Plans of Management 2023 – 2028

ADELAIDE CEMETERIES

1 Enfield Memorial Park
2 Cheltenham Cemetery
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Adelaide Cemeteries Authority

We are a self-funded State Government owned business operating on a commercial basis, responsible for managing four major cemeteries in the Adelaide metropolitan area – Cheltenham Cemetery, Enfield Memorial Park, Smithfield Memorial Park, and West Terrace Cemetery.

The Adelaide Cemeteries Authority (the Authority) provides sensitive and high-quality burial, cremation, and memorial services to the South Australian community, recognising the needs of a broad range of cultural groups.

We were established in 2001, by the *Adelaide Cemeteries Authority Act*, initially charged with responsibility for Cheltenham Cemetery, Enfield Memorial Park including its crematorium, and West Terrace Cemetery. In 2002, we assumed responsibility for Smithfield Memorial Park, and we assist a number of Councils with the ongoing management of their cemeteries.

Our operations have matured over time and 'Adelaide Cemeteries' now represents our branding and position as a government business enterprise and leader in cemetery management.

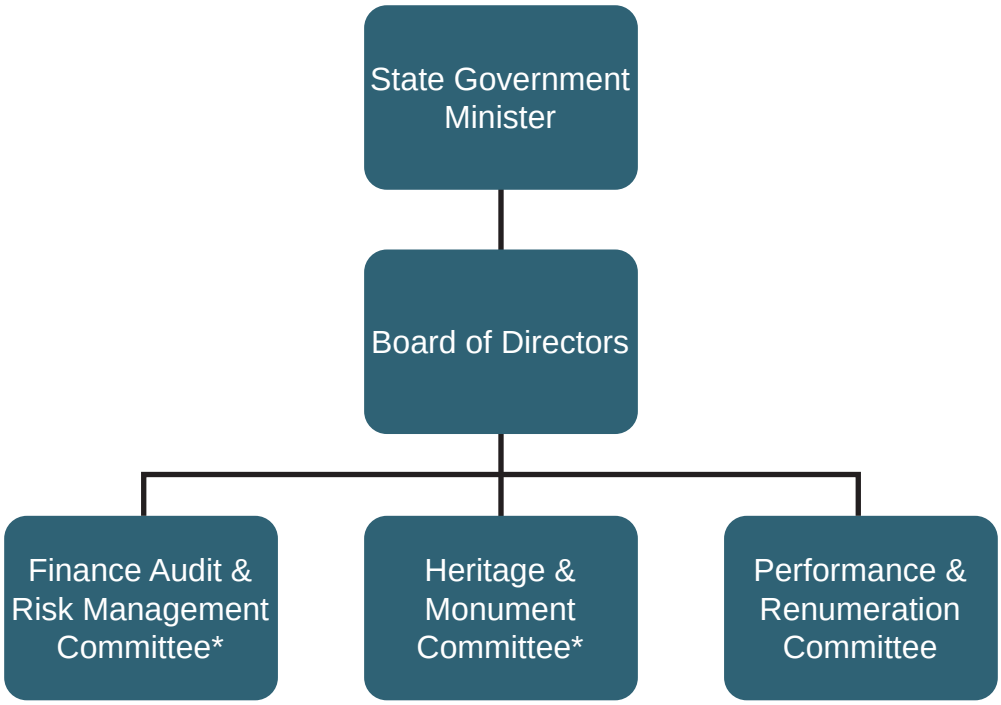
Adelaide Cemeteries Authority - Governance

The Adelaide Cemeteries Authority is governed by a Board reporting to the Minister for Planning in the South Australian Government. Our primary functions are directed by the *Adelaide Cemeteries Authority Act 2001*, while integrating our range of services on a commercial basis.

The Governor appoints our Board of Directors following nomination by the Minister. Our Board is responsible for governing the Adelaide Cemeteries Authority, appointing Board committees to assist it discharge its responsibilities and the appointment of our Chief Executive Officer.

The Board receives specific advice from a Heritage and Monument Committee, the members of which are appointed by the Minister.

The following diagram illustrates the governance structure of the Adelaide Cemeteries Authority. Committees denoted by an *Asterix* are established under the auspices of legislation.



Chair of the Board Message

The Adelaide Cemeteries Authority is embarking on a new and exciting phase as it consolidates its position as a strategic leader in cemetery management.

This document presents a consolidated view of the ongoing work of the Adelaide Cemeteries Authority, while the Plans of Management contained within highlight the significance of our cemeteries to the South Australian community.

Over the course of the last five years, the foundation has been set for the Adelaide Cemeteries Authority's next five years, with innovative contributions across both the burial options at our various sites and our operations.

The decision to recognise our responsibility to sustainability through achieving accreditation under the Environmental Management Standard 14001 in 2020 sets the Adelaide Cemeteries Authority apart. The challenge is now to continue to innovate our practices to deliver on this commitment. As society's expectations continue to evolve and innovations emerge in the practice of grounds maintenance, machinery and emissions, we will be evolving our operations over the course of the coming five-years.

At the time of writing, we look forward to commissioning our new Multi-Function Community Precinct at Enfield Memorial Park in 2023. This new building will become the flagship of the Adelaide Cemeteries Authority and will provide new ways for us to interact with our community both in our immediate surrounds and across the South Australian community. We are excited by the opportunities to engage in a new way with the community and hope that this building will become a focal point in the memorialisation practices and rituals of our community.

As we look to the future, we are forever mindful of the past and those that we honour in our cemeteries. The Adelaide Cemeteries Authority is proud of the role that we play in supporting our community to treat those that have passed with dignity and respect; yesterday, today and tomorrow.

Tristan Just

Chair, Adelaide Cemeteries Authority Board

Fireman's Memorial, Cheltenham Cemetery

Heritage & Monument Committee

Our Heritage and Monument Committee advises the Adelaide Cemeteries Authority on:

- heritage and historical matters relating to our cemeteries
- activities associated with the heritage and historical significance of our cemeteries
- the establishment and implementation of policies relating to monuments, headstones, and memorials
- our Significant Places Policy, which facilitates the recognition of places which are considered by the Board to warrant inclusion on the Adelaide Cemeteries Authority 'Significant Places List',
- other matters referred to it by the Board

The Significant Places Policy addresses the Adelaide Cemeteries Authority approach to the conservation of places, spaces, monumentation and documents at each of its cemeteries – recognising the intrinsic historical elements of each cemetery and the need to identify and conserve their significance.

Through the recognition of Significant Places, the Adelaide Cemeteries Authority seeks to preserve cultural heritage. This brings balance to the recognition of history while the demand for future memorialisation is met.

Smyth Chapel, West Terrace Cemetery

Chair of the Heritage & Monument Committee Message

The next five years will see a renewed focus on heritage and history at the Adelaide Cemeteries Authority.

We have been successful in recent times in obtaining funding through Heritage SA to support restoration works to buildings and monumentation and we hope this builds a momentum for new initiatives to enhance the history embedded within our cemeteries.

Our recognised Significant Places is expected to grow over the next five-years as we continue the well-established re-development program at Cheltenham Cemetery and commence re-development at Enfield Memorial Park. At the time of writing, the Adelaide Cemeteries Authority has commenced its' two-year communication program to facilitate re-development at Enfield.

