



**Catholic
Cemeteries +
Crematoria**

Plan of Management

Nepean Gardens

CEO INTRODUCTION

It is with pleasure that I introduce the Plan of Management for Nepean Gardens. The Plan of Management is the guiding instrument for the future management of this unique and picturesque site and will set the standard for cemetery development and planning into the next century. The design concept for this facility is based on extensive international research and will in time be recognised as the benchmark for cemetery design in Australia and abroad. Nepean Gardens will demonstrate the ability to integrate a unique landscape cemetery that protects the recreational benefits of the site and simultaneously integrates with the surrounding aesthetics of the vistas of Wallacia while responding to the recreational, ecological and conservation characteristics of the site. The aim of the landscape design of the cemetery is to provide concealed, low lying headstones and plaques to minimise visual impact from internal and external vantage points when viewed from the Wallacia urban area. The objective is to accentuate the green and open character of the landscape. The Architectural character of the buildings will complement the landscape and scenic quality of the site and will provide access to the public passive recreational available to the community for the future. It is important to acknowledge the vision of senior management the support of the Catholic Cemeteries Board and the Archdiocese of Sydney and Parramatta as well as the State and Local planning authorities and vast number of talented consultants who have worked tirelessly on the conceptualisation of this unique cemetery project. We commend this cemetery project to all the religious and cultural communities that it will serve and look forward to the successful implementation of this comprehensive Plan of Management for Nepean Gardens.

Peter O'Meara

Chief Executive Officer

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VISION

The Vision for the Nepean Gardens is:

- A distinctive landscaped cemetery, in line with the Catholic Cemeteries Board (CCB) aspirations to be the best and the pride of the cemetery industry;
- A respectful space open to all;
- A cemetery which respects and safe keeps any important colonial and indigenous landscapes;
- An Arboretum for future preservation and education of generations to come;
- A concept which respects the Land, its landform and ecology by carefully laying roads and any built environment around existing trees;
- Private burial spaces partially concealed from the internal roads so as to provide privacy to mourners and minimise visual impact throughout; and
- Much needed burial space for the area whilst offering choice, at affordable prices, in varied settings, for a multi-denominational community.

The Plan of Management will guide the development and stewardship of the Nepean Gardens, a sustainable and unique landscape which represents a contemporary alternative to traditional cemetery design. This Plan of Management is to guide the sustainable management of Nepean Gardens. Preserving the site's significant ecology, heritage values and visual landscape are key values and are integral to the management of the site from now and into the future.

1. INTRODUCTION

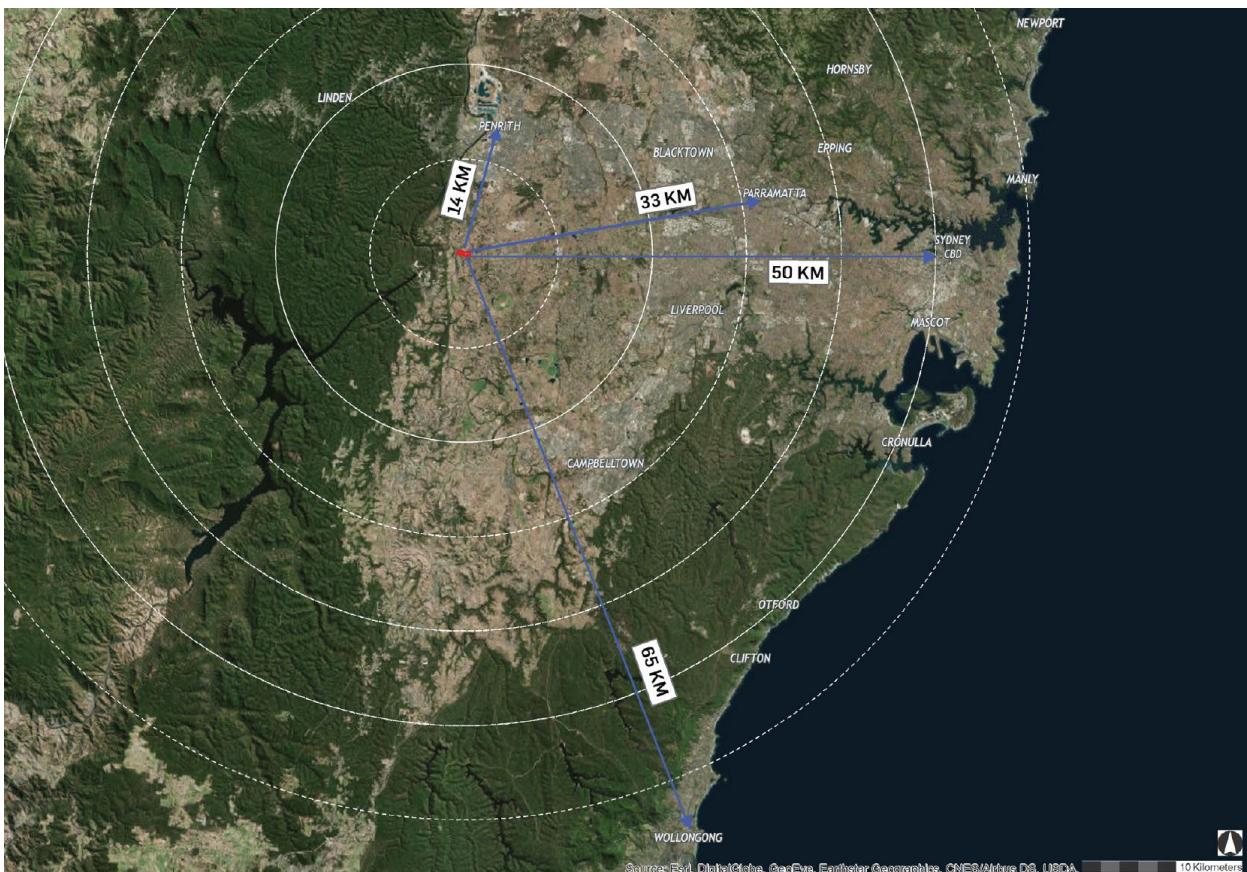
This introductory section describes the purpose of this Plan of Management (POM) for the Nepean Gardens, its scope, the environment in which the plan is set and the management bodies that will be required to implement and adhere to this POM.

