ageing memorials.

Changes in community attitude with respect to eco-friendly funerals, including the use of cardboard coffins, alternative materials and natural burials are all key considerations which will drive change to RPCV product and service offerings during this planning period.

Land availability in adjacent and/or buffer areas to existing sites, as a consequence of population growth and new developments will in time put pressure on land availability for RPCV. Long term planning through a dynamic capacity/demand analysis and an overlay demographic analysis by local government area (LGA) across the Loddon Mallee and Hume regions will continue to evolve during the planning period and inform future decision making.

The following diagram provides an overview of the relating operating environment in which RPCV operates and the consequential internal drivers, contributing to the contents of this strategic plan.

Figure 9 – Our Operating Environment



GUIDING DESIGN PRINCIPLES

As a consequence of the above operating environment the Board established a suit of design principles early in the planning process that underpin ongoing planning and operational activities. These statements establish the baseline utilised to assess planning priorities, focus and attention across the organisation and remain a dynamic component of the planning process (both strategic and annual planning activities).

- Priority should be given to projects that have previously been committed to by the organisation as part of its new Service Delivery model (i.e. Pick-up and delivery service, provision of lowering devices, graveside shade/seating etc....) and the evolution of the Funeral Services Alliance concept;
- Priority should be given to projects associated with enhancing the standards and beautification of existing sites to meet the corporate objective of creating community parklands into the future (consistent with the new branding strategy) and meeting community expectations;
- Progressing a number of lower rated projects as either self funding initiatives and/or grant opportunities (e.g. Golf carts, interim watering solution)
- Consider alternative means of delivering larger projects through staging implementation (e.g. eccms, signage), seeking alternative procurement or delivery options (e.g. eccms, sextons/chapel renovations), seeking alternative materials, which may provide the same outcome at a lesser cost (e.g. asphalt in lieu of and progressing collaborative funding opportunities current/potential partners (e.g. indigenous groups, historic societies, interest groups
- Major projects which will require technical expertise and/or spread across multiyear planning horizons (e.g. roads and paths, drainage, watering systems) be subject to an initial scoping/master plan to develop a holistic program to guide tender processes and ultimate project implementation;
- The office renovation project be completed as one project and not staged as proposed by management;

- The grave compaction project be subject to testing prior to project implementation and procurement of specialist equipment;
- The refrigerated storage project implementation and transfer vehicle (stage 2) project be subject to CEO determination after accessing capacity issues associated with implementation of the new service delivery model;
- The following new projects be included into the schedule:
 - o Indigenous project in partnership with local indigenous groups;
 - Pioneer project in partnership with local historic society and relevant volunteer project/s and extend beyond pioneers to prominent individuals and/or families that have made a significant or notable contribution to the region and community

PRICING PRINCIPLES

Simplicity

In addition the Board have also adopted a range of pricing principles from which it will continue to assess its pricing structures. These principles follow:

| Fairness | Ensuring customer equity, that customers who receive better service and value pay more for that enhanced service. |
|-----------------------------|---|
| Financial Sustainability | Allowing a revenue stream for RPCV that allows it to better meet its future expenditure obligations. |
| Cost reflectivity | Setting prices to ensure that services costly to provide are also more expensive for customers to purchase. |
| Innovation | Thinking outside the square, considering innovative approaches from other industries. |
| Flexibility | Allowing RPCV the freedom to respond to changing circumstances and community trends. |

Approving a fee structure that is easily understood by potential

customers, funeral directors and all interested parties.

STRATEGIC PRIORITIES

The development of strategic priorities for the organisation moving forward balances the evolution of change and growth within the business with risk and current and emerging service delivery obligations within the organisations dynamic operating environment. As a consequence the following encompasses the strategic direction of the organisation.