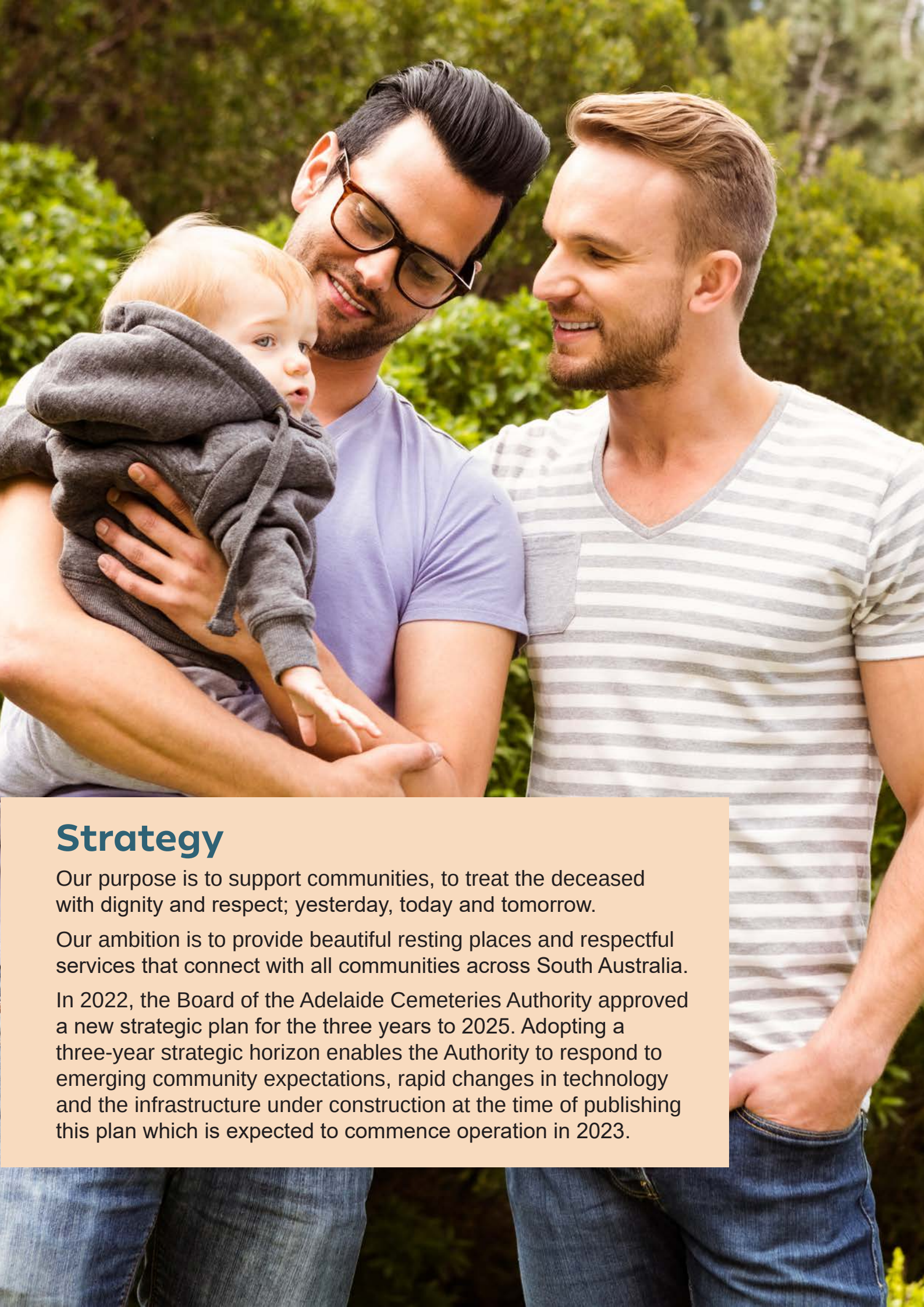
The re-development of Enfield Memorial Park will see new opportunities for the recognition of a new generation of history, with selected interments now aged over 50 years the subject of express invitations to renew before re-development commences.

The Adelaide Cemeteries Authority has the unique challenge of managing both the heritage and historical significance of West Terrace Cemetery and Cheltenham Cemetery, building new opportunities for the community at Smithfield Memorial Park while blending the new opportunities at Enfield Memorial Park with its history, which will celebrate 80 years of service during the term of these plans.

It is a significant time to be managing cemetery heritage and we look forward to the opportunities to reflect, remember and record this history

Luisa Greco

Chair, Heritage & Monument Committee



Strategy

Our purpose is to support communities, to treat the deceased with dignity and respect; yesterday, today and tomorrow.

Our ambition is to provide beautiful resting places and respectful services that connect with all communities across South Australia.

In 2022, the Board of the Adelaide Cemeteries Authority approved a new strategic plan for the three years to 2025. Adopting a three-year strategic horizon enables the Authority to respond to emerging community expectations, rapid changes in technology and the infrastructure under construction at the time of publishing this plan which is expected to commence operation in 2023.

Buddhist Garden, Enfield Memorial Park

Plans

Over the course of the last five-years, the Adelaide Cemeteries Authority has evolved and developed its operations from a responsive leader in cemetery management to a strategic leader in cemetery management.

While working towards the immediate objectives of our three-year strategic plan, our commitment to the longer-term is steadfast. In the coming pages we outline our current and future activities reflecting our longer-term commitment to the management and maintenance of our cemeteries for 2023 – 2028 and beyond.

At all times, our strategy and our plans of management are supported by rolling five-year capital investment plans which continually model and provision expenditure on ongoing cemetery maintenance, enhancements, and community-responsive development.

When setting annual fees and charges, we seek to balance community expectations with the necessary financial provisions for the long-term sustainability of our cemeteries and services.

Our financial surpluses (if any) are invested with Funds SA for the purpose of funding future cemetery developments and to meet our long-term maintenance obligations for each of our four cemeteries.

We are required to prepare Plans of Management to demonstrate our cemetery management initiatives for the coming five years. This document describes our focus and intent for our business and our four cemeteries, and is an opportunity to inform community expectations, receive feedback and continue our ongoing community engagement initiatives.

This document should be read both holistically and in the context of the annexures which speak to the unique characteristics and historical significance of each of our four cemetery sites.

This plan is available to view on our website and in-person at our Enfield Memorial Park Visitor Centre.

our website	www.aca.sa.gov.au
our Visitor Centre	Adelaide Cemeteries Visitor Centre Enfield Memorial Park Browning Street, Clearview

If any strategic developments impact the commitments contained within this document, we will prepare a revised plan.

Multi-Function Community Precinct,
Enfield Memorial Park
Artist Impression

New Opportunities

The Enfield Memorial Park Multi-function Community Precinct is expected to open during 2023, representing a generational development for the Adelaide Cemeteries Authority. This new multi-function facility is a $25 million investment by the Authority in our service offering to the community and a leading, modern approach to memorialisation services.

New interment areas are subject of careful planning by the Authority which includes thorough consultation with relevant community groups. Currently new interment areas are in planning for development within Enfield Memorial Park and Smithfield Memorial Park with re-development planned for Enfield Memorial Park in accordance with our obligations under the *Burial and Cremation Act 2013*, in the coming five-year period.

Cheltenham Cemetery was the site of a new mausoleum facility opened in 2020 and is subject to ongoing re-development enabling new opportunities for memorialisation. There is limited opportunity for new interments within West Terrace Cemetery.

Community Engagement

The Authority is committed to ongoing community engagement, responding to the specific needs of a variety of cultural and religious groups both with respect to end-of-life practices and memorialisation.

We identify key leaders in existing and emerging community groups and will continue to support trusted relationships with community leaders, the families we serve and the wider South Australian community.

Mavericks, Madness & Murder Most Foul - West Terrace Cemetery by Night
Photo: Tyr Xplorer

Events

The Adelaide Cemeteries Authority is here when people need us and provides ongoing support, engagement, and community connection, bringing people together to remember, memorialise, and celebrate.

The Authority has developed a program of free-to-attend community events to encourage memorialisation and connection. Examples of our events include:

- Mother's Day (May)
- Father's Day (September)
- Pregnancy & Infant Loss Day (October)
- All Souls' Day (November)
- Remembrance Day (November)

History Events

The Adelaide Cemeteries Authority is a custodian of the history contained within our cemeteries.

Through our Heritage and Monument Committee, the recognition of significant places and the acknowledgement of our obligations to recognised heritage listings, we seek to preserve the more than 400 years of history within our cemeteries, and we encourage the public to connect with and share in this history.

We have developed and will maintain our self-guided, guided, and award-winning Night Tours, to encourage community visitation to our cemeteries and engagement with South Australia's local history.

Our program of history events commenced with West Terrace Cemetery, and we are working towards a tour opportunity to recognise the history within Cheltenham Cemetery.

We have and will continue to participate in State-Wide festivals including Adelaide Fringe (February – March) and the SA History Festival (May).

Public Events

The Adelaide Cemeteries Authority supports several events available to the public throughout the year, with the goal of encouraging conversations about end-of-life planning and supporting the conversations that may be needed to prepare for the passing of a loved one. These events include:

- Death Over Dinner
- Life over Lunch
- Dying To Know Day

We proudly support several end-of-life related events run by other community and government organisations and support awareness raising activities in our community and plan to continue to support and evolve these initiatives.

Wangayarta, Smithfield Memorial Park
Artist Impression

Community Partnerships

The Adelaide Cemeteries Authority continues to engage with local communities and key demographics through the support of local community groups. Through both financial, physical, and in-person support, we promote the brand of the Authority without a focus on sales or lead generation. We believe that becoming a regular face in our communities, supports our brand to be front of mind and encourages the community to engage with end-of-life planning.