1.1. NEPEAN GARDENS THE PLACE

Nepean Gardens has been designed to integrate with the natural landscape and to respond to Wallacia locality. Wallacia is located in Western Sydney within the Local Government Area of Penrith, as indicated in below location map.

The site is characterised by a variety of environmental qualities which significantly contribute to the beauty of the landscape. Undulating hills, woodlands and creeks all contribute to the scenic and environmental qualities of the site. Nepean Gardens enhances and protects these qualities into the future.

Nepean Gardens has been designed to encourage a variety of respectful and passive public uses beyond the use of the site for. The recreational and sculptural landscapes of the site ensure that Nepean Gardens is unique from other traditional cemeteries as the visual characteristics of the cemetery use will remain subordinate to the natural beauty of the landscape.



1.2. DEMAND FOR ADDITIONAL BURIAL SPACE

There is a recognised need for addition burial across Metropolitan Sydney. Research undertaken by Cemeteries and Crematoria NSW indicates that existing burial space across the region will be exhausted by 2051, if not sooner. Whilst burials currently account for 33.7% of interment services across Metropolitan Sydney (with cremation accounting for 66.3% of services), population growth in addition to a significant projected increase in the number of deaths per annum will result in a growing demand for burial space. Nepean Gardens accommodates for both full body interments in addition to catering for a growing rate of cremated remains interment.