Vision

Nurturing Enduring Remembrance

Mission

Working with our community we will:

- Deliver quality and caring service with compassion; and
- Create and maintain enduring and accessible remembrance into perpetuity

Values

Board members, staff and volunteers of Remembrance Parks – Central Victoria carry the responsibility of upholding our values of:

- Compassion
- Community
- Integrity

These values are augmented by a commitment to uphold the Victorian Government Public Sector Values that include:

- Responsiveness
- Respect
- Integrity
- Leadership
- Impartiality
- Accountability
- Human Rights

Building off our critical success factors, our long-term objective is to ensure we contribute to a one vision delivered by a cohesive, focused and effective team across an integrated sector, as demonstrated below:

Figure 10 – Long Term Integrated Sector Approach



Planning Relationships

This Strategic Plan establishes the strategic direction of the organisation for the next three years. Within these three years each year will have a published Annual Plan that will contain the focus and direction for that planning year and relate to that years resource and budget allocation. It is axiomatic that each Annual Plan has a direct relationship to this Strategic Plan and its contents. The following demonstrates this relationship at a planning rather than over multi-year planning framework level that is outlined earlier at figure 6 of this document.

Figure 11 – Planning Level Relationships



The above strategic planning elements are outlined in detail below.

Strategic Objectives

The following outlines the strategic objectives established as the basis of this plan:



These strategic objectives represent a paradigm shift and new focus for RPCV moving forward and include the following descriptors:

1. Building a sustainable and viable organisation

Pursuit of financial growth and sustainability through good governance, planning and resource efficiency

2. Accessible and improved community facilities

Providing accessible community parklands as a place of remembrance and broader use by the community

3. Adopting a broader regional focus

Extending service delivery, leadership, support and assistance across the Loddon Mallee and Hume regions

4. A more actively engaged community

Building trusted and enduring relationships with the community and key clients that deliver collaborative outcomes to the community

5. Developing our people

Developing, empowering and encouraging our people to deliver service excellence to the community

Each of the strategic objectives is set out in further detail on the following pages.

Note: The strategic objectives do not precisely align to those outlined within the planning guidelines produced by the Department of Health, however canvas the identical desired outcome. Appendix 1 outlines this relationship.

STRATEGIC OBJECTIVE 1 -

BUILDING A SUSTAINABLE AND VIABLE ORGANISATION

Pursuit of financial growth and sustainability through good governance, planning and resource efficiency

Success Factors

| Strategic Indicators | Measures |
|---|--|
| More effectively managed financial resources and risks including a sustainable funding base, including cash backing of nominated reserves | No qualified audit reports % improvement in liquidity ratio Annual % increase in cash backing of all reserves All high risks have a treatment plan that results in an acceptable risk profile against board risk appetite |
| Community's perception that decisions are more timely whilst still following due process | Decrease in the number of reports deferred or require re-visiting by the Board All outstanding actions rectified within originally nominated due date % decrease in the number of issues and/or complaints referred to the Department of Health or Minister for review |
| Renewed focus to work with Government to achieve sector-wide reform and increased efficiency in the delivery of services to the community | % decrease in expenditure versus revenue ratio Level of engagement with Government in sector- wide reform |
| Evolve a sustainable multi-year planning framework and evidence based decision making | Plans and budgets forecast for a rolling 3-year basis All investment decisions based on robust evidence % increase in grant funding received % increase in infrastructure funding delivered and savings made from improved planning and budgeting % space utilised as revenue generating opportunity |
| Growth in investments | % increase of return on investments |

Strategies

The following strategies are aligned to this Strategic Objective:

- Manage our financial resources, assets and risks to deliver the best possible outcomes to the community
- Ensuring fair and equitable decision making processes are in place and well communicated
- A well-governed, efficient and responsive organisation
- Be actively involved and provide leadership to sector-wide reform across regional

Each strategy contains one or more strategic priorities from which planning outcomes have been established within the Annual Plan. For this Strategic Objective these follow:

| 1.1 | Manage our financial resources, assets and risks to deliver the best possible | |
|-------|---|--|
| | outcomes to the | community |
| Str | ategic Priority | Objective |
| 1.1.1 | Cash backing of | To establish a suite of cash backed investment funds to cater |
| | reserves | for perpetual maintenance, major asset replacement and |
| | | potential future defined benefits superannuation obligations |
| 1.1.2 | Pricing | Establish cost reflective, simplified, fair and equitable prices |
| | Structures | for all products and services |
| 1.1.3 | Investments | Maximise growth and return on all investments |
| | Review | |

