

Annual Report 2000/2001



*Compassion,  
Respect &  
Understanding*



METROPOLITAN  
CEMETERIES BOARD



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## Organisational Values & Goals

### *Our Vision*

Compassion, Respect and Understanding.

### *Our Mission*

To provide Quality Services and Facilities for Burials, Cremations and Commemoration.

### *Our Values*

We are committed to:

- Striving for customer service EXCELLENCE through continuous assessment, innovation and improvement
- Acting ethically, with INTEGRITY, professionalism and courtesy
- A safe and caring workplace where people can achieve with PRIDE
- TRUSTING, SUPPORTING and CO-OPERATING with each other and the community
- Caring for our ENVIRONMENT, past, present and future

### *Our Goals*

- To be a customer focused organisation
- To be a leader in cemetery management



## Letter to the Minister

Minister for Housing and Works; Local Government and Regional Development;  
the Kimberley, Pilbara and Gascoyne

11th Floor, Dumas House

2 Havelock Street

WEST PERTH WA 6005

Dear Minister

In accordance with Section 66 of the Financial Administration and Audit Act 1985,  
we submit for your information and presentation to Parliament the Annual Report of  
the Metropolitan Cemeteries Board for the year ended 30 June 2001. The report has  
been prepared in accordance with the provisions of the Financial Administration and  
Audit Act 1985.

Yours sincerely

F H CAVANOUGH

Chairman

J M O'DEA JNR

Deputy Chairman

P D MACLEAN PSM

Chief Executive Officer

31 August 2001



## Highlights 2000/2001

- The Infants' Butterfly Garden at Karrakatta Cemetery was officially opened by then Minister for Local Government, Hon Paul Omodei MLA, on 19 November 2000.
- On 13 December 2000 the then Minister for Aboriginal Affairs, Hon Dr Kim Hames MLA officially opened the "Keeping Place" at Karrakatta Cemetery, a purpose designed building for the placement of Aboriginal repatriated remains.
- Construction commenced on the new crematorium and chapel complex at Pinnaroo Valley Memorial Park in April 2001, with completion due in early 2002.
- The first three sections redeveloped under the Karrakatta Cemetery Renewal Plan were opened for new burials and have been well accepted by the community.
- The Metropolitan Cemeteries Board website received a number of enhancements and work commenced on an online memorial catalogue, online memorials and online payments.
- Chief Executive Officer Peter MacLean PSM led an Australian contingent to the annual convention of the Cremation Association of North America and delivered a paper on memorialisation trends in Australia.
- A comprehensive Strategic Planning initiative was undertaken, culminating in the publication of a Revenue Generation Strategy 2001-2006, with numerous recommendations for the development of new products/services and increasing sales of existing ones.
- An Interim Information Technology Strategic Plan 2001-2003 was completed and approved.
- In response to the change of Government in February 2001, the Board prepared comprehensive briefing documents for the Minister for Local Government. These briefings included a separate position paper on Bush Forever.
- The Board prepared submissions to the State Government's Machinery of Government Taskforce and the National Competition Policy Review of the Cremation Act.
- The recommendations of the Organisational Management Structure Review were implemented during the year, including the appointment of the new position of Executive Director.



PETER MACLEAN PSM,  
CHIEF EXECUTIVE OFFICER



MICHAEL DUFF,  
EXECUTIVE DIRECTOR





## Chairman's Report

The environment in which the Metropolitan Cemeteries Board operates has changed remarkably in recent times – never so dramatically as this year.

The funeral services industry is, in itself, evolving rapidly due to influences such as globalisation; new technologies; fluctuations in the mortality rate; and changing client needs and expectations. As a key participant in this industry, the Board must also adapt in order to maintain and improve its service delivery, whilst achieving the necessary financial returns to support the ongoing maintenance and development of existing and new infrastructure.

The implementation of the Board's Organisational Management Structure during the year was a positive step. Over the past 12 months, the team has amply demonstrated its capacity for sound decision-making, good management and innovation. These qualities will underpin the organisation's growth and sustainability during what is certain to be a challenging period ahead.

The Board prepared an income and expenditure forecast for the next five years and confirmed a trend which is affecting not only our organisation, but the funeral services industry as a whole. The declining mortality rate in Western Australia has brought about reduced revenues derived from traditional funeral services, such as burials, cremations and memorialisation.

This trend has affected the Board's financial outcome for this year, with revenue of \$7.6 million, down from \$9 million last year (both of these figures exclude interest, dividends and other income).

However, it is encouraging to report that the Board has taken a pro-active approach to addressing this situation – for the shorter and the longer term. In early 2001 an initiative was launched, with the participation of Corporate Council (the Board's management team) and guidance from Board members, to develop a Five-Year Revenue Generation Strategy.