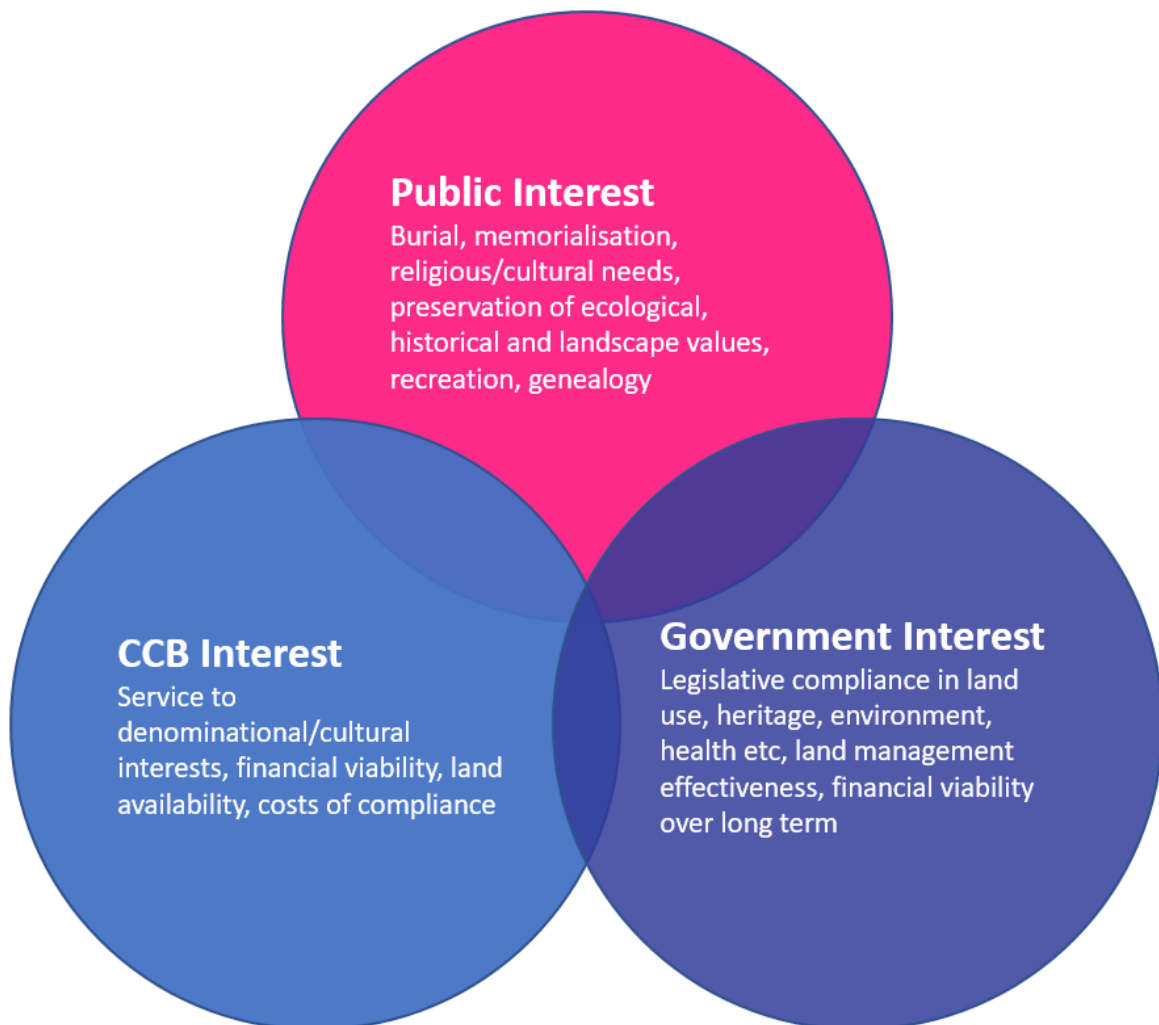
1.3. CHALLENGES AND INTERESTS

As the management body the Catholic Cemeteries Board (CCB) face a variety of challenges associated with the operation and management of Nepean Gardens. The key challenges are summarised below and are discussed throughout this POM.

1. There is a diminishing supply of burial space across the Sydney Metropolitan Region.
2. There is an expectation and requirement that CCB will accrue funds for long term care and maintenance once Nepean Gardens reaches burial capacity.
3. The diverse preferences of religious communities and cultures are to remain a paramount consideration throughout the ongoing management considerations of the cemetery.
4. The cemetery industry operates in a complex legislative environment where the costs of compliance are high.
5. The future use of the site for interment and for public open space is to adhere to site specific recommendations in relation to ecology, bushfire, archaeology and heritage.

These challenges result in overlapping interests with the cemetery landscape as summarised below.

Figure 1 – Public, CCB and Government Interests



1.4. HISTORY AND GOVERNANCE OF CCB

Catholic Cemeteries Board

By Decree made on October 23, 1996, the then Archbishop of Sydney, Edward Bede Cardinal Clancy established the Catholic Cemeteries Board (CCB) as a public juridic person pursuant to the Code of Canon Law of the Latin Church and approved its Statutes. The Statutes were amended by Cardinal Clancy on 7 May, 1997 and again on 8 August 2003 and 29 August 2008 by George Cardinal Pell and on 22 December 2014 by Anthony Fisher OP, Archbishop of Sydney.

Prior to that time a Cemetery Trust, comprised of various members of the Catholic community of Sydney appointed by the Archdiocese, was responsible for the management of the Catholic sections of Rookwood, Liverpool and Field of Mars Cemeteries, all of which were on Crown land.

By virtue of the *Roman Catholic Church Communities' Lands Act 1942 (NSW)*, CCB is treated as being a body corporate, being capable of acquiring, holding and disposing of any property, real or personal and being sued in its corporate name and doing and suffering all such acts and things as bodies corporate may by law do or suffer.

Catholic Metropolitan Cemeteries Trust

The Catholic Metropolitan Cemeteries Trust was established on 15 May 2009, pursuant to section 95 of the Crown Lands Act, with the Catholic Cemeteries Board appointed to manage it.

At that time CMCT comprised:

- Catholic Cemetery Trust Necropolis
- Catholic Cemetery Trust Field of Mars
- Catholic Cemetery Trust Liverpool
- Kemps Creek Catholic Cemetery (acquired from the Liverpool Catholic Club on 15 September 2008)

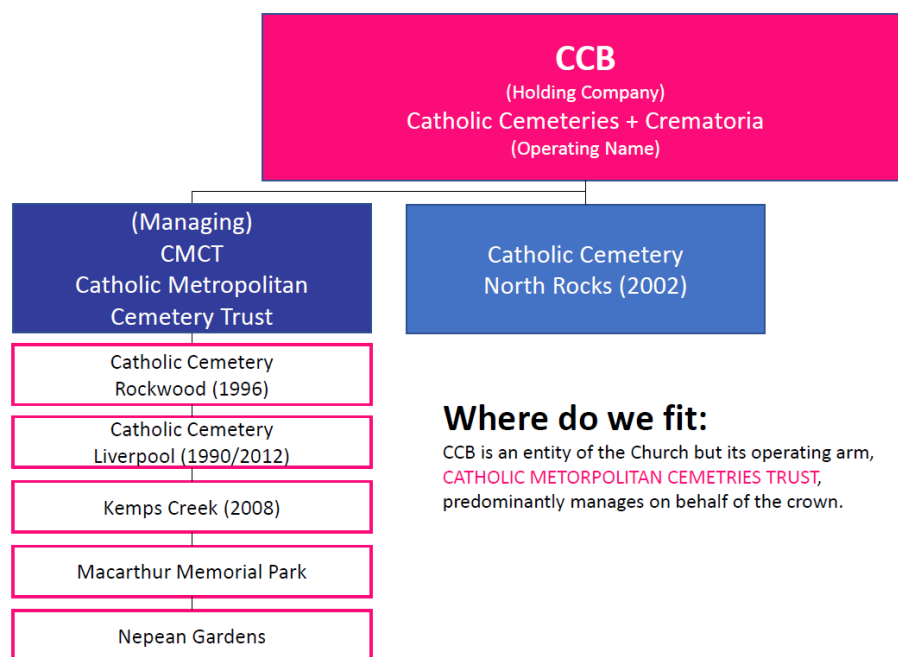
On 20 June 2012 a Restructuring Deed was executed by the Board which resulted in the transfer of assets and resources from CMCT to CCB. At that time CCB became the corporate manager of the Catholic Metropolitan Cemeteries Trust.