| 1.2 | Ensuring fair and communicated | equitable decision making processes are in place and well |
|-------|-------------------------------------|--|
| Str | ategic Priority | Objective |
| 1.2.1 | Multi-year Planning | Ensure all investment and resource allocation decisions are evidence based |
| | | Establish effective planning partnerships/networks, information systems and strategic frameworks that support appropriate and targeted allocation of resources and access to alternative funding streams |
| 1.2.2 | Stakeholder and community education | Enhanced understanding of the complexity of issues impacting RPCV |

| 1.3 | A well-governed, efficient and responsive organisation | |
|-------|--|--|
| Str | ategic Priority | Objective |
| 1.3.1 | Governance | Establish good governance principles and processes |
| | structures and | |
| | processes | |
| 1.3.2 | Risk | Embed sound risk management frameworks to mitigate |
| | Management | strategic and operational risks to RPCV |
| 1.3.3 | Organisational | Ensure RPCV's governance and operational capabilities meet |
| | Capability | the current and emerging needs of the organisation |

1.4 Be actively involved and provide leadership to sector-wide reform across regional areas **Strategic Priority Shared Services** Promote and lead the implementation of shared services with like organisations to increase efficiency and effectiveness in service delivery Identify key issues on which RPCV should advocate 1.4.2 Advocacy and thought Advocate effectively on significant issues affecting RPCV and generation its community's

STRATEGIC OBJECTIVE 2 -ACCESSIBLE AND IMPROVED COMMUNITY FACILITIES

Providing accessible community parklands as a place of remembrance and broader use by the community

Success Factors

| Strategic Indicators | Measures |
|--|--|
| Improved accessibility and standards of our sites as community parklands | Community usage of open spaces and repeat visitation % increase of lawn within individual lawned areas % decrease of community complaints regarding the state of sites % extension of paths and track networks within open space % decrease of roads and paths with an asset condition outside of intervention levels % increase of purchases within premium areas % decrease of graves with an asset condition outside of intervention levels % decrease of memorial and other gardens with an asset condition outside of intervention levels Increased community satisfaction with the level of access and standards |
| Improved initial response time to customer requests | % improvement in customer satisfaction % increase in plaque placement following receipt of order % decrease of plaques with an asset condition outside of intervention levels (from order placement to placement) Zero errors in grave placement and preparation |
| Protected and well maintained community, cultural and heritage assets | % decrease of infrastructure with an asset condition outside of intervention levels % decrease of outstanding actions included within Conservation Management Plans Ability to navigate unaided at any site with the assistance of either on-site signage or online mapping capability |
| Development of infrastructure masterplans across all sites | Number of long term masterplans established % of achievement of the projects identified in masterplans % increase in return on investment of each project implemented |
| Increased utilisation of assets and facilities | % increase in chapel utilisation ratio against the number of cremations % increase in receptions associated with all service types Number of rooms available and occupancy rate |
| Improved online access and utilisation | % increase in unique visitation to website % increase in revenue generation via e- commerce opportunities Increase in information quality and satisfaction |

| | ratings by users |
|--------------------------------------|---|
| Increased memorialisation conversion | % increase in memorialisation conversion ratio |
| | % increase in direct sales |
| | Increase in the processing of permit applications |
| | within established standards |

Strategies

The following strategies are aligned to this Strategic Objective:

- Deliver efficient and effective services where customers are the focus
- Improve the accessibility and beautification standards of our assets and establish them as community parklands
- Facilitate the appreciation of our unique community, cultural and heritage assets
- Provide infrastructure and facilities that are well managed, environmentally sustainable and are suitable for the community's needs into the future
- Increase the level of sustainable development and revenue generating use of our assets
- Establish a community and customer focused online presence