The initiative explored ways to increase sales of existing products, particularly memorials, and to develop new products and services to meet changing public demand. A great deal of lateral thinking was involved throughout this exercise, resulting in a number of unique and innovative new projects and a detailed strategic plan which is the blueprint for their implementation.



F.H. CAVANOUGH,  
CHAIRMAN



METROPOLITAN  
CEMETERIES BOARD

## Chairman's Report

The implementation of the Five-Year Revenue Generation Strategy – a multi-faceted approach involving expansion of product and service offerings, more strategic marketing and online services – is now underway, with management and staff from most divisions taking responsibility for various aspects of the initiative.

It is pleasing that the concepts under development not only aim to increase revenue against a static traditional revenue base; they will also provide the community with new services, more options and greater ease of access.

Perhaps the most exciting new direction in the year was the development of new Internet-based services, such as Online Memorials and Internet webcasting of funeral services. When launched to the public next year, these services are expected to be the first of their kind in Australia, if not the world.

These innovations will lead the Board into a future of more responsive, accessible service delivery – but the principles that underly them are founded in a long tradition of personal service. This factor is clearly expressed in our vision of Compassion, Respect and Understanding.

The online world will never replace the personal service and caring attitude that is a hallmark of the Board – but it will enable us to enhance our service offerings and make them more accessible – particularly to people with disabilities, or those located in remote areas.

This year, the Board's infrastructure changed and grew in many ways. Two unique facilities were introduced at Karrakatta Cemetery – the Infants' Butterfly Garden and Aboriginal Keeping Place. Development works began at Rockingham Regional Memorial Park; and construction commenced on the new Crematorium and Chapel complex at Pinnaroo Valley Memorial Park.

All of these initiatives will assist the Board in meeting the diverse and changing needs of the community. They will be valuable assets for the future.

Balanced against these "positives" are a number of challenges which have the potential to impact on the Board's future effectiveness. The Government's Bush Forever scheme has earmarked 85 hectares of cemetery land at Pinnaroo, Midland and Guildford for bush preservation, representing around \$103 million in lost revenue over time.



METROPOLITAN  
CEMETERIES BOARD

## Chairman's Report

The excision of this land will threaten the future viability of the three cemeteries and pose a very real dilemma that future generations will have no convenient place to bury their dead.

We will endeavour to work with the new Government toward a favourable outcome that will balance community needs with environmental imperatives.

The outcomes of the National Competition Policy Review of the Cremation Act and the Machinery of Government Taskforce both have the potential to impact on the Board's operations and competitiveness in a challenging marketplace.

We have again taken a pro-active approach, preparing detailed and cogent position papers to ensure that our perspective is considered as part of the deliberations occurring in both of these forums.

I would like to thank the Board members for another year of dedicated service and leadership. The terms of appointment, which were to have expired on 30 June 2001, have been extended for a further six months pending the final implementation of the Machinery of Government Taskforce recommendations. I believe I can speak on behalf of all Board members that we are delighted to continue to be of service through this period of transition.

Let me also acknowledge the efforts and initiative of the Corporate Council and staff. Their achievements are noted and, I am pleased to advise, were recognised in several public awards forums during the year – the Premier's Awards for Excellence in Public Sector Management; the StateWest Credit Society Achievement Awards and the Energy Efficiency Awards.

F.H. Cavanough

Chairman

31 August 2001





## Review of Operations

### GOAL 1: *TO BE A CUSTOMER-FOCUSED ORGANISATION*

#### STRATEGY 1:

*Provision of a quality service in an environment that reflects the diversity of our community needs.*

#### Client Services Division New Approach

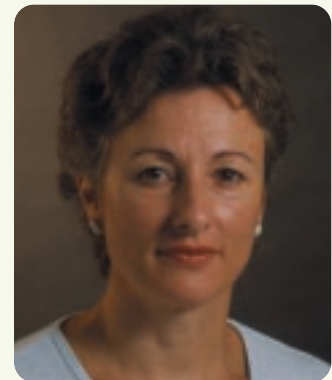
In order to improve customer services and in line with the Board's five-year business plan, the Client Services Division introduced a number of new services during the year. A central theme to all of these services is the importance of developing and strengthening relationships with the community.

Accordingly, a new home visit service for the selection of memorials and other services was introduced during the year to assist people who may have limited mobility. The Division began work on developing targeted presentations to deliver in retirement villages and other areas of the community and to raise awareness of the Board's services and facilities.