CCB manages a number of cemeteries throughout Sydney including Crown cemeteries at Rookwood, Liverpool and Kemps Creek s, together with Catholic Cemeteries at North Rocks and Greendale. A summary of the organisation is shown in **Figure 2** overleaf.

Notably, CCB manage and provide burial space for all religious and non-religious denominations.

Figure 2 – Organisational Chart

Who We Are



1.5. STATUTORY FRAMEWORK

Cemeteries operate under a complex legal environment where a number of separate Acts of Parliament, Regulations and religious canons and codes apply. The legislation most relevant to this POM are detailed below.

Cemeteries and Crematoria Act 2013

The primary purpose of the *Cemeteries and Crematoria Act 2013* is to ensure that the burial needs of current and future generations are met in a way that respects and upholds the beliefs of all religious and cultural groups. To do this, the Act establishes a new Cemeteries Agency to provide strategic oversight and sensible regulation of the cemetery industry for the first time in NSW. The intention is to increase transparency and accountability and improve service delivery to the community. The Act also enables the implementation of sustainable burial practices, such as renewable interment rights, on the basis of choice and non-retrospectivity.

Importantly, the Act establishes a new governance regime for the Crown cemetery sector to ensure that cemeteries on public land are managed in accordance with best practice and in a way that ensures their long-term sustainability. Reserving land and designating its purpose, and establishing a trust for the care, control and management of reserved land, are matters covered by the Crown Lands Act 1989. However, once established, Crown cemetery trusts are regulated by the Cemeteries and Crematoria Act 2013.

Part 5 Operation of Crown Cemeteries and Crematoria includes a range of provisions which regulate and standardise the administration and management of Crown Cemetery trusts across the NSW. The Act re-enacts and strengthens many provisions from the Crown Lands legislation framework, including implementing new annual reporting requirements for all Crown cemetery trusts. The Act gives the Minister the power to appoint and replace trust boards, and the Cemeteries Agency can direct a Crown cemetery trust to prepare a plan of management.

The financial contributions that the trusts are required to make for maintenance of common lands and other whole-of-Rookwood functions are covered in Schedule 5 of the Act.

Aboriginal Land Rights Act 1983

The Aboriginal Land Rights Act 1983 is administered by the NSW Department of Human Services - Aboriginal Affairs. This Act established Aboriginal Land Councils (at State and Local levels). These bodies have a statutory obligation under the Act to; (a) take action to protect the culture and heritage of Aboriginal persons in the

council's area, subject to any other law, and (b) promote awareness in the community of the culture and heritage of Aboriginal persons in the council's area.

Biodiversity Conservation Act 2017

The Biodiversity Conservation Act 2017 replaces the Threatened Species Conservation Act 1995. The Biodiversity Conservation Bill 2016 was passed by the NSW Parliament in 2016. The Act requires that any development proposal which requires development consent assesses potential impacts on biodiversity, including impacts on threatened species, ecological communities and their habitats. The new Act will introduce a new biodiversity assessment method (BAM), a new biodiversity offset scheme (BOS) and an expanded biodiversity certification program. It will also establish a biodiversity conservation trust.

Public Health Regulation 2012

Part 8 Public Health Regulation 2012 controls the activities of cemetery and cremation authorities and any businesses engaged in the transportation, storage, burial, cremation or exhumation of human remains.

Environmental Planning and Assessment Act 1979 and Regulations

The Environmental Planning and Assessment Act 1979 and the Regulations establish the planning framework for NSW. The objects of the Act include the provision of land for public purposes and the provision and co-ordination of community services and facilities. The Act also seeks to protect and conserve the natural environment and ecological communities.

Penrith Local Environment Plan 2010

The Penrith Local Environmental Plan 2010 (PLEP 2010) is the principle Environmental Planning Instrument applying to the site. The PLEP 2010 establishes the controls to guide future development of Nepean Gardens.

1.6. PROJECT AND PROJECT TIMELINE

Nepean Gardens will be developed as part of the broader redevelopment of the site at 13 Park Road, Wallacia. This exciting project also includes high quality club and golf course on the eastern portion of the site, to operate independently of Nepean Gardens. The existing site will be subdivided to allow Nepean Gardens to be owned and operated separately of club and golf course.

Nepean Gardens includes the following key elements:

- Delivery of 27,000 burial plots and associated internal roads, publicly accessible parklands and recreation areas to operate Nepean Gardens;
- A new chapel building with a refrigerated holding facility and a new single-storey administration building;
- Landscaping the entire Nepean Gardens site with associated planting strategy and provision of new ponds and wetland/ detention basin;
- Burial areas and memorialisation guides; and
- Provision of on-site formal car parking for up to 50 cars and provision of kerbside shoulder carparking throughout the internal road network.

