

# MACARTHUR MEMORIAL PARK

## Plan of Management



Catholic Cemeteries  
& Crematoria  
Care. Compassion. Choice.







## Contents

<b>CEO INTRODUCTION.....</b>	<b>5</b>	<b>4. BURIAL AREAS AND FACILITIES.....</b>	<b>30</b>
<b>VISION.....</b>	<b>6</b>	DESIGN GUIDES- BURIAL AREAS AND MEMORIALISATION .....	32
<b>1. INTRODUCTION.....</b>	<b>8</b>	ORNAMENT DISPLAY .....	35
MACARTHUR MEMORIAL PARK THE PLACE .....	10	CHAPEL AND FACILITIES .....	35
DEMAND FOR ADDITIONAL BURIAL SPACE .....	11	ADMINISTRATION BUILDING .....	35
CHALLENGES AND INTERESTS .....	12	<b>5. ACCESS AND MOVEMENT.....</b>	<b>36</b>
HISTORY AND GOVERNANCE OF CMCT .....	13	SITE ACCESS.....	38
STATUTORY FRAMEWORK.....	14	INTERNAL ACCESS AND WAY FINDING .....	38
PROJECT TIMELINE .....	16	PARKING .....	38
PLAN OF MANAGEMENT STRUCTURE .....	17	<b>6. SUSTAINABLE MANAGEMENT.....</b>	<b>40</b>
<b>2. THE SITE AND ITS CONTEXT .....</b>	<b>18</b>	FINANCIAL MANAGEMENT .....	42
LOCALITY .....	20	AN ENDURING ASSET .....	42
ABORIGINAL HERITAGE .....	20	PERPETUAL MAINTENANCE .....	43
EUROPEAN HERITAGE.....	21	INTERMENT RIGHTS .....	43
LANDSCAPE CHARACTER .....	22	VISITORS AND OPERATIONS .....	44
<b>3. MACARTHUR MEMORIAL PARK THE PLACE ...</b>	<b>24</b>	SAFETY AND SECURITY .....	44
A NATURAL ASSET .....	26	LIGHTING .....	44
ECOLOGY.....	26	NOISE .....	44
VISUAL IMPACT .....	26	WASTE MANAGEMENT .....	44
WATERCOURSES AND DAMS .....	27	COMPLAINTS MANAGEMENT .....	44
BUSHFIRE .....	27	<b>7. STRATEGY AND PLAN.....</b>	<b>46</b>
A COMMUNITY ASSET .....	28		
PARKLANDS .....	28		
PUBLIC ART .....	28		
WALKING TRAILS .....	29		
CAFÉ AND FUNCTION CENTRE .....	29		
HERITAGE AND INTERPRETATION .....	29		







# CEO Introduction

## **It is with pleasure that I introduce the Plan of Management for Macarthur Memorial Park**

The Plan of Management is the guiding instrument for the future management of this unique and historic 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.

Macarthur Memorial Park will demonstrate the ability to integrate a unique landscape cemetery that protects the history of the site and simultaneously integrates with the surrounding aesthetics of the Scenic Hills of Campbelltown while responding to the historical, 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 Campbelltown urban area. The objective is to accentuate the green and open character of the landscape. The development will be undertaken in accordance with an endorsed Conservation Management Plan that will be sustained over the next century.

The Architectural character of the buildings will complement the landscape and scenic quality of the site and will provide access to the public for both cemetery and passive recreational use for the first time in over 150 years.

It is important to acknowledge the vision of senior management the support of the Catholic Cemeteries Board and the Archdiocese of Sydney and Wollongong 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 over many years.

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 Macarthur Memorial Park.

Peter O'Meara  
CEO



# Vision

Macarthur Memorial Park is to be managed as an attractive and sustainable resource, which will in part meet the known burial needs of the broader Sydney Region whilst providing beautiful and unique public open space for the Campbelltown Community.

The Plan of Management will guide the development and stewardship of Macarthur Memorial Park, a sustainable and unique landscape which represents a contemporary alternative to traditional cemetery design. Macarthur Memorial has been designed to preserve and respect its rural landscape and the visual qualities of the Scenic Hills. This Plan of Management is to guide the sustainable management of Macarthur Memorial Park. 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









# 1. Introduction

This introductory section describes the purpose of this Plan of Management (POM) for Macarthur Memorial Park (MMP), 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

## MACARTHUR MEMORIAL PARK THE PLACE

Macarthur Memorial Park (MMP) has been designed to integrate with the natural landscape and to respond to the scenic qualities of the Varroville locality. Varroville is located in South Western Sydney within the Local Government Area of Campbelltown, as indicated in Figure 1: 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. MMP enhances and protects these qualities into the future.

In addition to these environmental qualities, the site and local area embodies rich Aboriginal and European Histories. MMP

will protect and showcase these rich layers of heritage for years to come.

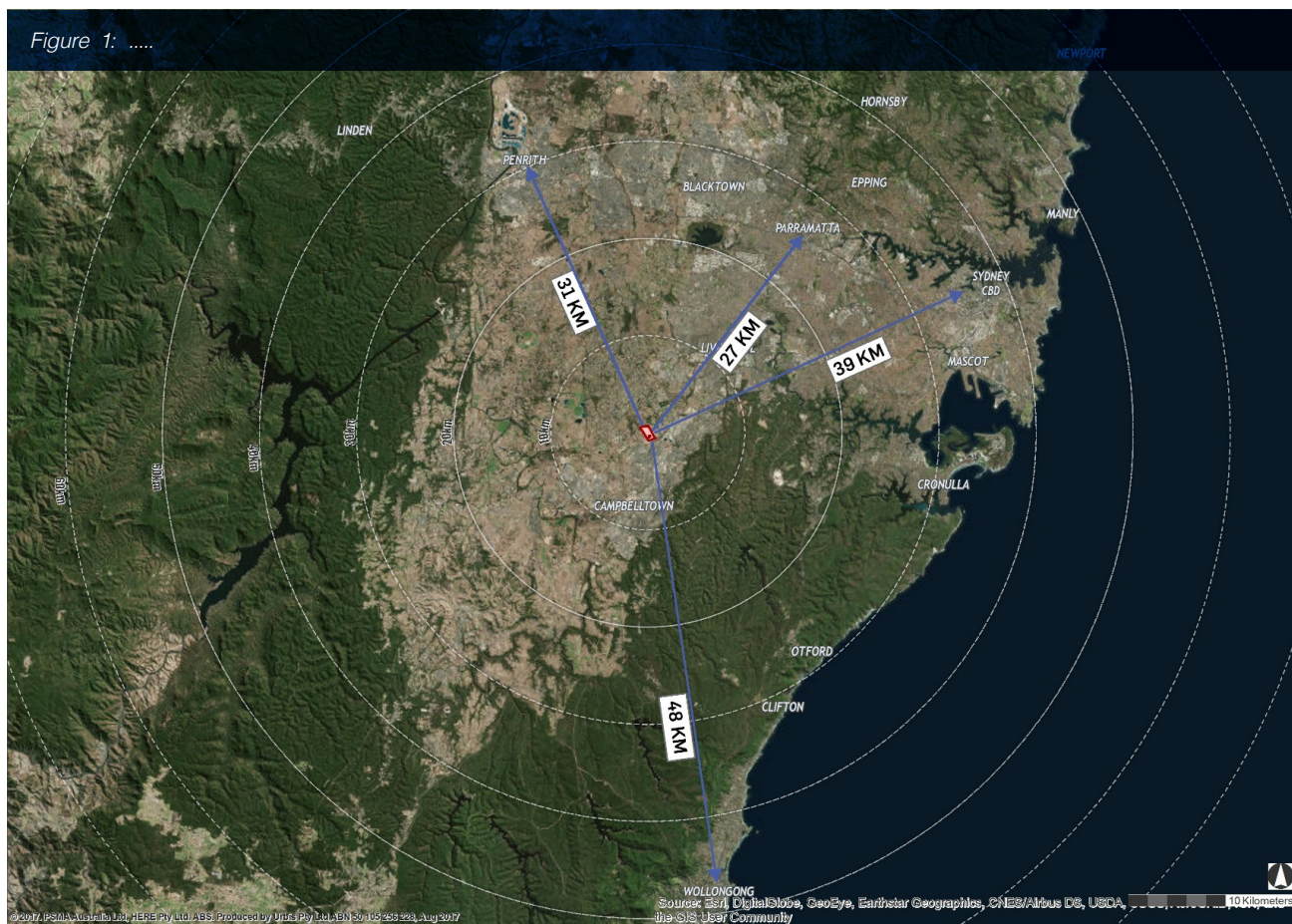
MMP has been designed to encourage a variety of respectful and passive public uses beyond the use of the site for burial, including open space and play equipment, a public café, sculpture garden, and interpretive heritage walking trails throughout the site.