Each strategy contains one or more strategic priorities from which planning outcomes have been established within the Annual Plan. For this Strategic Objective these follow:

| 2.1 | Deliver efficient and effective services where customers are the focus | |
|-------|--|---|
| Str | ategic Priority | Objective |
| 2.1.1 | Customer Service | Provide responsive and outstanding customer service across all aspects of the business |
| 2.1.2 | Products and Services | Provide products and services which are aligned to the needs and expectations of the community Extend the current product and service offerings to incorporate premium services and memorialisation at home options under the memorials@home concept |
| 2.1.3 | Asset Management | Assets are managed and used to meet the need and provide for future generations |

| 2.2 | Improve | the | accessibility | and | beautification | standards | of | our | assets | and |
|-----|-----------|------|---------------|-------|----------------|-----------|----|-----|--------|-----|
| | establish | then | n as communi | ty pa | rklands | | | | | |

| Strategic Priority | | Objective |
|--------------------|------------------|--|
| 2.2.1 | Lawn Areas | Ensure all lawn areas contain robust lawn that is presentable |
| | Improvement | and trafficable reflective of the expectations of the community |
| 2.2.2 | Community | Provide and facilitate the development of community facilities |
| | Facilities | and open spaces |
| 2.2.3 | Paths and Tracks | Facilitate the establishment of paths and tracks that are identifiable and usable for community use for either cemetery or recreational purposes |

| 2.3 Increase the utilisation of RPCV assets and services | | | |
|--|--|--|--|
| Strategic Priority | Objective | | |
| 2.3.1 Chapel | Improve the chapel facilities and market its availability with | | |

| Utilisation | consequential increased utilisation | | |
|-------------|--|--|--|
| | Enhance the service provision associated with the hire of the board and function room | | |
| | Market the board and function room availability with consequential increased utilisation | | |

Facilitate the appreciation of our unique community, cultural and heritage 2.4

| assets | | | | |
|--------|------------------|--|--|--|
| Str | rategic Priority | Objective | | |
| 2.4.1 | Conservation | Protect and share RPCV's unique cultural heritage and create a | | |
| | Management | legacy for the future | | |
| 2.4.2 | Memorial | Increase community awareness on the ownership and | | |
| | Restoration | responsibility for memorial maintenance | | |
| | | Identify and establish the owners or appropriate custodians | | |
| | | for memorials and work in partnership with these to restore | | |
| | | and maintain memorials | | |
| 2.4.3 | Chapel and | Restore and utilise the historically significant chapel and | | |
| | Sextons | sextons residence at Bendigo Remembrance Park | | |
| | Residence | | | |

Increase the level of sustainable development and revenue generating use of 2.5

| our assets | | |
|------------|------------------|--|
| St | rategic Priority | Objective |
| 2.5.1 | Site | Evolve and document current thinking with respect to site |
| | Development | development as the basis of a masterplan for each site |
| | | Progressively implement development of premium areas and |
| | | alternative products offerings in accordance with the |
| | | documented masterplan, community needs and expectations |
| | | and evidence based decision making |
| 2.5.2 | Revenue | Maximise revenue generating possibilities of all current and |
| | Generation | future developed areas across all sites |
| 2.5.3 | Future Land Use | Identify and commence planning for future land procurement |
| | | having regard for demand and capacity analysis of existing |
| | | sites |

2.6 Provide infrastructure and facilities that are well managed, environmentally sustainable and are suitable for the community's needs into the future

| Strategic Priority | | Objective |
|------------------------------------|-----------|---|
| 2.6.1 Environmental Sustainability | | Adopt and implement environmentally sustainable practices across all aspects of the business |
| | | Reduce energy and water consumption through the adoption of proactive practices, recycling and improved infrastructure and systems |
| 2.6.2 | Recycling | Continue to participate in the <i>Orthometals</i> or alternative recycling program for orthopedic remnants following the cremation process and invest any funding received into local charities |

| 2.7 | Establish a community and customer focused online presence | | |
|---------------|--|--|--|
| Str | ategic Priority | Objective | |
| 2.7.1 | Cemetery | Establish contemporary ICT infrastructure to meet the future | |
| | Management | needs of the business | |
| | Systems | Upgrade the current cemetery management system to meet | |
| | Upgrade | the future needs of the business | |
| 2.7.2 Website | | Enable participation and information sharing in the evolving | |
| | | digital environment via the RPCV website | |
| | | Enable e-commerce opportunities in a private and customer | |
| | | responsive on-line environment | |
| 2.7.3 | Records | Ensure all records are securely managed in accordance with | |
| | Management | relevant legislation and are accessible as required | |