First Nations

The Adelaide Cemeteries Authority is proud of the role it has been able to play in the establishment of the Wangayarta burial ground at Smithfield Memorial Park.

Wangayarta is the culmination of a heartfelt commitment by the Kaurna Community, the Kaurna Yerta Aboriginal Corporation, Adelaide Cemeteries Authority, the South Australian Museum, and the South Australian Government.

In December 2021, Wangayarta was the site of a significant ceremony in the repatriation of ancestral Aboriginal remains by the Kaurna community. The December 2021 ceremony saw the interment of remains followed by a second ceremony in June 2022. Further interments are expected as the community seeks to atone for historical practices which did not, at the time of those practices, treat human remains with respect and dignity.

It is hoped that Wangayarta will grow in significance to South Australia's Aboriginal community. The Authority recognises the significance of this site and is committed to maintaining the interment of these ancestral remains in perpetuity.

Sustainability

Commitment

The Adelaide Cemeteries Authority is committed to minimising our environmental impact underpinned by the specific objectives and goals of our Board approved Strategic Plan.

In 2020, we achieved accreditation of our Environmental Management System under ISO 14001:2015. We believe we are the first integrated cemetery and crematorium facility to achieve this accreditation.

Evidence of our commitment to the environment and improving the sustainability of our operations on a wholistic basis includes:

- maintaining the accreditation of our Environmental Management System which demands continuous improvement and re-accreditation every three-years
- regular energy use audits to identify improvement opportunities
- management and monitoring of our existing solar energy systems and establishing new solar collection infrastructure
- installation of battery infrastructure at the Cheltenham Cemetery facility
- waste minimisation and diversion activities

Energy

We are identifying opportunities to both implement access to renewable energy in our operations as well as optimising our use of energy such as in the management of our crematorium.

Waste

We will continue to implement strategies to minimise the contribution to landfill that arises from our operations.

Current initiatives include the diversion of waste from landfill and commencing a conversation with our community on the nature of tributes within our cemeteries.

We are sensitive to the need of families and loved ones to recognise and pay tribute to those who have passed through visible tributes while educating the community on the environmental impact of certain materials.

We are implementing a policy against the release of helium balloons within our cemeteries and are encouraging the placement of floral tributes comprised of organic material.

Pilyu Yarta, Smithfield Memorial Park

Cemetery Flora – Planting & Maintenance

In support of our ambition to provide beautiful resting places, the Adelaide Cemeteries Authority give careful attention to the planning and ongoing maintenance of all flora and cemetery plantings in our care and will continue this commitment into the future.

We will maintain existing plantings and install new garden areas in pursuit of a balance between indigenous flora, biodiversity, and community desire for familiar plantings.

We are proud of our open turf spaces and will continue to pursue opportunities to introduce more garden and turf spaces as part of our cemetery redevelopment program with a particular focus on Cheltenham Cemetery.

In keeping with our commitment to the environment and sustainability, the Authority maintains a practice of assessing our watering efficiency practices. Our analysis of watering efficiency enables us to apply water in the most efficient and effective manner to keep our grounds lush and inviting.

Using a state-of-the-art commercial cloud-based irrigation control system, we monitor and manage most of the irrigation infrastructure across our four cemeteries.

This system supports ongoing optimisation and real-time monitoring through early fault detection and reporting, with automated fault detection and shutdown capabilities. We have a preventative maintenance schedule and continue to replace aging reticulation infrastructure to support efficient irrigation practices and minimise water wastage.

In recognition of the environment in which our cemeteries exist, we are completing a bio-diversity map of flora and fauna at Smithfield Memorial Park and have entered a land management agreement with the Department of Environment and Water to support the local environment with appropriate plantings and land management initiatives.

Road 3, West Terrace Cemetery

Headstones, Memorials & Monuments

The establishment of memorials at the Adelaide Cemeteries Authority, including memorial ownership and responsibilities are informed by the *Burial and Cremation Act 2013* and the Burial and Cremation Regulations 2014.

Headstones, memorials, and monuments are referred to as 'memorials' throughout the section that follows.

New Memorials

Memorials are an important feature of our cemeteries in honour and recognition of the people whose remains are interred. They provide a focal point for remembering the person who has passed and stand as a memorial to the life that was lived. The establishment of new memorials must be the subject of application to the Adelaide Cemeteries Authority with form and style informed by the character of each interment area.

All work in the establishment and maintenance of memorials must be completed by either; a trained Monumental Mason or appropriate trades, informed by the relevant standard for Headstones and Cemetery Monuments (currently AS 4204:2019) and in compliance with our Work Health and Safety requirements. We have established policies and procedures guiding the performance of memorial work by trades within our cemeteries.

Responsibility & Ownership

All memorials are the responsibility of the interment right holder, while there is a recognised interment right (see *Burial and Cremation Act*, sections 39 – 40).

Interment Rights

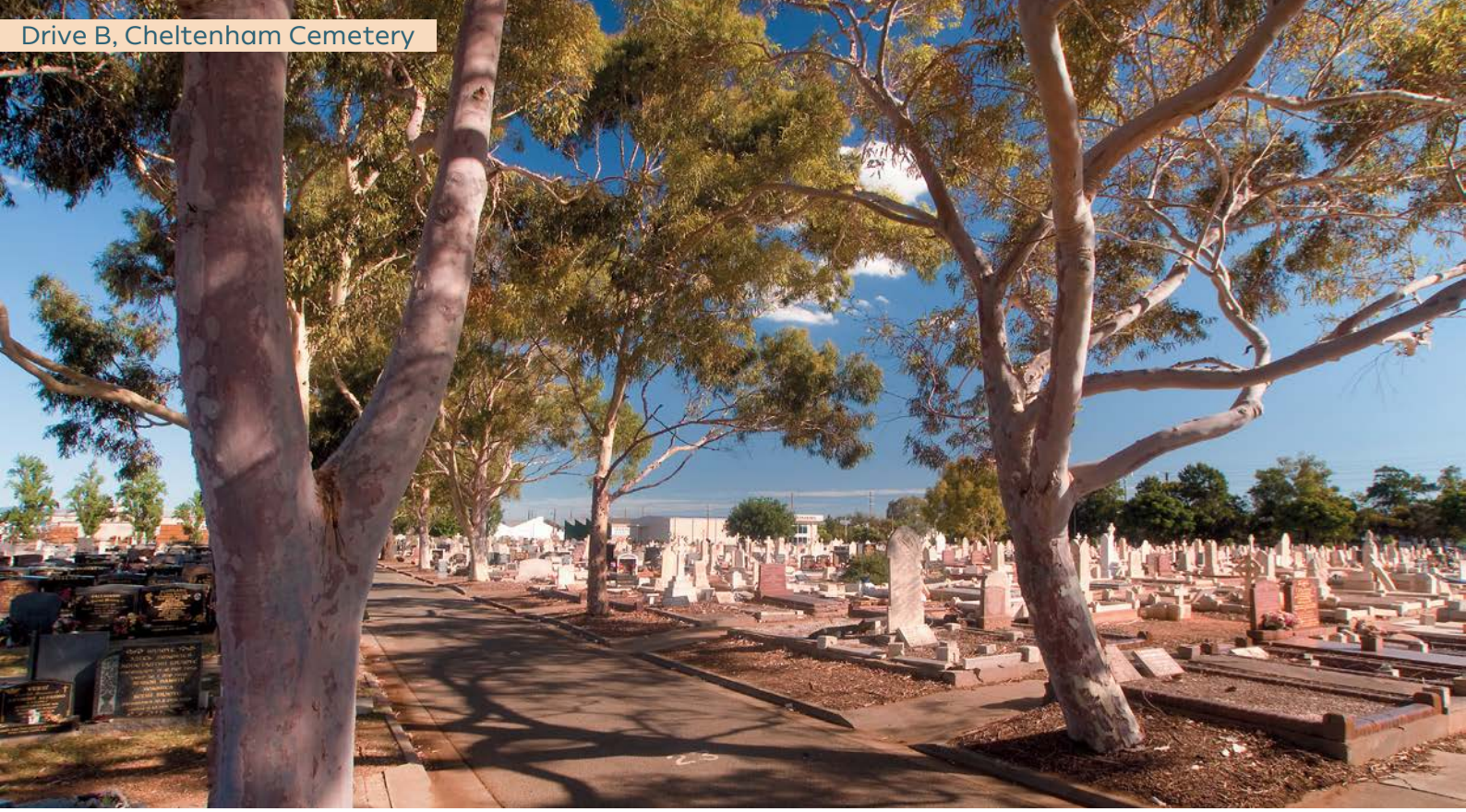
The right to use a given burial or cremation memorial site is called an interment right. Interment rights are granted to the person who purchases that right and if it was purchased by a person who has since died, the right is recognised in the name of their personal representative.