#### Infants' Butterfly Garden

Three years of planning and development culminated in the launch of the Infants' Butterfly Garden at Karrakatta Cemetery on 19 November 2000. This special memorial garden was created to remember the lives of infants and young children. Its design was inspired by the themes of earth, fire, water and air, with imaginative sculptures and landscaping features providing focal points for a variety of memorial styles.

The Infants' Butterfly Garden was developed in close consultation with community groups such as Sudden Infant Death Syndrome Foundation (SIDS) and Stillborn and Neonatal Death Support (SANDS). This facility acknowledges the importance of providing a special place for bereaved parents and families to express grief and commemorate the short lives of babies and young children.



DIANA SALVARIS,  
CLIENT SERVICES MANAGER



BOARD MEMBER KEN COLBUNG  
(LEFT) AND GUESTS AT THE  
INFANTS' BUTTERFLY  
GARDEN LAUNCH.



## Review of Operations

The uniqueness of the Infants' Butterfly Garden was evidenced in the strong media attention at the time of the launch and during subsequent weeks and months.

This new facility also earned the Metropolitan Cemeteries Board recognition as a finalist in the Customer Service category of the 2000 Premier's Awards for Public Sector Management.

### Karrakatta Cemetery Mausoleum

The Mausoleum at Karrakatta Cemetery continued to be well received by members of the Italian community. As at 30 June 2001, over 50% of the Stage 2 crypts had been sold.

During the year, a section of the Mausoleum was refurbished to create 96 ossuary spaces. These will be available from July 2001 to receive interred or cremated remains of the previously deceased. Families will be able to arrange for remains to be transferred from elsewhere in the cemetery to the Mausoleum ossuary crypt.

This new facility responds to the Board's goal of providing culturally appropriate options for our diverse society.

The efforts of Executive Assistant Catherine Kirton in marketing and promoting the Mausoleum to the Italian community were rewarded in December 2001. Catherine received a Special Merit – Excellence in the Workplace in the Statewest Credit Society Achievement Award.

### Aboriginal Keeping Place

On 13 December 2000 the then Minister for Aboriginal Affairs, Hon Kim Hames MLA officially opened the "Keeping Place" at Karrakatta.

The "Keeping Place" is the first of its kind in Australia – a holding place for the remains of indigenous people which have been previously stored in museums around the State and Australia or have otherwise been recovered from various locations.

A project of the Aboriginal Affairs Department, the Aboriginal Keeping Place is located in a shaded grove with natural landscaping and vegetation. The Board provided the land for the facility and construction and landscaping services.



MAUSOLEUM OSSUARY



ABORIGINAL KEEPING PLACE



## Review of Operations (continued)

### STRATEGY 2:

*Contribute to and encourage the preservation of Western Australia's heritage.*

#### Cemetery Renewal

The Board is an international leader in the relatively new field of cemetery renewal. The renewal process, which is permitted under Division 4 of the Cemeteries Act 1986, aims to extend the capacity of Karrakatta Cemetery in particular to accommodate burials further into the future.

Renewal involves identification of areas suitable for renewal and placement of signs in the area for 12 months, along with newspaper advertisements to create public awareness. Renewal plans are made available to the public for inspection and heritage experts are consulted.

Before renewal commences, every existing monument is photographed and all wording is recorded. As each section is renewed, a new memorial (in the form of a memorial book) is created, showing the names of all original interments. All recorded information and photographs are made available for family genealogists and historians and is incorporated in the database of the Cemetery Records System.

Had the renewal process not been initiated in 1996, Karrakatta would not have new grave burial capacity beyond 2004.

The renewal program is progressive, with designated sections earmarked for renewal over staged time frames. The work is undertaken at "the expiry of the grant of right of burial" and ensures that no existing remains are disturbed at any time. The plan currently extends to 2024, thereby increasing the operational viability of the cemetery by an additional 20 years.

Several Anglican and Roman Catholic memorial areas have already undergone renewal and in late 2001 another stage of renewal is due to commence. The renewed areas have proven popular with families selecting new graves, as they feature retained trees and gardens and traditional character.



CEMETERY RENEWAL



## Review of Operations

### GOAL 2: *TO BE A LEADER IN CEMETERY MANAGEMENT*

#### STRATEGY 1:

*Employees are recognised as our most important asset*

#### Summary of employees by category (total full time equivalent)

	1999/00	2000/01
Executive	4.05*	4.81
Client Services	12.33	14.22
Funeral Services	16.11	15.00
Landscaping	28.56	27.01
Technical Services	5.83	6.00
Finance & Business Services	4.0	4.47
Human Resources	1.62	1.99
<b>TOTAL</b>	<b>72.5*</b>	<b>73.59</b>

(\*Note – total does not include employees on secondment to the Metropolitan Cemeteries Board)



LANDSCAPING EMPLOYEES ON A  
BUSH EDUCATION TOUR WITH  
DR PAUL VAN DER MOEZEL

### Organisational Structure

As part of an ongoing process, the Board conducted a number of reviews in 2000/2001 designed to optimise the organisational structure for meeting outcomes and service delivery requirements. These reviews covered the Client Services, Funeral Services and Landscaping Divisions.

