



# Bendigo Cemeteries Trust T/A REMEMBRANCE PARKS CENTRAL VICTORIA

## POSITION DESCRIPTION

### POSITION TITLE

Chief Executive Officer

### LOCATION

Eaglehawk, Bendigo

### POSITION PURPOSE

The Chief Executive Officer (CEO) is a key executive role within Remembrance Parks Central Victoria (RPCV). The position operates out of RPCV's Administration Office in Eaglehawk. RPCV is a not-for-profit Victorian public entity established as one of five Class A Cemetery Trusts under the provisions of the *Cemeteries and Crematoria Act 2003*, and is accountable to the Minister for Health through the Department of Health and Human Services. RPCV is responsible for the strategic direction and commercial operation of six cemetery and crematoria sites, and has a broader responsibility to provide leadership, support and assistance to over 100 Class B cemetery trusts across Central Victoria. RPCV has also assumed responsibility or is in negotiations to manage additional sites in Central Victoria.

The CEO of RPCV will lead a motivated and committed team to drive performance through their inspirational and visionary leadership. The CEO will be responsible for ensuring the organisation's strategic plans, change agenda and customer service outcomes are successfully designed and achieved to drive and maintain commercial sustainability.

The CEO will provide direction and leadership towards the achievement of the RPCV's shared vision, mission and core values, through a collaborative, accountable and community-focused culture. The CEO will demonstrate a modern and dynamic leadership style, and position the organisation to succeed in a changing commercial and government regulatory environment. Critical to this role are strong ethical values, sound business acumen, and the ability to work with a diverse and wide spectrum of people and to represent the organisation effectively. The CEO will also provide support for excellent organisational governance, and ensure that RPCV meets all legislative, regulatory and contractual obligations.



## RPCV MISSION STATEMENT

WORKING WITH OUR COMMUNITY WE WILL DELIVER QUALITY AND CARING SERVICE WITH COMPASSION; AND CREATE AND MAINTAIN ENDURING AND ACCESSIBLE REMEMBRANCE INTO PERPETUITY.

## ORGANISATIONAL VALUES

COMPASSION, INTEGRITY, COMMUNITY

## STRATEGIC PRIORITIES 2016 – 2019

1. BUILDING A SUSTAINABLE AND VIABLE ORGANISATION
2. ACCESSIBLE AND IMPROVED COMMUNITY FACILITIES
3. ADOPTING A BROADER REGIONAL FOCUS
4. A MORE ACTIVELY ENGAGED COMMUNITY
5. DEVELOPING OUR PEOPLE

## REPORTING RELATIONSHIPS

**Reports to:** RPCV Board of Directors, through the Board Chair

**Direct reports:** Leadership Team including Manager Corporate Services/CFO; Manager Partnerships and Operations; Manager Customer Experience. Executive Assistant/Board Secretary.

**External relationships:** Trust members, all employees and volunteers, government bodies, Funeral Director industry, media, community partners and representatives, and other key stakeholders.

## RESPONSIBILITIES

### **1. Leadership and Strategic Direction**

The CEO will provide inspiration, vision, strategic direction and leadership to ensure RPCV is successful in meeting its strategic goals. Key aspects of the CEO role in this area include:

- Lead the thinking and development of the strategic direction of the organisation.
- Provide leadership to ensure that the shared vision, mission, core values, and strategic direction of RPCV are understood and operationalised.
- Deliver the current RPCV Strategic Plan through the development and implementation of effective Business Plans; and lead the development and implementation of the next Strategic Plan.
- Drive achievement of key performance indicators, financial viability and sustainability, and business goals and objectives.
- Provide thought leadership and stewardship as a market leader within the cemetery sector to influence outcomes for the betterment of the industry and the community.

### **2. People and Capabilities**

The CEO will ensure there is an appropriate business-aligned human resources management strategy and associated plans and processes in place. Key aspects include:

- Develop the most effective and fit for purpose organisational design and structure to meet the current and future needs of the organisation.
- Attract, recruit, retain and develop a high performing team.
- Provide leadership, mentoring and access to professional development that promotes excellence, and maximises individual potential and organisational learning.
- Lead a positive and resilient team culture that reflects the organisational values of Compassion, Community and Integrity.
- Model collegiate, collaborative and professional management behaviours that reflect the organisational values.
- Align team and individual goals to organisational aspirations and expectations.
- Ensure a safe and respectful workplace for all employees and volunteers, including through compliance with all legislative and regulatory requirements

in relation to workplace health and safety.