Fundamentally, MMP is unique from other traditional cemeteries as the visual characteristics of the cemetery use will remain subordinate to the natural beauty of the landscape.





Figure 1: .....



## DEMAND FOR ADDITIONAL BURIAL SPACE

There is a recognised need for addition burial across Metropolitan Sydney. Research undertaken by Cemeteries and Crematoria NSW indicated that existing burial space across the region will be exhausted by 2050. Whilst burials currently account for 33.7% of interment services across Metropolitan Sydney (with cremation accounting for 66.3% of services), a significant projected increase in the number of deaths per annum will result in a growing demand for burial space. MMP accommodates for both full body interments in addition to catering for a growing rate of cremated remains interment.





## CHALLENGES AND INTERESTS

As the management body CMCT face a variety of challenges associated with the operation and management of MMP. 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 CMCT will accrue funds for long term care and maintenance once MMP 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 Insert: in figure 2.

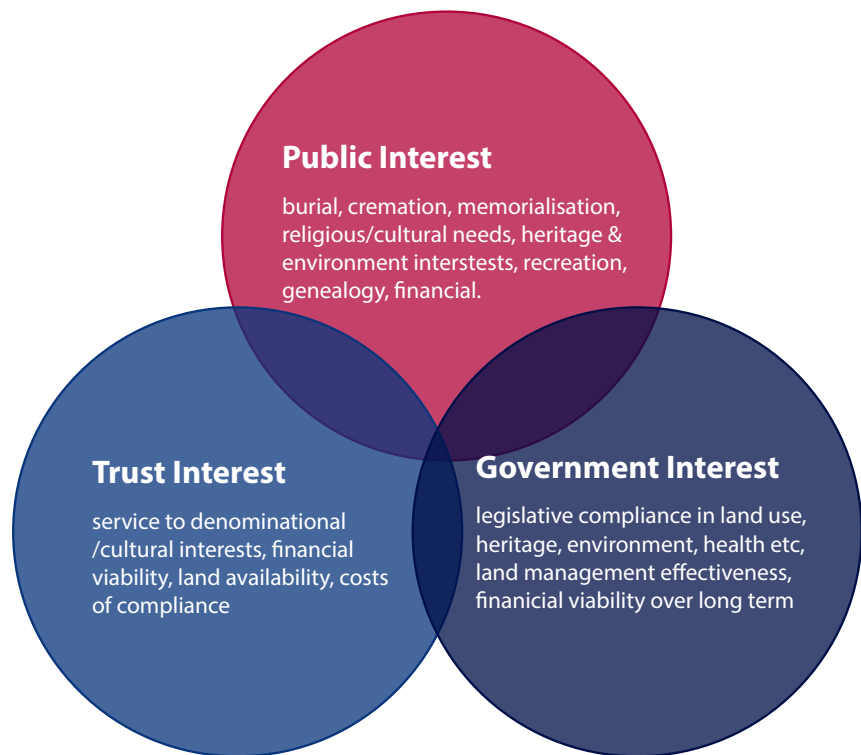


Figure 2: Public, CMCT and Government influences



## HISTORY AND GOVERNANCE OF CMCT

### 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:

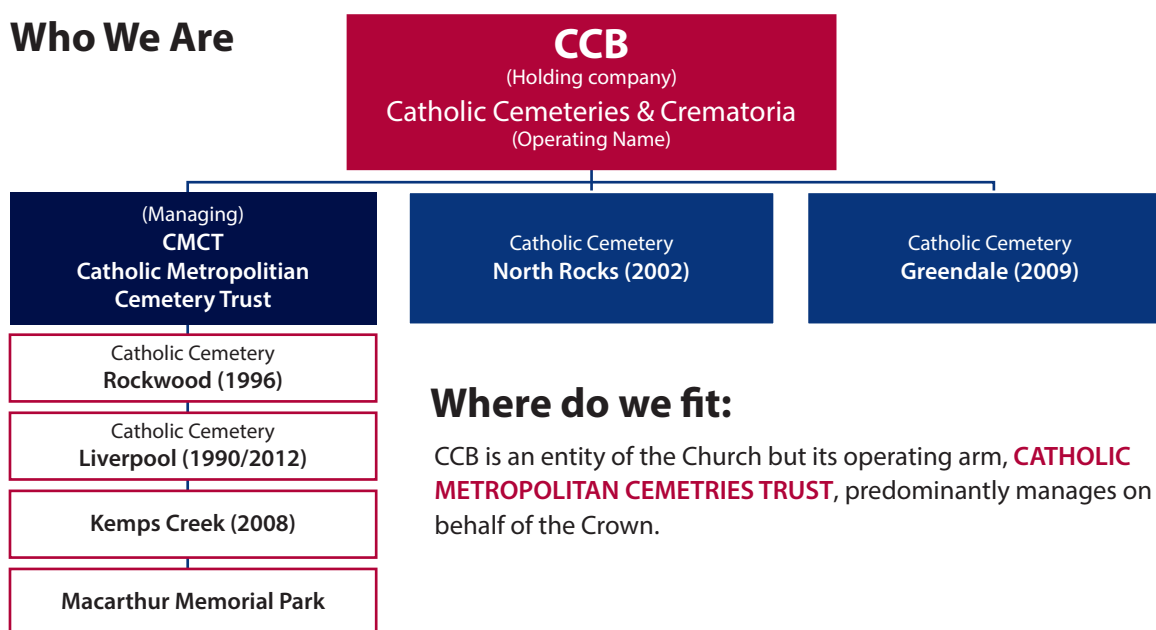
- Catholic Cemetery Trust Necropolis
- Catholic Cemetery Trust Field of Mars
- Catholic Cemetery Trust Liverpool
- Kemps Creek Catholic Cemetery (acquired from the Liverpool Catholic Club on 15 September 2008)

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

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

### Who We Are



### Where do we fit:

CCB is an entity of the Church but its operating arm, **CATHOLIC METROPOLITAN CEMETRIES TRUST**, predominantly manages on behalf of the Crown.

Figure 3: CMCT Organisation Chart





## 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. [Urbis Graphics include links to each document]

### 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.

### Crown Lands Act 1989 and Regulations

The objects of the Act are to ensure that such land is managed for the benefit of the people of NSW in accordance with the land management principles defined in section 11 of the Act. Under Part 5 of this Act, Macarthur Memorial Park is dedicated as a cemetery and the Catholic Metropolitan Cemeteries Trust is the reserve trust is charged with its care, control and management. This Act provides guidance as to the financial powers of reserve trusts and the type of financial controls to be implemented.