Wallacia Golf Course and Country Club includes the following key elements:

- Reconfigured 9-hole golf course and practice putting green and community putting course; and
- Alterations and additions to the existing Wallacia Country Club building to include:
 - Golf pro-store;
 - Expanded gaming facilities, kitchen and dining area;
 - Function rooms; and

- Additional parking area.
- Synthetic bowling green; and
- New swimming pool and gym complex.

Nepean Gardens will be developed in a single stage, with the occupancy of the cemetery growing slowly over many years. The masterplan for the entire site is illustrated in Figure 3 below.

Figure 3 – Site Masterplan



Source: Florence Jaquet Landscape Architecture

1.7. PLAN OF MANAGEMENT STRUCTURE

This POM guides the staged delivery of Nepean Gardens and will manage the ongoing operations on the site. This POM is for the Nepean Gardens component of the project only.

The POM has been prepared pursuant to clauses 93 and 94 of the *Cemeteries and Crematoria Act 2013* and in correspondence with Cemeteries and Crematoria NSW (CCNSW), the statutory body with strategic and regulatory oversight of the interment industry in NSW. The POM is intended to be a living document which will adapt to the needs of Nepean Gardens as it continues to grow.

This POM has the following structure:

- **Chapter 1:** Burial Areas and Facilities
- **Chapter 2:** Sustainable Management
- **Chapter 3:** Strategy and Plan

2. BURIAL AREAS AND FACILITIES

Nepean Gardens significantly contributes to the supply of burial space in Western Sydney. Continued planning for burial space across Metropolitan Sydney is required to meet the needs of current and future generations. The staged development of the memorial park will aid in meeting the growing demand for burial space across the Sydney Metropolitan Region.

2.1. DESIGN GUIDES- BURIAL AREAS AND MEMORIALISATION

Nepean Gardens includes a variety of different burial areas and memorialisation typologies which will cater for the personal, cultural and religious preference of Sydney's diverse population. Different burial areas across the site are characterised by landscape response and a design policies to conceal memorialisation within the landscape. The site includes lawn burials, lawn graves and ash interments. The implementation of the burial and memorialisation design guides will promote the protection of the visual qualities of the landscape. A 15 metre landscape buffer is provided to all site edges from the cemetery use.

Design principles

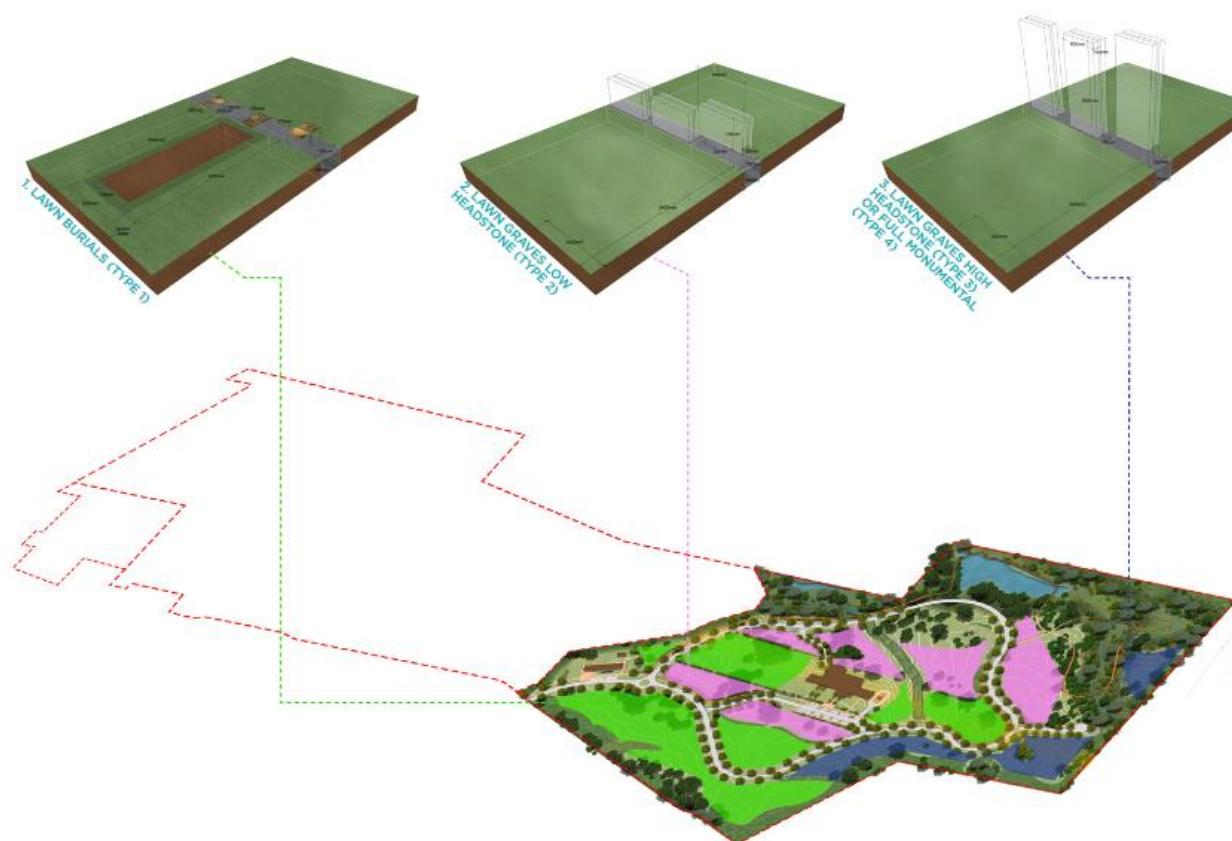
The below plan identifies different memorialisation types for burial across the site. The design rationale is as follows:

- Minimise visual impact of cemetery along the main axis.
- Generally, grave rows follow existing contouring of the land.
- Re-grading only where localised water ponding may occur.
- Minimise visual impact of cemetery from the main internal and Park roads.
- Create "screens" to minimise visual impact of memorialisation from the main roads.
- Provide 4 types of "burial interments":
 - Lawn Graves – plaques on beams
 - Lawn graves – low headstone (700mm max) on concrete beams in lawn setting
 - Lawn graves – high headstone (1.5m high max) on concrete beam in alwn setting
 - Full monumental

Ash interments

Dedicated spaces for ash interments are provided throughout Nepean Gardens as indicated in the plan below. Nepean Gardens will continue to cater for the increasing proportion of cremation by provided substantial space for the interment of cremated remains.

Figure 4 – Burial extent and types



Source: Florence Jaquet Landscape Architect

2.2. A PEACEFUL ENVIRONMENT FOR REFLECTION

One of the key benefits of designing Nepean Gardens and the Wallacia Golf Course as a consolidated development application is the ability for the site layout to be designed to mitigate any conflicts between the two uses. Nepean Gardens will be a place for quiet and peaceful reflection, both design principles and management guidelines will ensure that noise and user conflicts are minimised between the golf course and cemetery use.

Design measures

- Subdivision of the site to allow separate ownership and management of Wallacia Golf Course and Nepean Gardens.
- Incorporation of a 15 metres landscaped buffer along the site boundary to provide a visual and acoustic privacy barrier from Wallacia Golf Course.
- Planting within the 15 metre buffer is to include screen planting consisting of Cumberland Plain Woodland species which create the perception of a site boundary and will also provide a physical barrier to assist in the prevention of golf balls landing within Nepean Gardens.
- The Golf Course has been designed to have regard to potential impacts on Nepean Gardens. The course layout has been designed to maximise user safety and has considered users on adjacent sites. Similar separation distances have been provided from the boundary to acoustic minimise impacts.
- Separate vehicular and pedestrian access between Nepean Gardens and Wallacia Golf Course. A post and rail fence will be provided along the boundary. There will be no pedestrian connections between the sites.

Management guidelines

- There is an option for the Golf Club to include signage on the golf course in areas near the Nepean Gardens boundary to request that golfers keep noise to a minimum.

2.3. ORNAMENT DISPLAY

The display and the management of flowers and ornaments is to be undertaken in accordance with the CCB Flower and Ornament Policy. The policy provides the guidelines for the placement of floral and ornamental tributes within the cemetery grounds in order to give families the ability to grieve in a way that they see fit, whilst simultaneously granting CCB to meet its caretaker role in the management of the cemetery grounds.

2.4. CHAPEL

The Chapel is a multidenominational facility for the use of all cemetery visitors. The Chapel has been sited to ensure it can be integrated into the natural landscape and to provide panoramic views of the site and its rural surrounds.

Hours of operation: seven days 8.00am to 6.00 pm (neighbours will be communicated with to ensure they are kept informed about any potential operational changes outside of the above hours)

Anticipated number of services: Initially one per day and increasing as demand increases

2.5. ADMINISTRATION BUILDING

The Administration Building will accommodate office space for Nepean Gardens staff in addition to meeting rooms for cemetery visitors.

Hours of operation: seven days 6.00am to 6.00pm (neighbours will be communicated with to ensure they are kept informed about any potential operational changes outside of the above hours)

Staff may be present outside of these hours.

3. SUSTAINABLE MANAGEMENT - AN ENDURING ASSET

3.1. FINANCIAL MANAGEMENT

Long term sustainability of the Nepean Gardens will rely on sound financial management and the application of sustainable burial practices. A key consideration is being able to articulate the financial impact of incorporating various community values of conservation, affordability and social / religious ideals, against the need to fund operations and perpetual maintenance.

Objectives

(a) Financial viability

Price of licences and services to cover the cost of operations and perpetual maintenance of graves, monuments, landscaping and infrastructure. In addition, maximise the investment returns from its cash and reserves in a prudent, conservative mandate.

(b) Financial reporting

General Purpose Finance Reporting to provide a consistent, comparable disclosure framework from which to benchmark with other internal operations (e.g. Rookwood) and Crown Cemetery Trusts, as well as be externally audited.

In addition, provide a reporting regime that is timely, concise, transparent and relevant to the Board and Management to assist in their decision-making and stewardship responsibilities.