### **3. Commercial Sustainability**

The CEO will ensure that processes are designed, implemented and embedded to drive current and future business and commercial sustainability. Key CEO responsibilities in this area will include:

- Develop effective Business Plans with aligned budgets, identified key result areas and performance measures; and implement systems to ensure there is consistent focus on the goals of the Business Plan, and that performance against key result areas is measured and reported.
- Operate a professional, efficient and cost-effective organisation; provide effective stewardship of RPCV assets; maintain effective oversight of revenue and expenditure; and secure new revenue streams.
- Develop, communicate, monitor and achieve appropriate budgets and financial plans; and ensure all fiscal regulatory requirements are met.
- Deliver quality services in a dignified environment, ensure the long term care and preservation of all cemeteries managed by RPCV, and preserve and promote the heritage value of these cemeteries.
- Drive a culture of sustainable continuous improvement and ensure sufficient capacity in the team to implement ongoing improvement.
- Spearhead the development, communication and implementation of innovative business opportunities and effective growth strategies.
- Develop and implement plans for the organisation's operational infrastructure including systems, processes and people to achieve the strategic goals and operational objectives of RPCV.
- Foster a success-oriented, accountable environment within RPCV.

### **4. Community Relationships and Stakeholder Management**

The CEO will provide leadership and insights to ensure the organisation can develop and deliver effective communication and representation with all stakeholders. The CEO's responsibilities include:

- Actively promote and develop the identity of RPCV in the community, by representing RPCV and its values with clients, suppliers, communities, government and regulatory bodies, other stakeholders and the public.
- Enact strong community leadership through a collaborative, inclusive and innovative approach to building relationships.
- Build upon RPCV's strong brand and community reputation through appropriate promotional, marketing and events activities.
- Foster shared understanding and positive outcomes with key business

stakeholders.

- Advocate for the broader community through an intimate understanding of diverse demographic, cultural, religious and social needs, and through appropriate enhancement of service delivery, offerings and mix.
- Strengthen critical community relationships, including through continued engagement with and growth of RPCV's volunteers and associated programs.
- Actively represent and advocate for RPCV with State and Local Government.

#### **5. Governance, Risk and Compliance**

The CEO will lead and ensure the ongoing delivery of an effective working relationship with the Board of Directors (the Trust), including through fulfilling the following responsibilities:

- Support the Board through timely, transparent and effective communication.
- Provide clear briefings and astute advice to the Board including timely high level strategic advice, planning and support.
- Adhere to sound management and governance principles.
- Oversee development, implementation and compliance with key corporate policies, including policies regarding corporate governance, risk management, and financial reporting as well as compliance with applicable legal and regulatory requirements, including equal employment opportunity and workplace health and safety.
- Maintain up to date knowledge of State and Local Government regulatory environments and of best practice in organisational governance.
- Ensure compliance and alignment with the Trust's reporting obligations, with legislation, statutory requirements, and government policies impacting RPCV.
- Keep Trust members informed about existing and amended Ministerial directions, amendments to legislation and reporting obligations, and other information relating to the Trust's functions and powers.
- Strengthen internal processes through enacting a continuous improvement and gap analysis approach to the identification, development and enhancement of policies and procedures.



REMEMBRANCE PARKS  
CENTRAL VICTORIA

## KEY COMPETENCIES

1. Value alignment: Demonstrated knowledge of and alignment with RPCV's values of Compassion, Community, and Integrity, and the Victorian Public Sector Commission Values and Code of Conduct; and ability to model behaviour aligned with the values.
2. Team leadership: Collegiate and collaborative team leader, with a proven ability to attract and develop talent, inspire a team, and build a positive culture.
3. Stakeholder relationships and representation: High level networking and influencing skills, and proven ability to build positive and productive external relationships and represent an organisation effectively with stakeholders at all levels.
4. Business acumen: Proven good business sense and strategic capability, including the ability to seek out opportunities, develop new business models, operate in a competitive environment, and grow a business.
5. Operational leadership: Outstanding capabilities in leading a range of organisational functions, including management of human, financial, economic and physical resources, while maintaining a value based culture. Experience in a public sector environment would be an advantage.
6. Strategic agility: Demonstrated capacity to drive organisational strategy, introduce innovation and lead positive and successful organisational change.
7. Corporate governance: Sound knowledge of modern corporate governance, compliance, and risk management; and the ability to work effectively with a Board of Directors.
8. Government relations: Proven ability to liaise and negotiate with Government at all levels, and personal presence and intellect to influence Government.
9. Communication skills: High level of written and verbal communication skills.
10. System development: Ability to establish systems, standards, guidelines and principles in relation to the responsibilities of the position.
11. Customer focus: Ability to implement a customer centric approach through an entire organisation.
12. Connection with community: Demonstrated connection with the community of Bendigo and Central Victoria, including an understanding of demographics relevant to the RPCV operating environment.