Interment rights are granted for set periods of time (this is called a 'term') or in perpetuity. Perpetual interment rights are rare and relate only to specific sites or areas at the Adelaide Cemeteries Authority.

It is important to actively manage interment terms, balancing both the memorialisation of past generations and the opportunity for memorialisation by future generations. This commitment is consistent with our purpose to support communities, to treat the deceased with dignity and respect; yesterday, today and tomorrow.

Removal of Memorials

If an interment right expires and is not renewed, the law allows the Adelaide Cemeteries Authority to remove and deal with memorials as described by legislation (see *Burial and Cremation Act*, section 42 and Burial and Cremation Regulations, regulation 34).



Drive B, Cheltenham Cemetery

Re-use of Burial & Cremation Sites

In accordance with the *Burial and Cremation Act*, we practice interment site re-use upon the expiry of the interment-right term.

Before a site is subject to re-use, we follow the processes outlined in the legislation which includes giving notice. Interment rights can be extended upon payment of the necessary fees.

The obligations and responsibilities that we must meet before an interment site is re-used are set out in the legislation as follows:

Interment Rights & Re-use		
In recognition of the intention of parliament that human remains be treated at all times with dignity and respect, the law sets-out a series of offences and allows interment-site re-use in certain circumstances	*Burial and Cremation Act* see section 6 and section 13	The Adelaide Cemeteries Authority recognises and takes seriously its responsibilities under the law
The Adelaide Cemeteries Authority maintains a register of interment rights as required by the law	*Burial and Cremation Act* see section 37	
Before an interment site is re-used, the Adelaide Cemeteries Authority follows the law including giving notice and waiting for time to pass	*Burial and Cremation Act* see section 38	Notices include: • Public advertisement • Writing to personal representatives or relatives
Memorials – Responsibility, Ownership & Removal		
Rights and responsibility for memorials is described in legislation	*Burial and Cremation Act* see section 39, 40, 41 and 42	

Cheltenham Cemetery

Heritage & Significant Places

The Adelaide Cemeteries Authority recognises that it is a custodian of the history embodied within our four cemeteries. A series of schemes designed to preserve and enhance history informs the ongoing management and re-development of our cemeteries.

We recognise our responsibilities under both the *Heritage Places Act 1993* (SA) and the *Planning, Development and Infrastructure Act 2016* (SA), together with the Planning and Design Code which provides heritage overlays.

In addition to its obligations under legislation, the Authority has a Conservation Management Plan for West Terrace Cemetery which informs our ongoing program of heritage restoration.

A key tenet of the Conservation Management Plan includes the work of a Heritage Architect to advise on both heritage maintenance activities and priorities, and the appropriate recognition of heritage-built form.

The Adelaide Cemeteries Authority is the custodian of three State Heritage places:

Location	State Heritage No.
The West Terrace Cemetery	Heritage No. 1691, State Heritage Place No. 12722
The John Smyth Memorial Catholic Chapel, located within West Terrace Cemetery	Heritage No. 1690, State Heritage Place No. 10891
Grave of Yoshikuma Kawakami (Japanese naval cadet) at Cheltenham Cemetery	Heritage No. 9252, State Heritage Place No. 14287

We are also the custodian of the following list of local heritage sites, all located within Cheltenham Cemetery:

Name	Location	Local Heritage No.
Fireman's Memorial for George Anderson & James Hickey	Section B Drive A Path 11 Sites 326S, 326C & 326N	20804
Chuhichi Ikeyama & Toraichi Shirahama (Japanese Seaman)	Section B Drive A Path 7 Sites 171S & 171N	20863
Patrick Weir	Section D Drive B Path 15 Sites 13, 14 & 15	20868
John Barton Hack	Section A Drive B Path 6 Site 8	20864
The Walker Family Plot	Section A Drive B Path 3 Site 43	20806
Richard Day & Ann Day	Section C Drive A Path 16 Sites 152S to 155N and Section C Drive A Path 17 Sites 170N to 173S	20867

West Terrace Cemetery

Name	Location	Local Heritage No.
Isaac Dewson	Section C Drive A Path 15 Site 22	20808
Adelaide Miethke	Section D Drive B Path 13 Sites 49 to 54	20807
Richard Honey	Section D Drive B Path 18 Sites 40, 41 & 42 and Section D Drive B Path 19 Sites 7, 8 & 9	20866
David Bower	Section D Drive B Path 19 Sites 238N to 239N	20803
Rev. Joseph Coles Kirby	Section H Drive B Path 38 Sites 13, 14 & 15	20805
Fletcher Family	Section H Drive B Path 41 Sites 80S to 81N and Section H Drive B Path 42 Sites 40AS to 41N	20865
John Carr	Section M Drive C Path 31 Sites 326S, 326C, 326N	26220
Thomas Carr	Section I Drive C Path 4 Site 68	26219

The Adelaide Cemeteries Authority also recognises the historical and cultural significance of its cemeteries through a policy of recognition of 'Significant Places'. In this way we recognise the intrinsic historical elements of our cemeteries, and the need to identify and conserve their significance.

Significant Places include built facilities, monuments, and sites of significance, recognised by the Adelaide Cemeteries Authority, on the approval of the Board.

Through the recognition of Significant Places, the Authority seeks to preserve cultural heritage. This brings balance to the recognition of history while meeting the demand for future memorialisation.

Our Significant Places list evolves regularly and is available from the Adelaide Cemeteries Authority, on application.

Consultation Process

The Adelaide Cemeteries Authority is committed to engaging with our stakeholders and involving the community. It is through regular and considered consultation that we understand the needs of the community, communicate our plans and processes, and ensure our services continue to meet the needs of the people we serve.

In preparing these plans we have sought engagement through various means with:

- Local Government Councils
- Department for Environment and Water (State Heritage)
- the Community
- Special interest groups