### Crown Land Management Act 2016

In 2012 the NSW Government initiated a review of existing legislation and the overall management Crown Land in NSW. Crown Land Management Bill 2016 was passed by the NSW Parliament in 2016, representing the first stage in the consolidation of eight separate pieces of legislation. The new legislation is expected to commence in 2018.

### Heritage Act 1977

The Heritage Act 1977 (Heritage Act) is the primary piece of State legislation affording protection to items of environmental heritage (natural and cultural) in NSW.





Under the Heritage Act, 'items of environmental heritage' include places, buildings, works, relics, moveable objects and precincts identified as significant based on historical, scientific, cultural, social, archaeological, architectural, natural or aesthetic values. The Heritage Act is administered by the Office of Environment and Heritage. The purpose of the Heritage Act 1977 is to ensure cultural heritage in NSW is adequately identified and conserved. The Southern portion of the site is classified as a Local Heritage Item under the CLEP 2015. This Plan of Management is supported by Conservation Management Plan for the site which details the elements of heritage significance across the site and provides a comprehensive framework for protection and management.

### **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.

### **Threatened Species Conservation Act 1995**

The NSW threatened species legislation and the Commonwealth environmental protection and biodiversity legislation are part of the statutory framework affecting the indigenous vegetation at MMP. These pieces of legislation are concerned with threatened, vulnerable and endangered

flora and fauna and are protected and managed by the Vegetation Management Plan (VMP).

### **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.

### **Campbelltown Local Environment Plan 2015**

The Campbelltown Local Environmental Plan 2015 (CLEP 2015) is the principle Environmental Planning Instrument applying to the site. The CLEP 2015 establishes the controls to guide future development of the MMP.



## PROJECT TIMELINE

MMP Development and operation – MMP will be developed in stages to respond to the ongoing demands for burial space, with the footprint of the cemetery slowly extended as required. The development of the cemetery will happen over many years, starting with a larger Stage 1 footprint (to accommodate Public Open Space and buildings) but then slowly extending the cemetery in the following stages.

### Stage 1

Chapel, Mortuary, Function building and associated carpark.

Ground staff facilities, administration office, café, gatehouse facility and associated carparks.

Entrances and roads within Stage 1 area.

Landscaping and furniture within Stage 1.

Outbuildings restoration works, keeping existing road for access.

The rest of site remains unchanged.

This stage will provide burial for approximately 85 years.

### Stage 2

Extension of road network to extent shown in Stage 2.

Landscaping and furniture within Stage 2.

The rest of site remains unchanged.

This stage will provide burial for approximately 25 years.

### Stage 3

Extension of road network to extent shown in Stage 3.

Landscaping and furniture within Stage 3.

The rest of site remains unchanged.

This stage will provide burial for approximately 10 years.

### Stage 4

Extension of road network to extent shown in Stage 4.

Landscaping and furniture within Stage 4.

The rest of site remains unchanged.

This stage will provide burial for approximately 15 years.

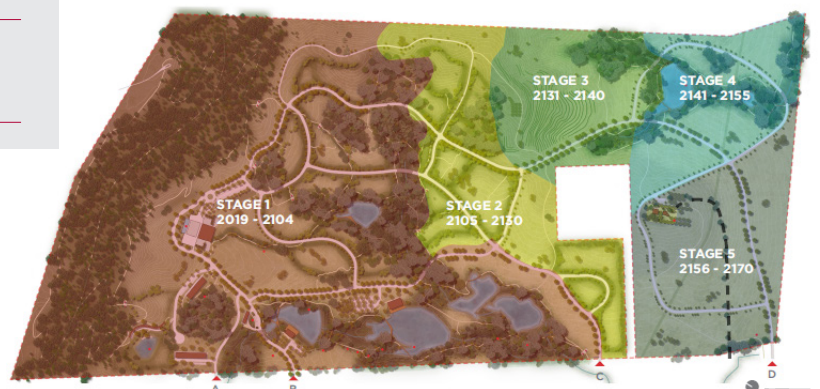
### Stage 5

Extension of road network to extent shown in Stage 5.

Landscaping and furniture within Stage 5.

Additional entrance/exit in South-West corner.

This stage will provide burial for approximately 25 years.





## PLAN OF MANAGEMENT STRUCTURE

This POM is divided into two parts. Part 1 consists of this Plan of Management, which is a concise document to guide the staged delivery of MMP and to manage ongoing operations. Part 2 consists of the supporting documents and managements plans.

### Part 1: Plan of Management

This POM guides the staged delivery of MMP and will manage the ongoing operations on the site. 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.

This POM has the following structure:

- Chapter 1: Introduction
- Chapter 2: The Site and its Context
- Chapter 3: Macarthur Memorial Park the Place
- Chapter 4: Burial Areas and Facilities
- Chapter 5: Access and Movement
- Chapter 6: Sustainable Management
- Chapter 7: Strategy and Plan

Part 1 of the POM is a living document which can be amended regularly to maintain consistency with the staged delivery of the cemetery and with the Crown Lands Act 1989 and Cemeteries and Crematoria Act 2013.

### Part 2: Supporting documents and management plans

Part 2 consists of a comprehensive suite of related plans and supporting documents. Each of these documents are described below.

Include relevant infographic next to each document description below

#### Landscape Masterplan

The Landscape Masterplan for MMP will become a statutory document which will guide future development across the site. The Landscape Master Plan details the locations of

burial areas, public spaces, buildings and roads across the site. The landscape Master Plan has been informed by the Conservation Management Plan and a variety of environmental considerations specific to the site and surrounding locality.

#### Conservation Management Plan

A comprehensive Conservation Management Plan (CMP) has been prepared to provide a careful analysis of the heritage significance of the site, policies on how to retain its significance, and conservation strategies to ensure its long-term viability. The CMP details why the site is considered to be of heritage significance and outlines policies to retain this significance while allowing for re-use, future development and ongoing conservation, management and maintenance. The CMP addresses the site by investigating the natural and cultural heritage significance of the place, incorporating setting, outbuildings and structures, significant landscape features and the important relationship between these elements.

#### Aboriginal Heritage Management Plan

An Aboriginal Heritage Management Plan (AHMP) will be prepared to ensure ongoing impact avoidance within the site. The AHMP will provide guidelines for the ongoing management of these sites during the course of the proposed activity.

#### Vegetation Management Plan

The Vegetation Management Plan (VMP) has been prepared to ensure the ongoing protection of significant bushland from physical disturbances during the life of the cemetery. The VMP prescribes quantifiable goals and strategies to assist in the conservation of significant vegetation.