(c) Financial operations

Ensure the appropriate policies / procedures are adhered and regularly reviewed for:

- Protection of cash and assets,
- Minimising fraud,
- Efficient and accurate processing of transactions, and
- Compliance with applicable legislation

3.2. PERPETUAL MAINTENANCE

At the most basic level financial sustainability simply means the capacity to meet operational costs for the cemetery from its own resources, either recurrent revenue or reserves. To achieve sustainability, reserves need to be set aside to cover the costs of maintenance over the long term. An accurate estimate of the reserves required will require explicit assumptions regarding the level of future usage, the type of maintenance to be carried out and the level of investment returns.

Every four years an actuarial review is submitted to the Board to assess the adequacy of the reserves in meeting the Perpetual Care responsibilities. Even when completed with a high degree of financial sophistication such estimates are subject to a significant degree of uncertainty due to the long time frames involved. It could be expected that as the time to practical capacity of the cemetery approaches the estimates will be refined.

3.3. INTERMENT RIGHTS

An interment right is a contract between a cemetery operator and a right holder, allowing the right holder the exclusive right to use the allocated grave as an interment place. Purchase of an interment right does not imply ownership of the land itself or the right to carry out any particular activity within the plot. The land is still owned by the Cemetery.

When you purchase an interment right, the cemetery operator should provide a certificate in writing which identifies the location of the grave and other relevant details. Interment rights apply to burials in the earth and to burials in mausoleums, crypts and vaults. They also apply to burials of cremated remains in the earth or in a columbarium or niche wall.

Interment rights will be granted in accordance with the relevant adopted CCB policies, which include:

- Interment Rights Policy
- Renewable Tenure Policy
- Natural Burial Terms and Conditions

3.4. VISITORS AND OPERATIONS

Safety and Security

The engaged security company will be responsible for opening and closing the site gates. Nepean Gardens staff will provide casual surveillance during operating hours. Random patrols will be undertaken throughout the cemetery outside of operating hours. Surveillance cameras will be installed on gates and buildings.

Noise

Noise emissions associated with the operation of Nepean Gardens are to be controlled in accordance with the relevant criteria to ensure the amenity of nearby residents is maintained.

Waste management

Operational waste management is to occur in accordance with the Operational Waste Management Plan prepared by Waste Audit. All staff will be briefed on the proper use of waste management systems. Staff will be encouraged to maximise the separation of general waste and mixed recyclables to aid the proper disposal of all materials. The CCB garbage truck will service the waste generated at Nepean Gardens. All waste and recyclables are to be deposited offsite at a licenced Resource Recovery centre.

Complaints Management

Any complaints will be managed by CCB as per the guidelines within the Trust Handbook (the Handbook). The Handbook assist management, staff and board members manage their reserves. Chapter 26 of the Handbook outlines several procedures for good complaint handling. The objective is to provide a fair, efficient and accessible means of handling complaints and to learn from each complaint where possible.

CCB are to keep a complaints register which will detail all complaints received and how they were handled. This provides a quality control mechanism for customer service and management review, and facilitates the tracking of complaints. At a minimum, the complaints register will include the following:

- The date the complaint was made
- The date the reserve trust was advised of the complaint
- A brief description of the complaint
- The matter the complaint refers to (for example timeliness of service, public safety,
- Environmental protection, incorrect or misleading advice, rudeness by a reserve trust
- Manager or their staff in the provision of a reserve-related service)
- The person/group making the complaint
- The person who received and logged the complaint
- Actions taken to resolve the complaint, including any remedies
- The status of the complaint
- The date the complainant was advised of the outcome.

Only designated and trained officers will have authorisation to access and enter details into the complaints register. Only designated officers will record and securely store any confidential documents relating to the complaints handling process.

4. STRATEGY AND PLAN

In order to meet the challenges of the next ten years and beyond, the following four strategic directions are recommended.

1. Adopt sustainable management practices

2. Respect for cultural diversity and equitable allocation of resources

3. A whole of Nepean gardens approach

Collectively, these directions serve to manage Nepean Gardens as an attractive and sustainable resource for the people of Western Sydney.

Each of these directions has an influence on the others, and therefore none should be viewed as standalone. Sustainability often involves trade-offs, something Nepean Gardens Management understand in their daily decision-making. Their primary goal may be financial viability but it must be balanced against respect for culture and conservation of biodiversity.

In preparing the strategic directions Nepean Gardens Management have adopted the following approach.

- a. The future management of Nepean Gardens should build on past success gained through the management of other cemeteries within the Sydney region.
- b. If this is recognised, then it follows that future directions should also be informed by a study of the aspirations of those who have had, and continue to have, an interest in Nepean Gardens; its key stakeholders.
- c. This Plan of Management should pay due attention to other supporting plans for Nepean Gardens and progress to meeting the goals described in those plans.
- d. The directions should accord with and build on the areas of consensus that have been reached amongst these stakeholders; most particularly the agreed vision for Nepean Gardens that may often transcend denominational boundaries.

4.1. ADOPT SUSTAINABLE MANAGEMENT PRACTICES

Description

Long term sustainability at Nepean Gardens will rely on sound financial management by the organisation; and the application of sustainable burial practices in each portion of the cemetery. Fees will need to be reviewed regularly with a view to keeping them abreast of all financial needs, including provision for the long term maintenance of the grounds after land for burial has been exhausted.