Annexure 1

Plan of Management – Cheltenham Cemetery

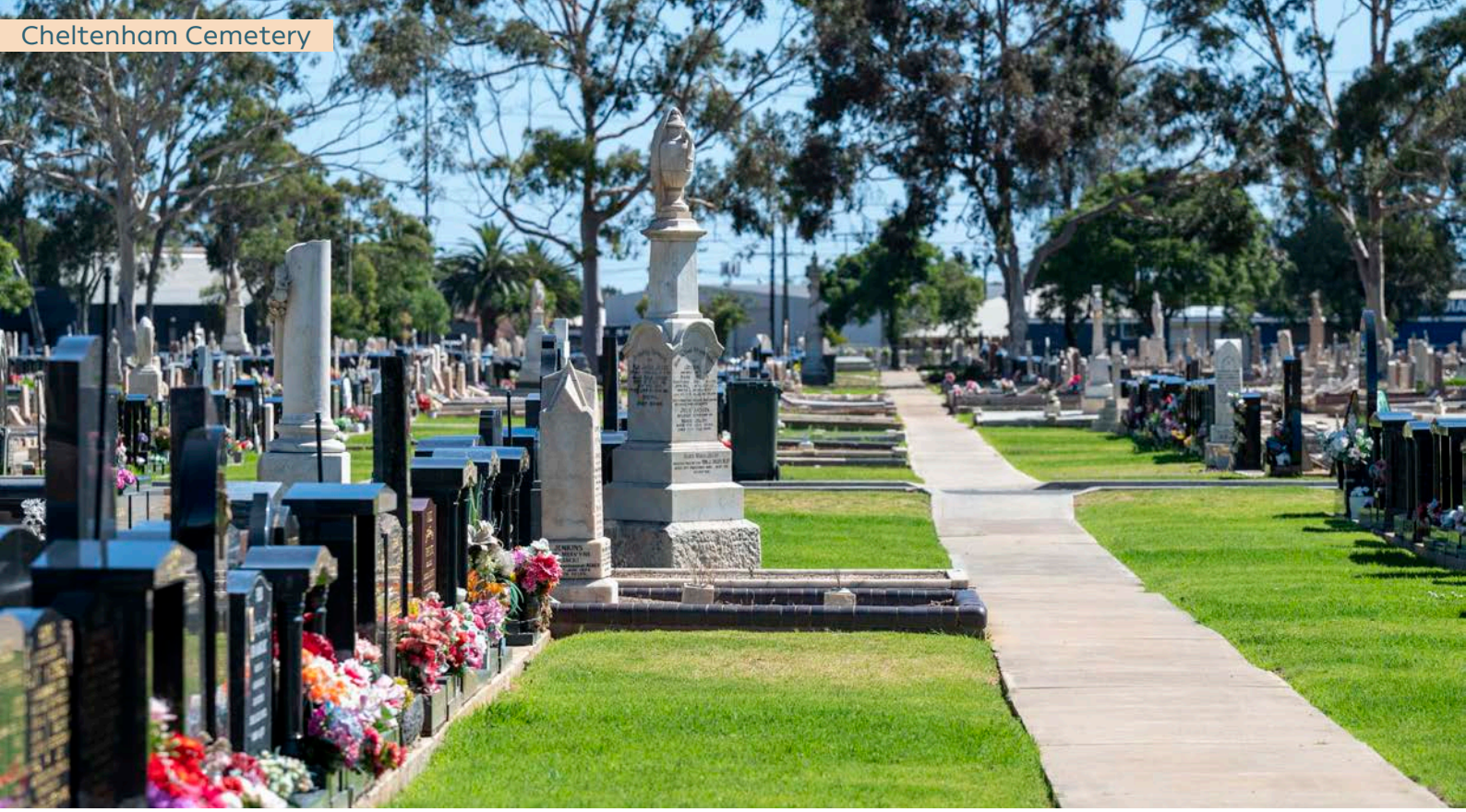
Overview

At the time of its establishment with the burial of Hannah Wheatley Mussared of Le Fevre Peninsula on 27 July 1876, Cheltenham Cemetery served a community comprising a collection of small discrete villages and the busy maritime precinct of Port Adelaide.

Much has changed in the years since: villages rapidly became suburbs, activity at the Port of Adelaide ebbed and flowed, and available space at the cemetery was soon depleted. A lack of space resulted in decreased revenue, the challenge of funding for maintenance and a lack of space for new burials and new memorialisation for the local community.

Neglect and cases of vandalism had caused public outcry by the first decades of the 20th century, and reports about the cemetery's unkempt state appeared regularly in Adelaide's newspapers. In 1919, one journalist described Cheltenham Cemetery as 'virtually abandoned to the wild caprice of nature'. Such complaints of a lack of upkeep of public cemeteries were typical at the time with councils reluctant or unable to satisfactorily maintain their cemeteries.

Cheltenham Cemetery was expanded in 1937, but even with this addition, available space had again run out by the 1950s, at which time it effectively ceased operations and fell back into neglect.



The decision by the Enfield General Trust to take over Cheltenham Cemetery from the Port Adelaide Council in 1987, followed State Government legislative reforms that allowed the re-development of expired burial sites. South Australia was the first to pass such legislation and Cheltenham became the first cemetery in Australia to reuse gravesites. The initial stages of this program, however, jarred with public sensibilities and were widely criticised, giving cemetery operators then, and since, valuable lessons in the need for clear lines of communication and effective community consultation.

In 2002, Cheltenham Cemetery became one of four metropolitan cemeteries administered by the Adelaide Cemeteries Authority. Since that time, community engagement has been a pivotal part of the cemetery's operations. This includes informing family members and descendants in a timely manner about the cemetery's intentions to reuse a gravesite, ensuring they are given the opportunity to renew interment rights if they wish.

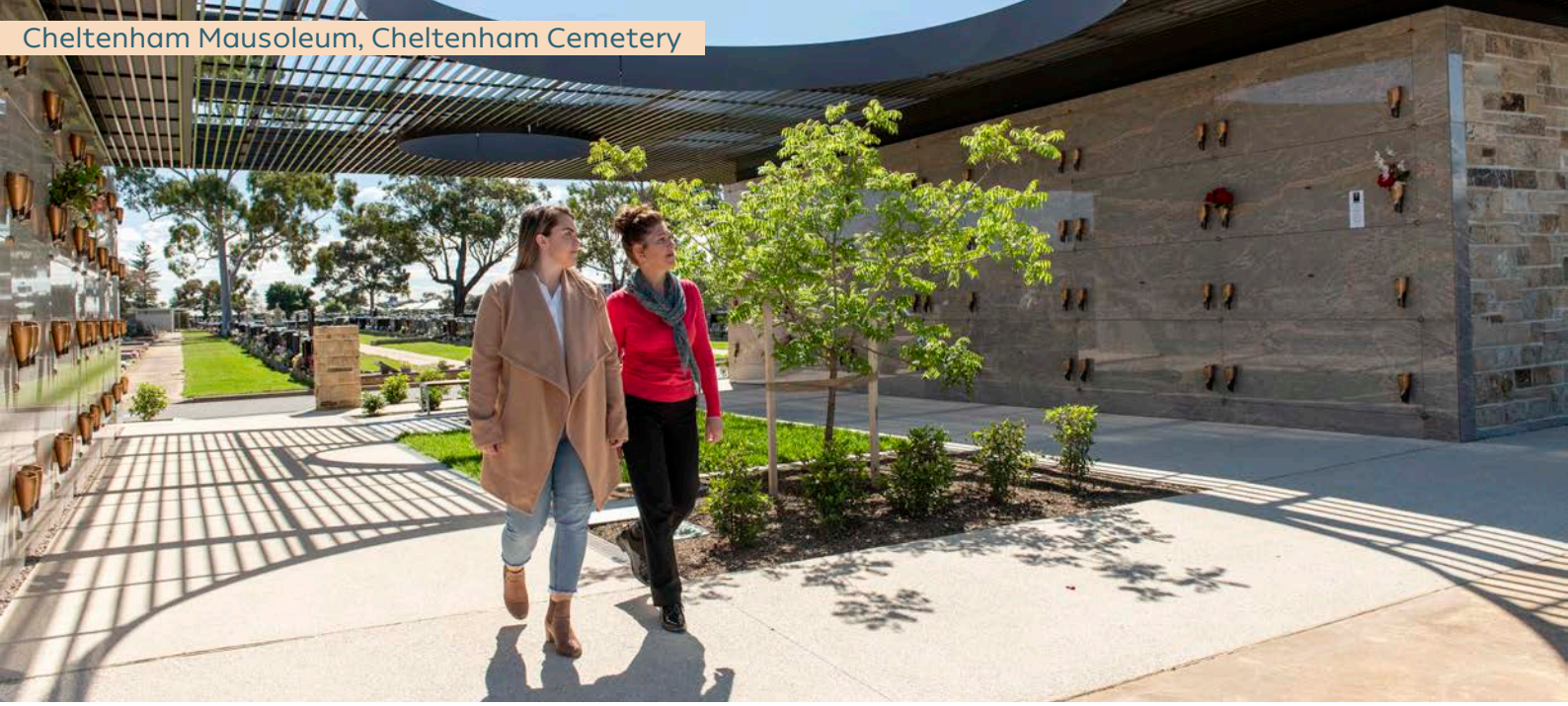
The Authority is proud of its commitment to maintaining and enhancing Cheltenham Cemetery which includes continual care and improvement of its grounds and facilities.

Past and ongoing initiatives include the maintenance of cemetery pathways and roadways and the enhancement of the cemetery's green space with an ongoing program of turf establishment as interment areas are progressively rehabilitated.

In 2019, through the purchase of an adjacent site, the Authority was able to move the Cheltenham Cemetery staff facilities and workshop to an adjacent site on Wotton Street East, releasing valuable cemetery land.

Subsequently in September 2020, a new mausoleum facility was opened, attracting strong demand, and presenting Cheltenham Cemetery with a fresh face on its western most point.

Our cemetery improvement works continue, rehabilitating the cemetery grounds through the introduction of lawn interment areas in keeping with our obligations under legislation.