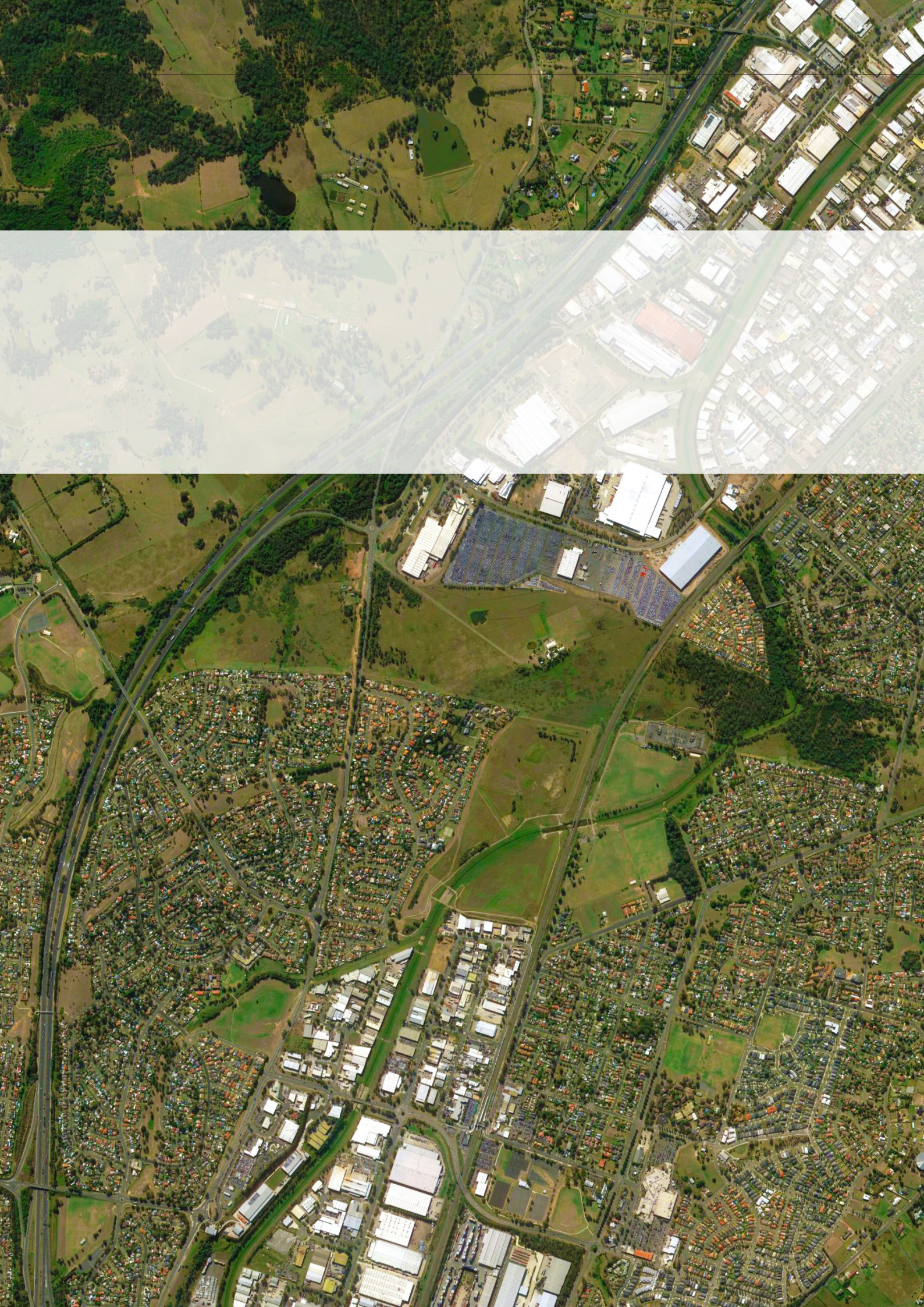
#### Operational Waste Management Plan

An Operational Waste Management Plan (WMP) has been prepared for the development which involves the construction of memorial and funeral service facilities, as well as park management facilities and food premises. The WMP has been developed to assist in achieving effective waste and recycling management in order to minimise the environmental impacts of the development.



## 2. The Site and Its Context







## 2. The Site and Its Context

### LOCALITY

Macarthur Memorial Park (MMP) is located in the suburb of Varroville, which is approximately 7.5 kilometres north east of Campbelltown City Centre. Varroville is located in the Local Government Area of Campbelltown, and in the broader South West Region of the Sydney Metropolitan Area. The site is located on a significant landholding which will be developed over time to assist in meeting the region's burial needs.

MMP is located within a rural setting and is surrounded by a variety of complementary uses, including rural residential landholdings to the north, the Hume Highway and the suburb of St Andrews to the south, the Scenic Hills Riding Ranch and rural land to the east, and Our Lady of Mt Carmel Catholic Church, the Mt Carmel Catholic Retreat Centre and the Mount Carmel Catholic College to the west. The Ingleburn industrial precinct extends along the southern side of the Hume Highway to the south east of the subject property.



### ABORIGINAL HERITAGE

Aboriginal cultural heritage consists of places and items that are of significance to Aboriginal people because of their traditions, observances, lore, customs, beliefs and history. It provides evidence of the lives and existence of Aboriginal people before European settlement through to the present. Aboriginal cultural heritage is dynamic and may comprise physical (tangible) or non-physical (intangible) elements.

Aboriginal cultural heritage also relates to the connection and sense of belonging that people have with the landscape and each other. It recognises that Aboriginal people understand cultural heritage and cultural practices as being part of both the past and the present and that cultural heritage is kept alive as part of everyday life. Cultural heritage is not confined to sites; it also includes peoples' memories, storylines, ceremonies, language and 'ways of doing things' that continue to enrich local knowledge about the cultural landscape.

Development of the site has been informed by an Aboriginal Archaeological Impact Assessment (AAIA) and all associated physical test excavations, research and ongoing consultation with the Tharawal Local Aboriginal Land Council and the Cubbitch Barta Native Title Claimants Aboriginal Corporation. The AAIA details several management strategies which have been adopted during physical site testing.

An Aboriginal Heritage Management Plan (AHMP) will be prepared to ensure ongoing impact avoidance within the site. The AHMP will provide guidelines for the ongoing management of these sites during the course of the proposed activity.

The language group spoken in the Campbelltown area is thought to have been Dharawal. The Dharawal language group is thought to have extended from the Shoalhaven River, north to Botany Bay and then inland to Camden. The Darug language is believed to have extended from the western side of the Georges River to Appin and Picton and as far west as the Blue Mountains.



## EUROPEAN HERITAGE

The cultural landscape has high aesthetic significance which includes the setting of the historic colonial homestead of 'Varroville House' and a rural landscape of the Scenic Hills. Whilst 'Varroville House', does not form part of MMP, the site and surrounds incorporates built and landscape elements of the former Varroville Estate.

The estate has a continuity of pastoral and agricultural uses are becoming rare in the area due to urban expansion.

Varroville and the estate have strong associations with several individuals and families important in the development of rural industries in the colony of NSW including agriculture, horticulture, viticulture and stock breeding.

Broadly speaking the, the key periods of European history are outlined in the below timeline.