Management principles

- Aim for financial viability: the ability of activities within Nepean Gardens to fund operations and maintenance over the longer term
- Achieve financial consistency across Cemeteries managed by CCB; adopt the same financial year and standardised accounting, pricing and reporting methodologies
- Establish financial benchmarks that allow easy assessment of commercial sustainability
- maintain financial and operational risk management processes
- Comply with agreed management guidelines
- Maintain an inventory of significant infrastructure and a capital works program to maintain and improve Nepean Gardens.
- Agree standard protocols and procedures early in the development cycle to share information about development proposals and applications
- Invest in the reuse of burial grounds where permissible; for instance, actively seek to reissue unused burial licences after 50 years

- Develop plans that account for the possible introduction of renewable tenure in the medium to long term.

Guidelines and actions

Continually update records across the cemetery and maintain in a consistent format.

- Undertake audits of available supply of burial spaces.
- Maintain statistics on interments and cremations interments.
- Improve methods of estimating demand.

Identify opportunities for additional burial places through renewal schemes whilst maintaining Nepean Gardens wide values- social, visual, vegetation and ecological.

- Prepare renewal schemes with identified capacity for change.

Collaborate in developing guidelines to apply across Nepean Gardens.

- Undertake all development in accordance with the Landscape Masterplan and the Architectural Plans for built form across the site.
- Utilise a materials palette that is sympathetic to Nepean Gardens as a whole, whilst allowing for diversity.

Develop environmentally sustainable policies

- Prepare an Environmental Management Plan to guide all environmental issues at Nepean Gardens.
- Record sustainability and environmental initiatives.

Evaluate infrastructure requirements to ensure suitability to the needs of the cemetery uses

- Develop and maintain levels of service provided by the road network and review to respond to changes when required.
- Implement and maintain security infrastructure to protect assets of the cemetery.
- Adopt new technologies where efficiencies in management can be made.

Develop uniform approach to pricing and licensing.

- Utilise existing licensing methodology in a consistent, clear and transparent manner as other CCB cemeteries.
- Align price of burial licences with other CCB cemeteries where applicable.
- Review pricing on regular basis to ensure fair, equitable and sustainable levels across all communities and stakeholders.

Develop common financial reporting standards.

- Pursue operational sustainability as a working cemetery subject to maintenance of minimal financial reserves.
- Transfer corporate overheads in line with in other CCB cemeteries.

Key performance areas

- Consistent format for reporting.
- Timely financial reporting
- Quantum of reserves invested for long term maintenance
- Efficient land use
- Best practice sustainability in the use of materials and resources

- A whole of Nepean Gardens character

4.2. RESPECT FOR CULTURAL DIVERSITY AND ALLOCATION FOR RESOURCES

Description

This refers to the need to demonstrate continuing respect for cultural/faith diversity and the compromises that are often required between the most efficient use of land, and cultural/ religious preferences. It also recognises the importance of management keeping pace with the changing demographics/ demand of Sydneysiders in decisions about the allocation of Nepean Gardens resources.

Management principles

- Management should not stifle cultural/religious difference within the one area
- Renewable tenure should not be imposed on areas within Nepean Gardens where it is in conflict with cultural/religious values
- The available land for burial within Nepean Gardens should consider changes in religious and cultural preferences of Sydney's population
- Nepean Gardens' social value should be enhanced as a place of passive recreation and community use

Maintain representative examples of social/religious group burial practices when considering sustainable burial -intensification, re-use and renewal.

- Identify areas where intensification of use can occur without compromising cultural diversity and beliefs
- Allow for cultural/religious differences, while considering impact of adjacent burial styles
- Review opportunities for burials of specific religious groups.

Key performance areas

- Feedback from the funeral industry, stakeholder and communities
- Linkages to and programs with schools and other educational bodies
- Involvement of the community in Nepean Gardens events

4.3. A WHOLE- OF-NEPEAN GARDENS APPROACH

Description

In addition to its principal business, Nepean Gardens has significant social and recreational value to its many communities. A whole- of-Nepean Gardens approach to promoting this is required if this value is to be maximised.

Management principles

- Present and promote a 'whole-of-Nepean Gardens' image
- Gain the public's esteem by effective and ongoing maintenance of Nepean Gardens
- Commit resources to a unified program to promote Nepean Gardens as a place of passive recreation and community value

Guidelines and actions

Improve resources

Ensure a marketing and/or promotions role that will include:

- Coordinating media responses to provide a whole of Nepean Gardens response
- Scheduling and organising events that promote Nepean Gardens as a centre for passive recreation
- Support the promotional activities of Nepean Gardens events.
- Ensure working relationships with the adjacent Wallacia Golf Course are fostered

Adopt and expand on design guidelines for promotion of ‘whole of Nepean Gardens’ image

- Ensure consistency in signage across the cemetery.

Identify public profile initiatives as well as passive recreational opportunities

- Explore web/social media communication of Nepean Gardens
- Promote and update the calendar on the website.

Key performance areas

- Resources committed to marketing initiatives
- Linkages to Western Sydney festivals and activities