STRATEGIC OBJECTIVE 3 -

ADOPTING A BROADER REGIONAL FOCUS

Extending service delivery, leadership, support and assistance across the Loddon Mallee and Hume regions

Success Factors

| Strategic Indicators | Measures | |
|--|--|--|
| Increased number, and strengthening, of strategic regional partnerships and resource sharing opportunities | Number of partnerships developed or maintained % reduction in costs, delivered from resource sharing arrangements | |
| Improved level of services delivery within the regions | % increase of funeral directors utilising RPCV services from across the region % increase in cremation numbers arising from across the region | |
| Increased participation in RPCV processes and the number and level of support provided to Class B Trusts | Number of Class B support requests executed % increase in Class B satisfaction of the level of access, leadership, support and assistance provided to them | |

Strategies

The following strategies are aligned to this Strategic Objective:

- Improve and strengthen our strategic regional partnerships to ensure our ongoing financial viability
- Provide increased leadership, support and assistance to Class B Trusts
- Be recognised as a centre of excellence within the Loddon Malle and Hume Regions

Each strategy contains one or more strategic priorities from which planning outcomes have been established within the Annual Plan. For this Strategic Objective these follow:

| 3.1 | 3.1 Improve and strengthen our strategic regional partnerships to ensure our ongoing financial viability | | | | |
|--------------------|--|---|--|--|--|
| Strategic Priority | | Objective | | | |
| 3.1.1 | New Service Delivery Model | Actively engage with regional funeral directors and increase business | | | |
| | | Implement the new service delivery model across the regions including the pick-up and delivery service for cremations | | | |
| 3.1.2 | Establish Regional Partnerships | Establish regional partnerships and implement any opportunities for shared services and resource utilisation | | | |

and Seminars

| 3.2 | Provide increased leadership, support and assistance to Class B Trusts | | |
|--------------------|--|---|--|
| Strategic Priority | | Objective | |
| 3.2.1 | Class B | Establish an active relationship with Class B Trusts within the | |
| | Engagement | region | |
| 3.2.2 | Class B Support | Provide enhanced leadership, support and assistance to Class | |
| | | B Trusts across the regions | |
| | | Where requested provide contracted support to Class B and | |
| | | other organisations across the regions | |

3.3 Be recognised as a centre of excellence within the Loddon Malle and Hume **Regions Strategic Priority** 3.3.1 Information and Establish a demographic analysis by local government area Intelligence (LGA) within the regions to provide decision making support Portal for RPCV and other strategic partners Doctrine Progressively develop doctrinal and procedural processes 3.3.2 relevant to the business 3.3.3 Presentations Be a known and trusted point of contact for the provision of

parties across the regions

presentations, seminars and representation to interested

STRATEGIC OBJECTIVE 4 -

A MORE ACTIVELY ENGAGED COMMUNITY

Building trusted and enduring relationships with the community and key clients that deliver collaborative outcomes to the community

Success Factors

| Strategic Indicators | Measures | | |
|--|--|--|--|
| Increased community participation in RPCV activities | Active and functioning community advisory committee % increase in recommendations made to the board from the community advisory committee on matter that could reasonably affect the community % decrease in the number of complaints received from the community | | |
| Establishment of a more collaborative, trusted and transparent relationship with funeral directors | % increase in satisfaction with services provided from funeral directors % decrease in the number of complaints received from funeral directors % increase in attendance and participation in funeral director roundtables % increase in membership of Funeral Services Alliance | | |
| Conduct and attendance at community events and open days | Number of events conducted % increase in attendance at events % increase in positive media exposure associated with RPCV and events/open days | | |

Strategies

The following strategies are aligned to this Strategic Objective:

- Provide opportunities for involvement in our activities for groups and individuals within the community
- Establish a collaborative, transparent and trusted relationship with Funeral Directors as key clients
- Ensure the community has access to a range of educational opportunities to maximise their understanding and planning for after life care and remembrance
- Work with all levels of government and agencies to strengthen the physical environment, standing and service provision of RPCV

Each strategy contains one or more strategic priorities from which planning outcomes have been established within the Annual Plan. For this Strategic Objective these follow:

4.1 Provide opportunities for involvement in our activities for groups and individuals within the community

| Strategic Priority | | Objective |
|--------------------|---------------|--|
| 4.1.1 | Renewed | Implement the new Community Advisory Committee as active |
| | Community | participants within the business |
| | Advisory | |
| | Committee | |
| 4.1.2 | Public | Facilitate the implementation International Association for |
| | Participation | Pubic Participation (IAP2) Core Values into all aspects of the |
| | | business |

4.2 Establish a collaborative, transparent and trusted relationship with Funeral **Directors as key clients**

| Strategic Priority | | Objective |
|--------------------|------------------|---|
| 4.2.1 | Funeral Director | Establish a true partnership with Funeral Directors as key |
| | Partnership | clients |
| 4.2.2 | Funeral Services | Evolve the Funeral Services Alliance concept to enhance |
| | Alliance | service delivery and strategic partnerships across the industry |

4.3 Ensure the community has access to a range of educational opportunities to maximise their understanding and planning for after life care and remembrance

| Strategic Priority | | Objective |
|--------------------|---------------|---|
| 4.3.1 | Events & Open | Facilitate local events and open days to connect to and provide |
| | Days | a platform for remembrance and education of the community |
| 4.3.2 | Community | Progress the Community Remembrance Project to ensure |
| | Remembrance | those who contributed or were members of our community |
| | | are recognised and remembered, their stories recorded and |
| | | told ensuring their survival into perpetuity for future |
| | | generations |

4.4 Work with all levels of government and agencies to strengthen the physical environment, standing and service provision of RPCV

| Strategic Priority | | Objective |
|--------------------|------------|---|
| 4.4.1 | Department | Evolve the level of liaison with the Department of Health and |
| | Liaison | secure additional support and resourcing |
| 4.4.2 | Emergency | Work with emergency services and other agencies to plan for, |
| | Management | and recover from, emergencies |

STRATEGIC OBJECTIVE 5 -DEVELOPING OUR PEOPLE

Developing, empowering and encouraging our people to deliver service excellence to the community

Success Factors

| Strategic Indicators | Measures |
|---|---|
| A safe and healthy work environment with a Safety 1 st culture to all aspects of the business | Zero lost time injuries % decrease in reported incidents and near misses |
| Empowered, engaged and satisfied workforce striving to achieve commercial and individual success | Number of performance and development plans established for staff Achievement of nominated KPI's Decrease in the number of unplanned or certificated absences Delegations manual in place and annually reviewed |
| Increased volunteerism opportunities and utilisation across the organisation | % increase in volunteer membership and participation% increase in the roles and projects undertaken by volunteers |
| Fostering a trained, multi-skilled and high performance team | Number of training plans established for staff Achievement of training objectives |
| Enterprise bargaining agreement negotiated | Government acceptance of bankable savings and approvals received Level of disputation and business continuity impacts during negotiation Staff vote to accept new terms and conditions Certification process occurring without any impediment |

Strategies

The following strategies are aligned to this Strategic Objective:

- An organisation that demonstrates community inspired leadership
- Encourage volunteerism to create active, confident, engaged, informed and resilient communities

Each strategy contains one or more strategic priorities from which planning outcomes have been established within the Annual Plan. For this Strategic Objective these follow:

| 5.1 | 5.1 An organisation that demonstrates community inspired leadership | |
|--------------------|---|---|
| Strategic Priority | | Objective |
| 5.1.1 | Training and Development | Develop capable, competent and professional people, individually and collectively focused on proactive service delivery |
| 5.1.2 | Culture | Establish a customer oriented, Safety 1st and proactive |

| | | organisational culture |
|-------|----------------|---|
| | | Ensure staff and volunteers and culturally aware of the individual cultures and sensitivities within the community we |
| | | interact with |
| 5.1.3 | Workplace | Negotiate a consolidated enterprise bargaining agreement for |
| | Relations | all staff, with a focus on establishing a single sector enterprise |
| | | agreement that provides commonality, equity and career |
| | | pathways |
| 5.1.4 | Empowerment | Establish a delegations manual that ensures all personnel are |
| | | empowered to perform their role within the business |
| 5.1.5 | Innovation | Foster innovation and technology adoption |
| 5.1.6 | Performance | Facilitate high performance via the introduction of a |
| | and | performance and accountability framework at all levels of the |
| | Accountability | business |
| 5.1.7 | Succession | Develop a succession plan that supports the nomination and |
| | Planning | development of potential successors for all identified pivotal roles |