Cheltenham Mausoleum, Cheltenham Cemetery

Statistics

Location	933 Port Road, Cheltenham
Council area	City of Charles Sturt
Zoned	Special Use (Cemetery)
Land	Certificate of Title 5961 Folio 23
Additional land	Workshop – corner Chippenham and Wotton Street East, Cheltenham
First interment	1876
Cemetery area	14.57 hectares
Current Land in use	14.57 hectares (100%)
Remaining fallow land	Nil
Interments as at 30 September 2022	
Burial sites	31,778
Total Burials	67,758
Cremation memorial sites	2,637
Cremated remains interred	6,481
Mausoleum interments	16

Infrastructure

- 1.1 kilometres of sealed roadways
- Four driveways, each approx. 250 metres
- Operations workshop, storage sheds, staff facilities and compound
- 17.7 kilometres of concrete paths
- 3 kilometres of irrigation mainline and tap-line

Other Facilities

- Public toilets
- Public information displays

Types of Interments

- Earth burials
  - Full monumentation burial areas
  - Lawn (head and beam) burials
  - Natural burial area
- Underground concrete burial vaults
- Mausoleum
- Cremation memorials

Key Stakeholder Groups

In addition to the general consultation groups already identified, the following groups have a particular interest in Cheltenham Cemetery:

- City of Charles Sturt
- City of Port Adelaide Enfield
- Woodville Historical Society
- Port Adelaide Historical Society
- Le Fevre High School
- Woodville High School

Planned Investment Activities

The capital development plans for Cheltenham Cemetery include the following over the next five years:

- Cemetery re-development program, underpinned by the obligations and authority prescribed in the Burial and Cremation Act 2013
- Receipt and consideration of submissions for Significant Place listings in accordance with policy
- Infrastructure investment including the restoration and maintenance of roads and pathways within the cemetery, and maintenance of the built environment to support ongoing cemetery operations
- Replacement of up to 500 metres of pathway
- Irrigation projects to enhance the amenity of vegetation within the cemetery grounds and aligned to the Adelaide Cemeteries Authority Strategic Plan
- Environmental initiatives in accordance with the commitment to continuous improvement including waste minimisation and diversion and replacement of plant and capital equipment to support energy efficiency in our operations
- Additional flora planting to enhance the amenity of the cemetery environment

Annexure 2
Plan of Management – Enfield Memorial Park
Overview

Enfield Memorial Park was originally established in 1944 as Evergreen Memorial Park, Australia's first lawn cemetery. Lawn cemeteries, with their uniform character and low physical profile, had been promoted in the US and UK since the first decades of the 20th century as modern, low-maintenance alternatives to the monumental chaos and Victorian-gothic sensibilities of older cemeteries. As well as indicating a cultural shift in the ways people mourned the dead and memorialised life, the orderly, more strictly regulated forms of the lawn cemetery were reflective of a new, professional approach to cemetery management. The door-to-door selling of grave leases and other forms of sales and marketing strategies that accompanied this was a development that the public were, however, unprepared for. Enfield Memorial Park is therefore of historical significance not just as Australia's first lawn cemetery, but also as a marker of the difficult transition to professional cemetery management and the dawning realisation that this could only proceed with community support.

Today Enfield Memorial Park is a fully integrated cemetery complex incorporating cemetery, memorial gardens, reflection rooms, crematorium, and mausoleum precinct. Importantly, these have grown and diversified in response to consultation with members of the local community and representatives of community organisations. Consequently, the community cultural function of the cemetery has become an inseparable part of daily business, especially through management's efforts to cater for the diverse needs of Adelaide's multicultural and multi-faith communities. In death we are all equal but the cultural and religious practices associated with death vary.

The Adelaide Cemeteries Authority's genuine acknowledgement of these cultural differences has given it the opportunity to assume a leadership role as an institutional model for cross-cultural and inter-religious engagement and understanding.

Mary Colton Garden, Enfield Memorial Park

In 2016, the Adelaide Cemeteries Authority established South Australia's first dedicated Buddhist site. This followed extensive consultation with Adelaide's Buddhist communities, especially the Vietnamese Buddhist community. This was followed by consultation with representatives of Adelaide's Hindu, Muslim, Hazara, and Jewish communities to ensure that their religious traditions are properly observed, and any shortcomings addressed.

Embracing Enfield Memorial Park's value as a community resource has become a core feature of its operations. To signal this refocusing of cemetery priorities, the Administration building has been renamed the 'Visitor's Centre.'

Early in the coming five-year period, the Authority will commission its new multi-purpose community precinct.

The new building will house facilities associated with modern funeral services and memorialisation activities and will be able to host larger services with capacity to cater to services of up to 400 people. It will be available for wider community use, incorporating function rooms, community spaces and related services.

The new facility will represent a generational development and enhancement of Enfield Memorial Park and will serve as a flagship for the Authority.

The Enfield Crematorium continues to be a significant provider of cremation facilities for Adelaide's north and the relative number of people choosing cremation over burial continues to increase.

In 2020, the Authority commissioned a new cremator from Facultatieve Technologies which was installed into our existing crematorium facility. As part of the construction of the new multi-function facility, additional Facultatieve Technologies cremators will be commissioned. These two new-generation cremators will be fitted with highly efficient filtration technology which will augment our environmental commitment by minimising residual emissions.

During the next five years, it is expected that we will commence the re-development of existing interment areas within Enfield Memorial Park, as interments from its earliest days begin to expire. Re-development will be undertaken consistent with our obligations under the *Burial and Cremation Act* and in a manner which is sensitive to the surrounding cemetery.

Statistics

Location	Lot 91 Browning Street, Clearview
Council area	City of Port Adelaide Enfield
Zoned	Special Use (Cemetery)
Land titles	Certificate of Title 5961 Folio 22
First interment	1947
Cemetery area	29 hectares
Current Land in use	19.6 hectares
Remaining fallow land	9.4 hectares
Interments as at 30 September 2022	
Burial sites	30,397
Total Burials	32,235
Cremation memorial sites	24,736
Cremated remains interred	29,468
Mausoleum interments	478

Infrastructure

- 3.8 kilometres of sealed bitumen roadways
- Various paths: block paved, saw dust and gravel
- Operations workshop, storage sheds, staff facilities and compound
- Reflection rooms (Chapels)
- Crematorium
- Administration building
- Browning Street Gates and Gatehouse
- 7.1 kilometres of mainline and tap-line

Types of Interments

- Earth burials
  - Full monumentation burial areas
  - Lawn (head and beam) burials
  - Natural burial area
- Underground concrete burial vaults
- Cremation memorials
- Mausoleums (Building)

Other Facilities

- Public toilets – Browning Street and Mausoleum precinct
- Public information touchscreens

Key Stakeholder Groups

In addition to the general consultation groups already identified, the following groups have a particular interest in Enfield Memorial Park:

- City of Port Adelaide Enfield
- City of Prospect
- City of Tea Tree Gully
- Buddhist Groups
- Hazara Community
- Italian Community Groups
- Vietnamese Catholic Community

Multi-Function Community Precinct, Enfield Memorial Park
Artist Impression

Planned Investment Activities at Enfield Memorial Park

The capital development plans for Enfield Memorial Park include the following over the next five years.

- Establishment and operation of the new EMP Multi-function Community Precinct
- Installation of additional Facultatieve Technologies cremators
- Installation of enhanced emission filtration system/s on cremators
- Development of new premium interment areas
- Cemetery re-development program, underpinned by the responsibilities prescribed in the *Burial and Cremation Act 2013*
- Infrastructure investment including the restoration and maintenance of roads and pathways within the cemetery, and maintenance of the built environment to support ongoing cemetery operations
- Irrigation projects to enhance the amenity of vegetation within the cemetery grounds and aligned to the Adelaide Cemeteries Authority Strategic Plan
- Environmental initiatives in accordance with the commitment to continuous improvement including waste minimisation and diversion
- Additional flora planting to enhance the amenity of the cemetery environment

Annexure 3
Plan of Management – Smithfield Memorial Park
Overview

Smithfield Memorial Park in Evanston Gardens to the north of Adelaide is located on the edge of the Town of Gawler's boundary with the City of Playford. Established in 1987 under the administration of the local government based Northern Metropolitan Regional Organisation, at that time comprising the Salisbury, Gawler, Elizabeth and Munno Para councils.

Since the Adelaide Cemeteries Authority assumed responsibility in 2002, Smithfield Memorial Park has set down solid foundations for its future. It has become a model for more environmentally sustainable approaches to interring and memorialising the dead. The cemetery's aesthetics include serpentine roads with open swales that wind past lakes, turfed areas, and bushland, while clusters of more formal burial areas and memorial gardens are screened by native trees and shrubs.