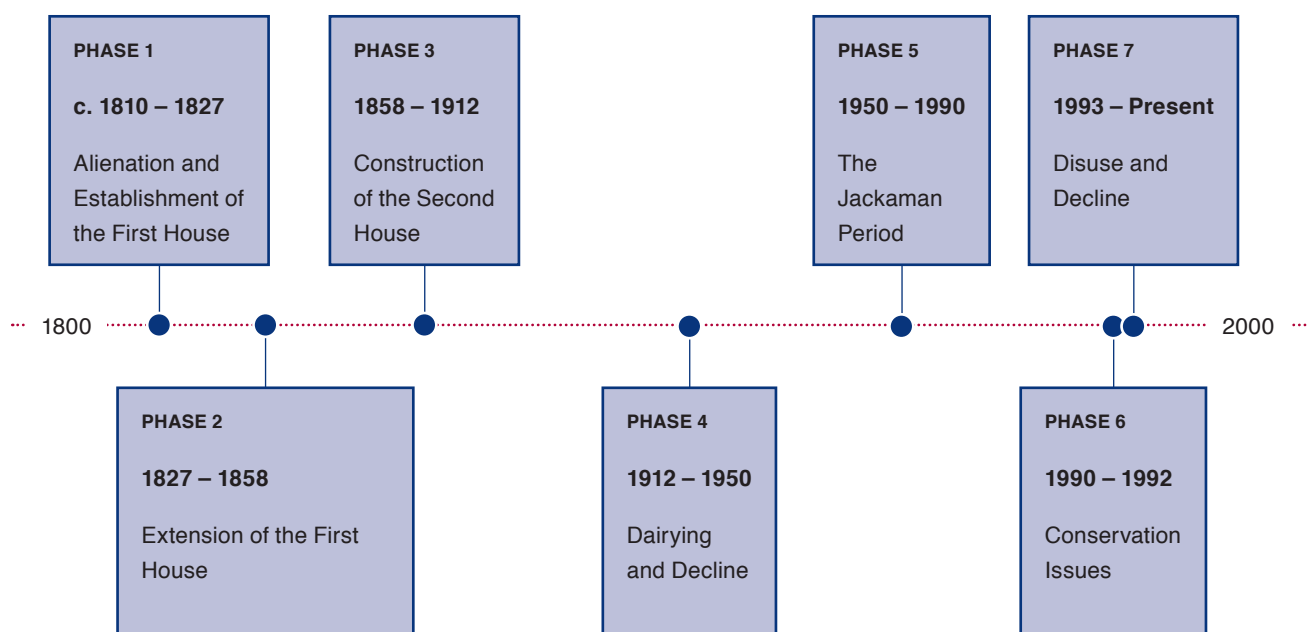


Figure 4: The Slab Hut within the Outbuildings Precinct



## LANDSCAPE CHARACTER

The site is located within the Campbelltown Scenic Hills, an area valued for its picturesque and natural scenic qualities. The Scenic Hills landscape runs south west direction from Liverpool to Mt Annan. The landscape character of the site includes undulating grassed hills and forested areas. The site has a complex topography which includes a series of ridgelines, gullies and flatter pastures. The northern boundary of the site follows a distinctive ridgeline which includes the Bunbury Curran Hilltop. The site falls away from this ridgeline in south easterly direction and is heavily vegetated in this portion of the site.

In common with other areas of the Scenic Hills, the subject site is predominantly of an open and cleared character, with a small number of buildings, strands of remnant vegetation and water bodies. Where present, native vegetation has a riparian structure due to small creeks and tributaries running through the site. Whilst the site contains a mix of native and introduced vegetation, most areas have been heavily modified due to previous grazing and agistment uses. Pockets of native vegetation on the site largely follow the riparian corridors and dam and includes Cumberland Plain Woodland and Moist Shale Woodland. Significant vegetation on site will be protected and managed in accordance with the Vegetation Management Plan.









# **3. Macarthur Memorial Park The Place**









# 3. Macarthur Memorial Park The Place

## A NATURAL ASSET

### ECOLOGY

An Ecological Assessment has been undertaken for the site which details the significance of flora and fauna on the site and measure to minimise and offset the loss of any significant vegetation. This assessment has informed the Landscape Masterplan to maximise the preservation and protection of significant vegetation and habitats on the site.

Significant vegetation, including Cumberland Plain Woodland and Moist Shale Woodland is largely located within riparian corridors and surrounding the damt. The retention and protection of these communities will occur in accordance with the Ecological Assessment and Vegetation Management Plan (VMP) relating to the site. All works on the site are to be undertaken in accordance with the VMP.

### VISUAL IMPACT

Significant views to the site from the Campbelltown urban area, the Hume Highway and Varroville Estate will be retained. The Landscape Masterplan and built form have been developed and designed to ensure the preservation of the visual qualities of the Scenic Hills. When viewed from surrounding areas, the site will remain rural in nature and the memorial park and associated buildings will remain subordinate to the visual character of the broader locality.

All development, burial areas and planting will be carried out in accordance with the Landscape Masterplan and Architectural Plans which are consistent with the site specific controls contained within the Campbelltown Local Environmental Plan 2015.





## WATERCOURSES AND DAM

Riparian areas provide habitat for freshwater wildlife including turtles, frogs, native wading birds and waterfowl, some of which are migratory protected species or locally significant. A number of small creeks on the site drain towards the existing dam on the site and to Bunbury Curran Creek.

Planting within riparian corridors is to occur in accordance with the Vegetation Management Plan. All works within the riparian protection zone and ongoing management will be in accordance with NSW Office of Water Controlled activities on waterfront land - Guidelines for Riparian Corridors on Waterfront Land.

## BUSHFIRE

Given the site's rural and vegetated locality, there is potential for bushfire to affect the site. Development on the site achieves compliance with the Planning for Bush Fire Protection 2006 (PBP) and Community Resilience Practice Note 2/12 Planning Instruments and Policies.

All recommendations contained within the Bushfire Protection Assessment has been adopted within the Landscape Masterplan and have informed the design and siting of buildings and the internal road network. Key principles adopted include provision of adequate access, including perimeter roads, establishment of adequate APZs for future building construction and the introduction of controls which avoid placing inappropriate developments in hazardous areas and placement of combustible material in APZs.





# A COMMUNITY ASSET

In addition to the role of MMP as a contemporary memorial park, the site includes landscaped parklands for the public's recreational use. The parklands and supporting facilities and infrastructure will become a valued community asset which are maintained in perpetuity.

## PARKLANDS

MMP includes 35.5 hectares of landscaped public parklands. The parklands are accessed from St Andrews Road and surround the site's historic dams, and extend along the main creek alignment. The public parklands have been designed for passive recreational use and include a variety of landscaped elements and facilities, including walking trails, boardwalks, picnic areas and seating, and a café.

Key operational aspects of the parklands are as follows:

- The parklands will be maintained on a regular basis by MMP Staff.
- The parklands will be opened from daylight to dark.
- The access gates at St Andrews Road will be opened and closed by the site's security company daily.

## PUBLIC ART

MMP is to include approximately 34 individual public art pieces. The curation and commissioning of local artists is to be encouraged so that artworks create a relevant and rich experience for the local community and wider cemetery visitors. The Public Art Strategy will be closely linked with the Interpretation Strategy and Landscape Masterplan.

All public art is to be sited and designed in accordance with the Landscape Masterplan the Public Art Strategy. The Public Art Strategy is to guide the siting, heights and materiality of each art work, which has been developed having regard to the available views and visual prominence of each artwork.



## WALKING TRAILS

MMP provides an extensive network of walking trails throughout the site. The network of walking trails provide safe and convenient access for MMP visitors and the local community. Internal pathways have been designed to integrate with the natural and built elements of MMP, including the waterways and dams, historic outbuildings, public art and key site facilities.

The walking trails connect each unique aspect of MMP for the enjoyment of the local community. Walking and associated wayfinding signage will be maintained by MMP staff.

## CAFÉ AND FUNCTION CENTRE

The Café is located within the parklands and will be accessible to members of the public, cemetery visitors and staff. Direct vehicular and pedestrian access to the café is provided from the main site entrance on St Andrews Road.

Normal hours of operation: 7 days 8.00am to 5.00pm

Extended hours of operation may occur during speciality functions.

## HERITAGE AND INTERPRETATION

The recognition and celebration of the site's rich history is a central element of MMP. The accessible nature of the memorial park and public parklands have offered a unique opportunity to convey this history on site and to share this with the public.

The restoration of the heritage outbuildings is to occur accordance with the Architectural Plans and the Conservation Management Plan. The outbuildings are to be publicly accessible and contain educational storyboards relating to the site's Aboriginal and European History.