Encourage volunteerism to create active, confident, engaged, informed and 5.2 resilient communities

| Strategic Priority | | Objective | |
|--------------------|-----------------|---|--|
| 5.2.1 | Broader Roles & | Evolve the roles and opportunities for volunteerism within | |
| | Membership | RPCV | |
| 5.2.2 | Collaborative | Establish a collaborative partnership with other volunteer | |
| | Opportunities | based organisations that provides the opportunity for cross | |
| | | pollination of ideas, resourcing and volunteer pathways | |
| 5.2.3 | Recognition | Ensure the contribution and commitment of all volunteers is appropriately publicised and recognised within and outside of | |
| | | the organisation | |

MEASURING SUCCESS

RPCV recognise the need to actively measure achievement and success against this plan. Accordingly the following integrated performance and measurement process will occur across the Strategic and Annual Plans.

This process adopts the principles of a Balanced Scorecard across the Strategic Objectives, Strategic Priorities and related Annual Plan projects. Obviously, not all metrics and/or strategies may be contained within any single years Annual Plan, however those that are subject to that Annual Plan will be included and measured accordingly. A sample of the measuring tool follows:

Figure 10 - Performance Reporting Balanced Scorecard



A simple explanation of this process follows:

- Each strategic objective has a number of strategic priorities assigned to it
- These are matched with the relevant strategic indicator and measure of success
- From the measure of success the Board (or where relevant the CEO) will establish an
 Annual Target, which is then measured against and reported quarterly through
 management reports to the Board, demonstrating achievement or otherwise of the
 target utilising a 'traffic light' reporting process

Case Study Example

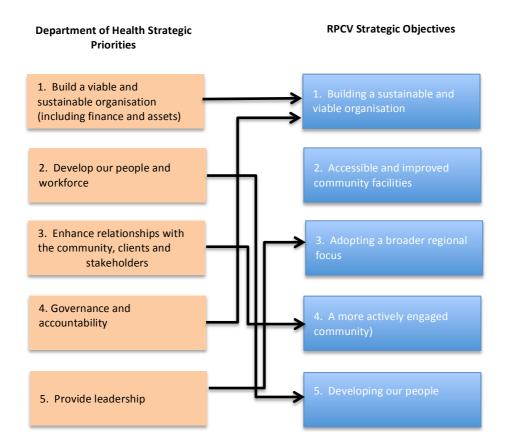
- The Strategic Objective 'Accessible and Improved Community Facilities' includes a strategy of 'Increase the utilisation of RPCV assets and services' with a strategic priority of 'Chapel Utilisation'
- This is then aligned to the relevant strategic indicator, which in this case is 'Increased utilisation of assets and facilities' with a consequential measurement of '% increase in chapel utilisation ratio against the number of cremations'
- The board then determines that the annual target for this issue in the Annual Plan is 10% increase
- The utilisation of the chapel is then measured against a 10% increase from the past year (or another baseline measurement if required) and reported quarterly

OUR COMMITMENT

The evolution of the current organisational transformation program, included promulgating a new Strategic Plan will continue to focus attention on a new paradigm shift for the organisation and its business. Cognisant of its legislative obligations, including perpetual maintenance, the Board will continue to evolve its strategic thinking and focus to ensure the organisation delivers service excellence to the community and financial sustainable into the future.

We recognise the organisation needs to assume a more active role to delivery of commercial success but at the same time continue to ensure it actively contributes to the social capital of communities and delivers affordable and quality services. To achieve this we will continue to apply an integrated approach to planning and service delivery and seek to evolve our affiliations and alliances with partners to help us contribute our strategic objectives.

Appendix 1 Relationship between Department of Health Strategic Priorities and RPCV **Strategic Objectives**



Delivering Service Excellence

'Working together for the best community outcomes'

Bendigo Cemeteries Trust (t/a Remembrance Parks – Central Victoria)

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