Smithfield Memorial Park supports a range of wildlife including water birds attracted to the lakes, which are home to fish and turtles. Indeed, in some respects the ambience of the cemetery is more akin to that of a bush park or nature reserve. Benches scattered throughout the cemetery encourage visitors to sit and reflect on the cycles of life on display around them.

The Authority believes that the cemetery's bush aesthetics and its adherence to strong environmental principles, will develop its reputation not just as the cemetery of choice for people in the surrounding areas, but also for people across greater metropolitan Adelaide who are seeking more ecologically sustainable alternatives to those offered by other cemeteries. A key component of this is Pilyu Yarta (Kaurna: 'peaceful ground'), a natural earth burial section based on Enfield Memorial Park's Wirra Wonga, planted with wildflowers and other plants indigenous to the local area.

In 2021 the Wangayarta burial area was opened as a site for the interment of repatriated Aboriginal ancestral remains.

It is conservatively estimated that Smithfield Memorial Park has enough available land for at least the next 100, years following the acquisition of an additional 30 hectares of land in 2021.

While the Authority will continue to highlight the cemetery's bush aesthetic, it is also committed to offering a wide range of burial and memorial options. These include traditional headstone and beam areas, a full monumentation section with elaborate granite or marble structures, and lawn cemetery areas with granite tablets set into the ground. Cremation memorials are also available in a variety of settings.

There are extensive turf areas throughout the cemetery dating from the cemetery's establishment in 1987, but the subject of significant rehabilitation and irrigation initiatives by the Authority in recent years with irrigation facilitated through mains water, rather than bore-water as was practiced in the cemetery's early days.

Other features of the more structured sections of the cemetery include:

- Science Park, an area dedicated to those who have bequeathed their bodies to teaching or research institutions,
- Muslim and Russian Molokan burial sections managed in consultation with representatives of their respective communities,
- Three above ground family mausoleums or "capellas", and
- The Porta Del Paradiso public mausoleum facility.

A key difference between Smithfield Memorial Park and other metropolitan cemeteries is the low density of the development of the cemetery in general. This is coupled with efforts to craft a landscape of contrasts, designed to expand the range of vistas and experiences available to visitors.

During the term of the last plan of management, three noteworthy events have transpired which provide new opportunities for expansion and will serve the Northern Community of Adelaide into the future:

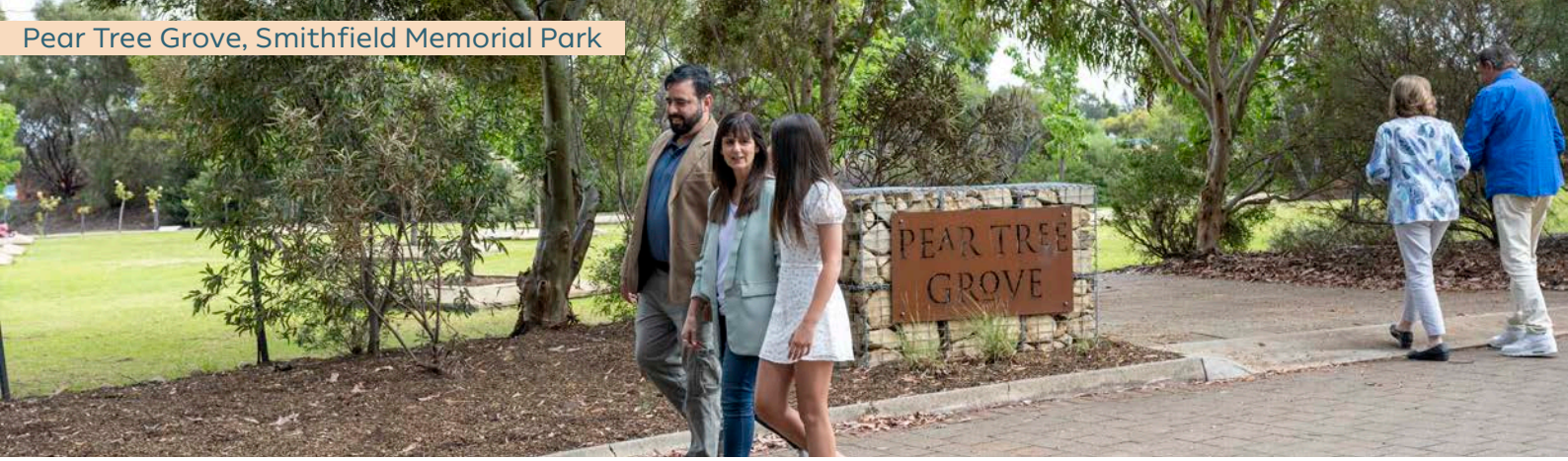
- Ownership and therefore future management and development of the Porta Del Paradiso has transitioned to the Adelaide Cemeteries Authority - this facility will now be the subject of staged enhancements as a part of the ongoing development of Smithfield Memorial Park
- Wangayarta, - the Kaurna Burial Ground, which will continue to grow in significance to the Kaurna community and South Australia's Aboriginal Community
- The acquisition of a significant parcel of land to the east of the existing cemetery, from the Department of Environment and Water

The existing landscape characteristics of Smithfield Memorial Park will continue to be reflected in the development of new interment areas, notably to the north and east of the existing cemetery footprint.

Wangayarta, Smithfield Memorial Park
Artist Impression

Statistics

Location	55 Smith Road, Evanston Gardens
Council area	Town of Gawler
Zoned	Special Use (Cemetery)
Land titles	Certificate of Title Volume 6248 Folio 908 and Certificate of Title Volume 6256 Folio 977
First interment	1986
Cemetery area	53 hectares
Current Land in use	6.0 hectares (11%)
Remaining fallow land	47 hectares (89%)
Interments as at 30 September 2022	
Burial sites	3,803
Total Burials	3,271
Cremation memorial sites	3,254
Cremated remains interred	2,127
Mausoleum interments	26



Pear Tree Grove, Smithfield Memorial Park

Infrastructure

840 metres of sealed bitumen roadways in total

Various paths: block paved, saw dust and gravel

Operations workshop, storage sheds, staff facilities and compound

Entry statement and gates

Operations workshop, staff facilities and compound

3.3 kilometres of mainline and tap-line

Types of Interments

Earth burials

- Full monumentation burial areas
- Lawn (head and beam) burials
- Natural burial area

Underground concrete burial vaults

Mausoleum (Porta Del Paradiso)

Cremation memorials

Other Facilities

Science Park (Body Donation Program Memorial)

Three lakes

Public toilets

Key Stakeholder Groups

In addition to the general consultation groups already identified, the following groups have a particular interest in Smithfield Memorial Park:

- City of Playford
- Town of Gawler
- Kaurna Yerta Aboriginal Corporation
- Gawler Landowners Group
- Hazara Community
- Russian Molokan Community
- Islamic Society of South Australia

Planned Investment Activities

- Land management agreement commitments to establish and support appropriate flora and fauna (bio-diversity project)
- Establishment of new interment areas
- Commitments to culturally significant interment places in response to community engagements
- Development infrastructure to support new and existing interment areas
- Investment in irrigation infrastructure to support existing and new flora enhancements
- Environmental initiatives in accordance with the commitment to continuous improvement including waste minimisation.

Annexure 4
Plan of Management – West Terrace Cemetery
Overview

Adelaide's West Terrace Cemetery is at least as old as the city itself and so much a part of its growth that it could be said to contain its roots or its shadow. Colonel William Light's 1837 plans for the new settlement clearly indicated the location of the cemetery, a sinuous network of pathways in contrast to the grid of the township, and the first burials took place almost before the ink on his plans was dry. The cemetery receives a limited number of new burials. As well as being the first cemetery in metropolitan Adelaide, it is also the oldest continuously functioning cemetery in Australia.

West Terrace Cemetery was the site of the Southern Hemisphere's first crematorium. In 1890, the South Australian parliament became the first to legalise cremations. Shortly after the construction of the Wakefield Crematorium in 1903, Bishin Singh became the first of 4,762 persons to be cremated before it was decommissioned in 1959.

The building was demolished approximately ten years later but parts of its foundations and remnants of the furnace remain. This site is the subject of ongoing consideration for restoration, re-development, and enhancement.

The Promenade, West Terrace Cemetery

Heritage and Historical Significance

West Terrace Cemetery is the last resting place of many prominent South Australians as well as those who deserve to be better known. People such as businessperson and early advocate for the Chinese community, Yet Soo War Way Lee, and Maria Gandy, who arrived in the colony alongside William Light and later, after Light's death, married medical practitioner and keen cyclist George Mayo.