Hours of access: 8.00am until 3.00pm Monday to Friday

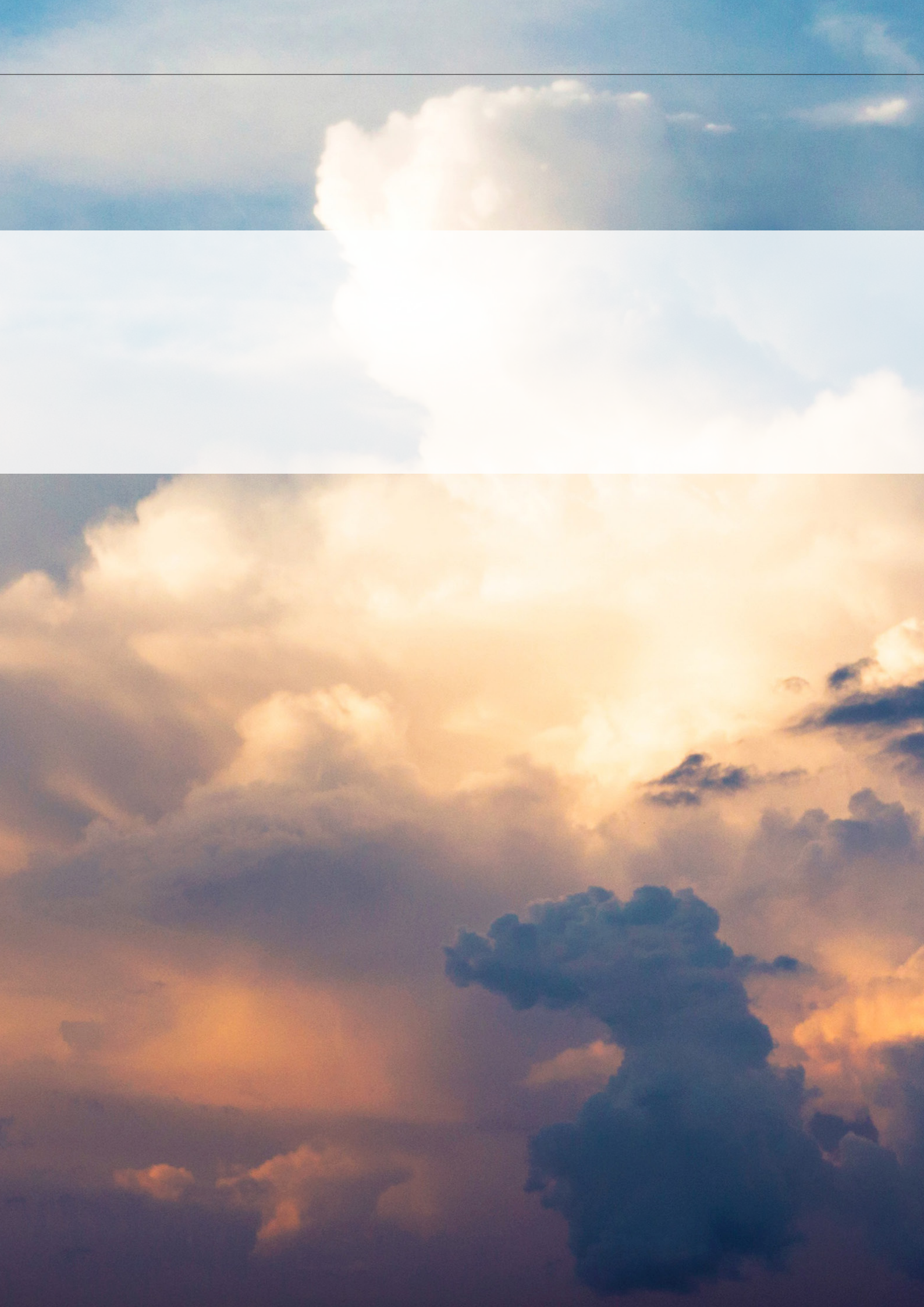
Heritage interpretation across the site will occur in accordance with the Interpretation Strategy. The Interpretation strategy details the methodologies and the rationale for conveying historical themes within MMP, including walking trails, lookout, reinstatement of historic vineyards, storyboards, sculptures, signage and internal road naming.



# **4. Burial Areas and Facilities**









## 4. Burial Areas and Facilities

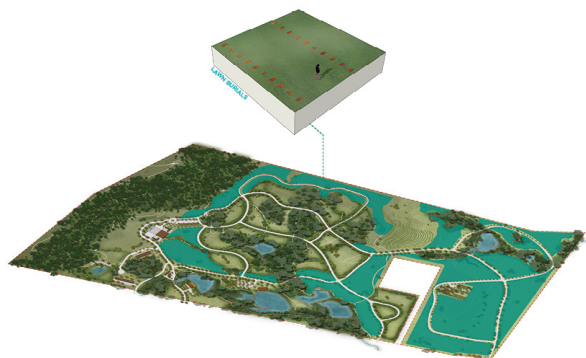
MMP significantly contributes to the supply of burial space in South West Sydney. Continued planning for burial space across Metropolitan Sydney is required to meet the needs of current and future generations. The staged development of the memorial park will aid in meeting the growing demand for burial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

### DESIGN GUIDES- BURIAL AREAS AND MEMORIALISATION

MMP 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, natural burials, burial rooms, ash interments and crypts. The design guides for each burial type are described below and is detailed in full within the Landscape Masterplan. The implementation of the burial and memorialisation design guides will promote the protection of the visual qualities of the landscape.







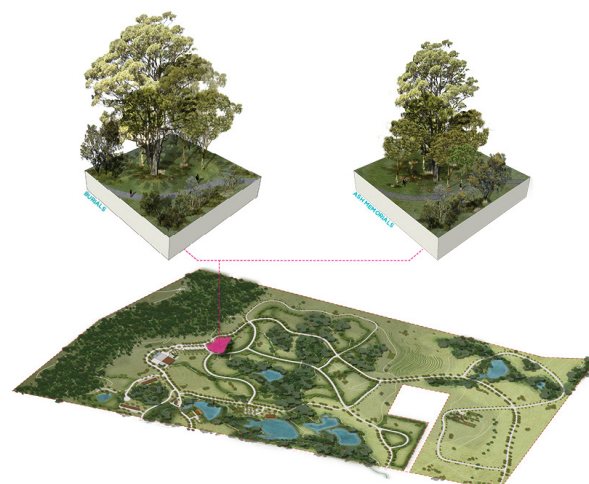
### Lawn burials

The burial areas identified in the above plan are restricted to lawn burials only.

#### Burial and design guides

- Flush lawn plaques
- Concealed concrete beams below ground level
- Rows of graves to generally follow topography of land
- Re-grading only where localised water ponding may occur
- Occasional specimen tree planting for shade and respite

The southern portion of the site (south of Varroville House) is a 'no build area' as per the Campbelltown Local Environmental Plan 2015. This area of the site can be developed for a lawn cemetery and associated fencing only. Under the Campbelltown Local Environmental Plan 2015, a lawn cemetery means a cemetery in which monuments and grave markers memorialising the interment of deceased persons do not extend above natural ground level.



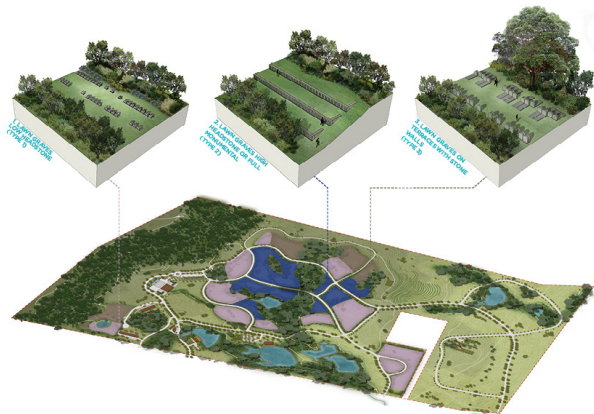
### Natural burials

Natural burials, including full body burial and ash interments are to occur in the natural burial area indicated in the above plan. The natural burial area is located within an existing pocket of Cumberland Plain Woodland, providing a contemporary and sustainable alternative to traditional burial.

