

## **Boroondara Cemetery Trust - Strategic Direction**

### **Vision**

To provide a high quality community asset that preserves the heritage architecture and botanical assets of the cemetery for the enjoyment of current and future generations while maintaining its links to the past.

### **Aim**

To provide a location for reflection in a well maintained horticulturally interesting setting for the families and friends of those interred in the cemetery and a place of respite from a busy world for the local community.

To provide easy access to accurate historical records of the cemetery for those people carrying out genealogical research.

### **Strategic Statements**

- The Trust will not proactively seek a merger with another Cemetery Trust.
- The Trust does not plan to expand from its current site.
- The Trust accepts that overdevelopment of areas for memorialisation sales would detract from the Vision and Aim.
- Given the three statements above the Trust accepts that most of the existing stock will likely be sold within the next 10 years.
- The Trust requires management of fiscal assets to be with prudent stewardship and a conservative approach to risk to provide income for the ongoing maintenance of the Cemetery for the foreseeable future.
- The Trust accepts that current fixed assets are appropriate and that construction of new fixed assets would create liabilities for future generations and thus will not be acquired or constructed.
- The Trust accepts that scheduled and regular maintenance of existing assets will be at a standard that will preserve their useful life and enjoyment by future generations.
- The Trust will only deal with those factors that are current and known and will not focus on those that are speculative.

### **Services provided**

The Trust accepts that the cemetery's main role and purpose in the community is changing and the change will be largely completed over the next 10 years. The cemetery will cease to offer for sale graves and areas for the interment of human remains, including cremated remains. The only service provided into the future will be the interment of pre-sold graves and niches.

## **Operational Revenue Generation Verses Investment Income**

The Trust accepts that given the Aim of the Trust and its Strategic Statements, it will move its service focus from operational sales to a reliance on and the management of income generated from the Trusts investments, including its Perpetual Maintenance Reserve.

## **Trust and Staff Skills**

The skills of the staff and Trust Members will need to align to the strategic direction of the Trust. This will include acquiring skill and knowledge in financial management, horticultural and parks and gardens, historical conservation, asset and contractor management.

The Trust recognises the changing opportunities and expectations of the community in relation to information technology. The Trust will acquire skills either through its membership or staff to maximise the engagement and sharing of information with the community.

## **Community and Community Group Involvement**

The Trust will, in seeking to achieve its strategic direction, foster community ownership, recognition and utilisation of the cemetery as a community asset. This will be achieved by keeping the community informed and engaging with the local historical societies, gardening groups and local service groups.

The Trust will continue with its support of the Friends of Boroondara Kew Cemetery and recognises the important role this group can play in achieving the Aim of the Trust.