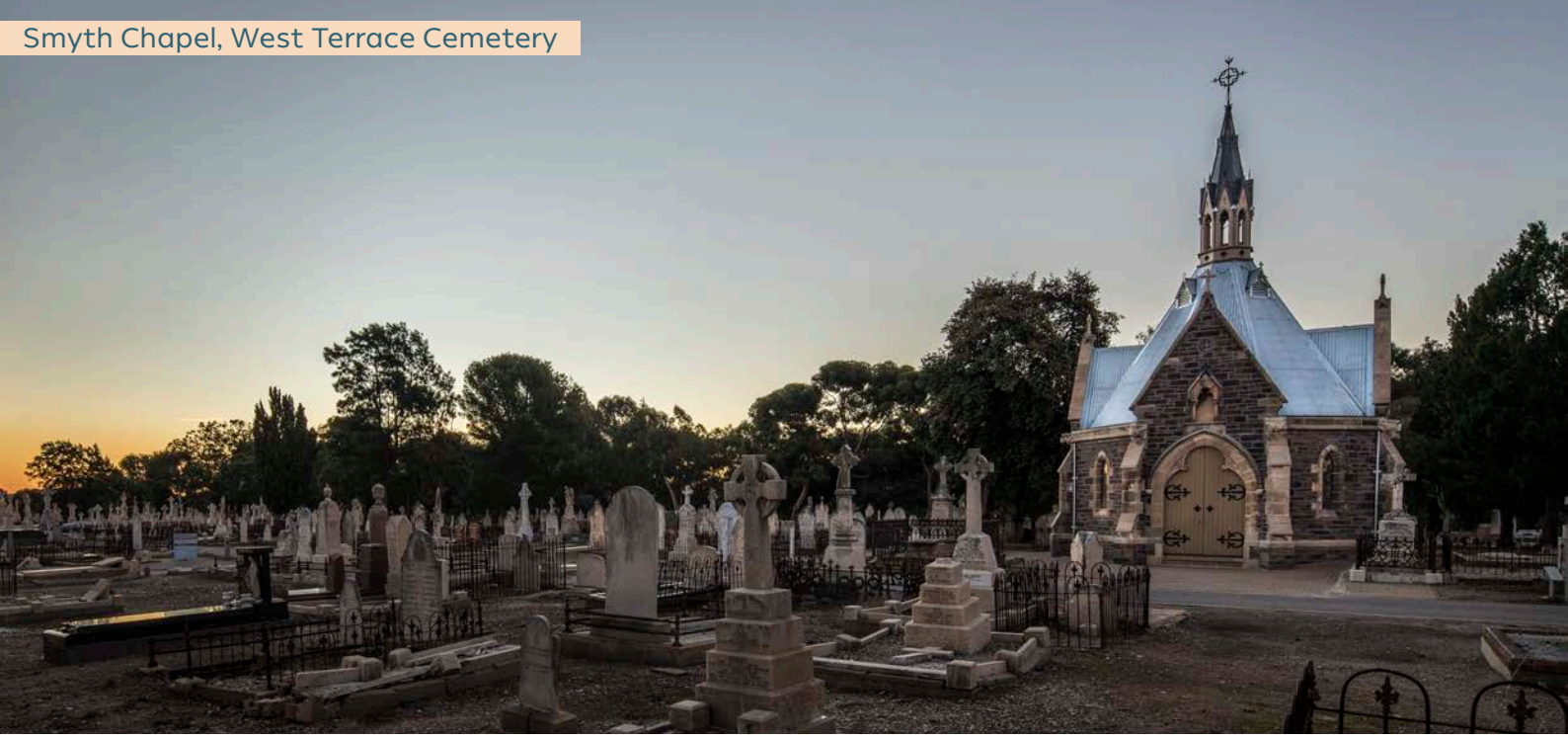
Elsewhere in the cemetery, artists such as the eccentric musician-composer Percy Grainger and visual artist and writer Barbara Hanrahan rub shoulders with the 'Somerton Man' whose simple memorial only adds to the magnitude of his enigma. But it is the traces of the thousands of 'ordinary' lives that sometimes speak loudest, their stories of love and loss, happiness and tragedy enriching each visit.

The cemetery also reflects the patchwork of cultures, faiths and different socio-economic classes that have contributed to the life and livelihood of the city of Adelaide. Among these is the section containing the graves of the 'Afghan' cameleers who first arrived in the colony in the 1860s and later donated to the construction of the mosque on nearby Little Gilbert Street, the first mosque to be built in an Australian city.

With so much to commend the cemetery in terms of its heritage and cultural value it is surprising to recall that when revenues from the cemetery slowed to a halt in the early 1970s the State Government developed plans to bulldoze it and transform it into parkland. The roots of trees planted as part of preparations for this, now undermine some graves and structures, but thankfully, before the demolition plan reached its conclusion, the irreplaceable value of the cemetery was recognised. West Terrace Cemetery was eventually granted South Australian state heritage status in 1989. It's heritage status has enormous value, but also entails major responsibilities. Overseeing maintenance and restoration work on graves, monuments, walls, and other features will continue to be an important activity of cemetery management.

Important re-development and enhancement works have been completed since the last plan of management including the restoration of the Eyre wall within the cemetery grounds and restoration of the stone and wrought-iron walling adjacent the Curator's Cottage.

Significant projects recently completed include the renovation of the Curators Cottage with the establishment of the premium interment area 'the Promenade' and the restoration of the Smyth Chapel.


Smyth Chapel, West Terrace Cemetery

The Smyth Chapel restoration was completed in 2019, and was a project conducted in collaboration with the Catholic Diocese with support of the South Australian Government.

There are a small number of ongoing burials, either in existing family plots, new graves in the cemetery's Wakefield section, or within the premium option provided by the Promenade, adjacent to the Curators Cottage.

The West Terrace Cemetery has considerable recognition as a cultural and tourist attraction. With self-guided daytime tours augmented with successful night-time events they bring to life the history of both the cemetery and those for whom it is their last resting place.

West Terrace Cemetery continues to be the venue for hosting Adelaide Cemeteries 'Death Over Dinner' events which combine food and wine with informal discussions about death and mortality.

Statistics

Location	West Terrace, Adelaide
Council area	City of Adelaide
Zoned	Park lands, special use (cemetery)
Land titles	Certificate of Title 6125 Folio 317
First interment	February 1837
Cemetery area	27.6 hectares
Current Land in use	27.6 hectares (100%)
Remaining fallow land	Approx. 1000m2 including the Promenade adjacent the Curator's Cottage and the old crematorium (Wakefield Crematorium) site
Interments as at 30 September 2022	
Burial sites	55,417
Total Burials	141,569
Cremation memorial sites	163
Cremated remains interred	1,840

AIF Section, West Terrace Cemetery

Infrastructure

4.2 kilometres of sealed roadways
500 metres of stone wall fence and retaining walls
Site of Wakefield Crematorium site
Curators' cottage
Public shelter and gazebo
Smyth Chapel
Operations workshop, staff facilities and compound
Security cameras
Entry gates
4.2 kilometres of mainline and tap-line

Other Facilities

Public toilets
Various directional signage
Public information displays

Types of Interments

Earth burials
- Full monumentation burial areas
- Lawn (head and beam) burials

Underground concrete burial vaults
Cremation memorials

Key Stakeholder Groups

In addition to the general consultation groups already identified, the following groups have a particular interest in West Terrace Cemetery:

- Office of Australian War Graves
- SA RSL
- Multicultural Communities Council of SA
- Funeral Directors
- Monumental Masons Association of SA
- Kadaltilla / Park Lands Authority
- Adelaide High School

Planned Investment Activities

- Heritage projects including the restoration of monuments, the gazebo, and areas of historical significance within the cemetery grounds
- Infrastructure investment including the restoration and maintenance of roads and pathways within the cemetery, and maintenance of the built environment to support ongoing cemetery operations
- Irrigation projects to replace existing infrastructure and support water use efficiencies and to enhance the amenity of vegetation within the cemetery grounds
- Activities to support, sustain and enhance remnant native vegetation within the cemetery grounds (bio-diversity project)
- Ongoing audits of monuments to identify priorities for restoration as funds become available
- Environmental initiatives in accordance with the commitment to continuous improvement including waste minimisation

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