#### Burial and design guides

- Chemical free and 100% biodegradable coffin or shroud
- Biodegradable grave markers (wood) or none
- Grave location to be recorded and marked with steel pegs in the ground (traceable with metal detector)
- Double depth of burial allowed
- Grave plots to radiate out of the structure root zone to minimise root damage (running in same direction as structural roots)
- Only 5 burials allowed around each tree per 5 years period to allow for root regeneration
- Ash interment to be limited in numbers and buried in the structural root zone
- Restore grave surface with site topsoil and plant species.
- Bushland setting with denser perimeter plantings for privacy.





## Burial rooms

Burial rooms are series of unique and contemporary burial areas separated and concealed by landscaping and planting. The planting defining each burial room has been developed to conceal visibility of memorials from both within the site and outside of the site. Burial rooms are further divided into burial sub-rooms which create a human scale for each burial area. The locations of burial rooms are indicated in the map below.

### Burial and design guides

- Provide screening in the form of native planting of varying height, ensuring the planting blends into the existing rural and native landscape
- Avoid using exotic tree species which may clash with heritage landscape
- Set the burial rooms against the backdrop of the existing and future Cumberland Plain Woodland zones
- Provide ash interment and memorialisation options within each burial room
- Provide 3 types of burial rooms:
  1. Low headstones (700mm high) on concrete beams in a lawn setting
  2. High headstones (1.2m high high) on concrete beam or full monumental
  3. Lawn graves on terraces Stone retaining walls with headstones recessed into wall face



## Ash interments

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

### Burial and design guides

- Provide new and sculptural designs in keeping with design rationale
- Provide a variety of 'Ash interment option' varying in prices, aesthetics and cultural relevance
- Provide options for ash interments along all path networks which are within 50m of a road, with memorialisation to complement the 'park-like' setting as these paths will also be used for recreation.

## Crypts

The crypts are to be located adjacent to the existing dam in the north western area of the site. The crypts are an above ground burial chamber located within a singular curved shaped structure fronting the dam. The crypts have been designed and sited to sit within the hill adjacent to the dam. The Crypt structure is to be constructed in accordance with the Architectural Plans prepared by FJMT.





## ORNAMENT DISPLAY

The display and the management of flowers and ornaments is to be undertaken in accordance with the CMCT 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 CMCT to meet its caretaker role in the management of the cemetery grounds.

## CHAPEL AND FACILITIES

The Chapel is a multidenominational facility for the use of all cemetery visitors. The Chapel has been sited in the hillside to achieve integration with the natural landscape and to provide panoramic views of the site and its rural surrounds.

The Chapel has been designed as a multifunctional space, which can operate as three separate Chapels to suit the requirements of individual services.

Hours of operation: seven days 8:00am to 6:00 pm

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

## ADMINISTRATION BUILDING

The Administration Building will accommodate office space for MMP staff and meeting rooms for cemetery visitors.

Hours of operation: 7 days 6:00am to 6:00pm

Staff may be present outside of these hours.



# 5. Access and Movement









# 5. Access and Movement

## SITE ACCESS

Vehicular and pedestrian access to MMP is provided from four separate driveways on St Andrews Road as indicated in the access map below. The primary site entrance for the parklands, burial areas and Chapel is provided from Access Point A.

## PARKING

The site includes allowance for a minimum of 280 onsite car parking spaces. Car parking is co-located with the chapel and other buildings on site. Kerbside parking alongside the internal roadways will services burial areas throughout MMP.

## INTERNAL ACCESS AND WAY FINDING

The internal road and pathway network has been designed to provide internal access between buildings on the site and parklands and burial areas.

Internal roads and paths will include wayfinding signage for the safety and convenience of visitors and staff. All roads, pathways and signage will be maintained by CMCT.









# 6. Sustainable Management









# 6. Sustainable Management

## AN ENDURING ASSET

### FINANCIAL MANAGEMENT

Long term sustainability of MMP 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





## 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.

## 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 CMCT policies, which include:

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





# VISITORS AND OPERATIONS

## SAFETY AND SECURITY

The engaged security company will be responsible for opening and closing the site gates. MMP 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 MMP 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 CMCT garbage truck will service the waste generated at Macarthur Memorial Park. All waste and recyclables are to be deposited offsite at Suez Spring Farm Resource Recovery Park.

## COMPLAINTS MANAGEMENT

Any complaints will be managed by CMCT 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.

CMCT 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.

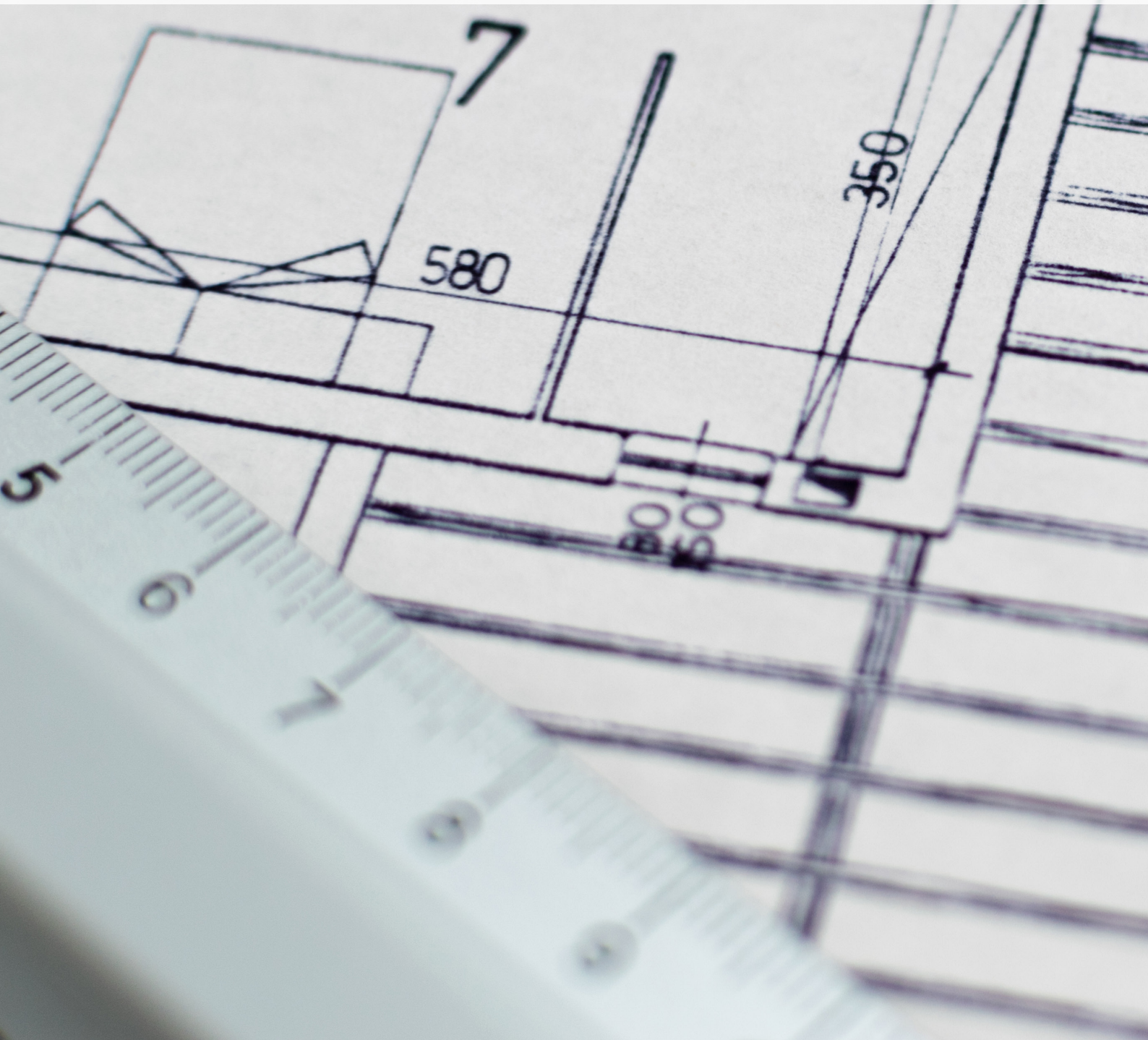
Only designated and trained officers will have authorisation to access and enter details into the complaints register. Only designated officers will record and securely store any confidential documents relating to the complaints handling process.







# 7. Strategy and Plan









# 7. 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. Protect Macarthur Memorial Park's heritage areas and conserve its environment**
- 3. Respect for cultural diversity and equitable allocation of resources**
- 4. Raise the profile of Macarthur Memorial Park as a resource for the whole of South West Sydney**

Collectively, these directions serve to manage Macarthur Memorial Park (MMP) as an attractive and sustainable resource for the people of South West 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 MMP Management understand in their daily decision-making. Their primary goal may be financial viability but it must be balanced against respect for culture, preservation of heritage and conservation of biodiversity.

In preparing the strategic directions MMP Management have adopted the following approach.

- a. The future management of MMP 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 the MMP; its key stakeholders.
- c. This Plan of Management should pay due attention to other supporting plans for the Macarthur Memorial Park 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 the Macarthur Memorial Park that may often transcend denominational boundaries.









## 1. ADOPT SUSTAINABLE MANAGEMENT PRACTICES

### Description

Long term sustainability at MMP 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 the Macarthur Memorial Park to fund operations and maintenance over the longer term
- Achieve financial consistency across Cemeteries managed by CMCT (Catholic Metropolitan Cemeteries Trust); 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 the Macarthur Memorial Park
- 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 Macarthur Memorial Park wide values- heritage, social, visual, vegetation and ecological.

- Prepare renewal schemes with identified capacity for change.





- Establish a 'natural burial' policy and design guideline for implementation.

#### **Collaborate in developing guidelines to apply across Macarthur Memorial Park.**

- 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 Macarthur Memorial Park as a whole, whilst allowing for diversity.

#### **Develop environmentally sustainable policies**

- Prepare an Environmental Management Plan to guide all environmental issues at Macarthur Memorial Park.
- 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 CMCT cemeteries.
- Align price of burial licences with other CMCT 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 CMCT 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 Macarthur Memorial Park character



## 2. PROTECT MACARTHUR MEMORIAL PARK'S HERITAGE AND CONSERVE ITS ENVIRONMENT

### Description

Areas of Macarthur Memorial Park are of high heritage value and contain significant ecology. Management therefore, needs to be mindful of its biodiversity and heritage when it makes decisions.

### Management principles

- Assess the value of visual, vegetation and heritage significance within the context of the entire cemetery and ongoing cemetery operations
- Conserve threatened species in a manner consistent with both legislation and the sustainability of the cemeteries
- Maintain an inventory of significant items of heritage, regularly update and incorporate into management plans
- Protect and regenerate native vegetation in accordance with the Vegetation Management Plan.

### Guidelines and actions

#### Maintain Significant Visual Corridors

- Undertake all landscape planting and physical works in accordance with the Landscape Master Plan and Architectural Plans.
- Undertake landscaping maintenance to preserve and respect significant visual corridors within the site and from surrounding areas.

#### Maintain historic areas including buildings, dams and former vineyards.

- Undertake all landscape planting and physical works in accordance with the Conservation Management Plan.
- Interpret site heritage in accordance with the MMP Interpretation Strategy, which includes four key themes, Land formation, ecology, Aboriginal History and Early European history.

#### Maintain areas of landscape design and influences of prominent individuals

- Ensure integrity of areas of existing design characteristic are retained- landscape character, vegetation, visual and built form characteristics.

#### Maintain heritage, features, landmarks of artistic, creative and technical value including their settings- record within an updated inventory.

- Develop further the significant buildings register into a pro- forma for an inventory of all heritage elements; issue to management for maintenance and update.





- Maintain inventory for whole- of-Macarthur Memorial Park to be kept in central records.

**Interpret significant heritage features and/ or heritage items no longer present, in accordance with heritage guidelines.**

- Maintain a consistent signage theme for all areas of interpretation.

**Implement and reinforce established street hierarchy-primary and secondary to assist in orientation and way finding.**

- Maintain primary and secondary road design hierarchy- Continue to upgrade in accordance with strategy
- Plant and maintain street trees in accordance with the Landscape Masterplan and Species Plans.

**Maintain significant trees/vegetation/ botanical items of rarity in accordance with the vegetation management plan (VMP).**

- Adhere to the VMP across the site.
- Continue ongoing implementation program to maintain longevity of landscape at Macarthur Memorial Park
- Conserve threatened species in accordance with current legislation, by continuing current Vegetation Conservation Management program

### Key performance areas

- Adoption of and compliance with all management guidelines.
- Currency of inventory, protection and maintenance of significant items of heritage
- Legislative compliance
- Increased biodiversity
- Maintenance/reinforcement of landscape character



### 3. 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 Macarthur Memorial Park's resources.

#### Management principles

- Management should not stifle cultural/religious difference within the one area
- Renewable tenure should not be imposed on areas within Macarthur Memorial Park where it is in conflict with cultural/religious values
- The available land for burial within Macarthur Memorial Park should consider changes in religious and cultural preferences of Sydney's population
- Macarthur Memorial Park's social value should be enhanced as a place of passive recreation and education (this is also applicable to Strategic Direction 4)

#### Guidelines and actions

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 Macarthur Memorial Park's events









## 4. RAISE THE PROFILE OF MACARTHUR MEMORIAL PARK AS A RESOURCE FOR THE WHOLE OF SYDNEY

### Description

In addition to its principal business, Macarthur Memorial Park has significant social, educational and recreational value to its many publics. A whole- of-Macarthur Memorial Park approach to promoting this is required if this value is to be maximised.

### Management principles

- Present and promote a 'whole-of-Macarthur Memorial Park' image
- Interpret and promote significant heritage features
- Gain the public's esteem by effective and ongoing maintenance of Macarthur Memorial Park
- Commit resources to a unified program to promote Macarthur Memorial Park as a place of passive recreation and educational value
- Explore opportunities to make archival material available to the public through a central point of access.

### Guidelines and actions

#### Improve resources

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

- Maintenance of the Macarthur Memorial Park website
- Coordinating media responses to provide a whole of Macarthur Memorial Park response
- Scheduling and organising events that promote Macarthur Memorial Park as a centre for passive recreation
- Creating linkages across South West Sydney including to schools and Western Sydney festivals. (e.i. local events such as Fisher's Ghost)





- Support the promotional activities of Macarthur Memorial Park events.

#### **Expand on existing interpretation initiatives**

- Ensure the historical features including buildings, dams, vineyard areas are not impacted to reduce their historical significance throughout the cemetery.
- Interpret the historical building precinct within the overall character of the cemetery.
- Review funding/grant opportunities for interpretation projects.

#### **Adopt and expand on design guidelines for promotion of 'whole of Macarthur Memorial Park' image**

- Coordinate with Guidelines and Actions identified in Strategic Direction 2
- Ensure consistency in signage across the cemetery.

#### **Identify public profile initiatives as well as passive recreational opportunities**

- Explore web/social media communication of Macarthur Memorial Park and interpretive projects
- Consult Tharawal Local Aboriginal Land Council (TLALC) and the Cubbitch Barta Native Title Claimants Aboriginal Corporation (CBNTCAC) for appropriate events.
- Expand on the Macarthur Memorial Park events by publicising a Macarthur Memorial Park events program.
- Promote and update the calendar on the website.

#### **Key performance areas**

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





Catholic Cemeteries  
& Crematoria  
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