### Training and Development

Due to the diversity of the Board's workforce, employees participated in a wide number of training and development programs during the year. These programs focussed both on organisational needs and individual development.

It is anticipated that a revised Training and Planning System (TAPS) will be implemented during the 2002 financial year, to further enhance the identification and delivery of training.

During the year, the training expenditure average per Full Time Equivalent employee was \$522.





## Review of Operations

### Workers' Compensation and Rehabilitation

The workers' compensation premium for the past year was \$66,813.00 (excluding GST)

No. of Lost Time Injuries > 7.6 hrs (LTIs)	5
Total Lost Time due to LTIs	895 hours*
Average duration per LTI	179 hours
Number of new workers compensation claims	5
Lost Time Injuries/Diseases Frequency Rate	31.75
Estimated Cost of Claims Incurred per \$100 Wageroll	3.9027
Premium Rate	2.50

During the year, the Metropolitan Cemeteries Board managed one formal rehabilitation case. This case was adopted on a without prejudice basis in June 2001 and has not been finalised to date.

*\*Note – figure includes hours paid as “without prejudice” workers compensation payments, for which liability for the claim has not been determined.*

### Equal Opportunity

After considerable time in development, the Chief Executive Officer endorsed the following revised Equal Opportunity and Grievance policies in April 2001:

- Equal Employment Opportunity Policy;
- Harassment and Inappropriate Behaviour Policy and Grievance Procedures;
- Grievance Resolution Policy and Procedures.

The policies apply to all Board employees, and in some cases, Board members, and were developed with feedback from the Board's previous Grievance Officers, Corporate Council, Human Resource Division employees and the Office of Equal Employment Opportunity (EEO).

To support the new policies, expressions of interest were called from all staff interested in acting as EEO Contact Officers for the Board. Four employees were subsequently appointed as EEO Contact Officers. All EEO Contact Officers will be formally trained to provide advice and information to employees on the wide range of EEO matters.

Equal Opportunity information awareness raising sessions were held for all Board and staff to support the introduction of these policies in June 2001.



CAROLYN BALDWIN  
HUMAN RESOURCES MANAGER





## Review of Operations

### STRATEGY 2:

*Ensure the effective and timely development, use, maintenance and renewal of physical resources*

#### General Cemetery Planning

An ongoing role of the Board is to ensure that the long-term future needs of the community are met. This can only be achieved through far-sighted and consultative planning.

The Metropolitan Regional Cemeteries Working Group explored historical data on metropolitan cemetery use since the 1950s and discovered that previous attempts to secure land for future cemeteries had met with little reward.

The Board is now developing more effective models for identifying potential land in all urban corridors, with a view to setting this land aside for cemetery development under the Metropolitan Regional Scheme.

This new approach has identified a potential site for the north-eastern corridor, at the new township of Chittering. Next year work will continue on this program, with the aim of identifying suitable sites in all other corridors.

The Metropolitan Regional Cemeteries Working Group comprises representatives from the Australian Funeral Directors Association, Ministry for Planning, Water and Rivers Commission, Department of Environmental Protection, Department of Land Administration, Western Australian Municipal Association together with the Chief Executive Officer and Technical Services Manager of the Metropolitan Cemeteries Board.

The implementation of the Machinery of Government Taskforce next year will involve mergers affecting some of the above agencies. The Board is committed to ensuring that the Metropolitan Regional Cemeteries Working Group continues to function effectively under the new Government structure.



PETER DEAGUE  
TECHNICAL SERVICES MANAGER



## Review of Operations

### Bush Forever

Formerly called BushPlan, Bush Forever is an initiative of the previous Government to ensure that a quota of native bushland is preserved in the metropolitan area for future generations.

Bush Forever, administered by the Ministry for Planning, has targeted substantial tracts – collectively around 85 hectares – of what it considers to be environmentally sensitive undeveloped cemetery land at Pinnaroo Valley Memorial Park, Guildford and Midland Cemeteries. The excision of this land will threaten the future viability of the three cemeteries and pose a very real dilemma that future generations will have no convenient place to bury their dead.

The Board has negotiated extensively with the Ministry for Planning, Department of Environmental Protection and other stakeholders in an effort to achieve a negotiated outcome that will enable these cemetery properties to remain operational for the longer term.

With the change of Government in February 2001, the Board prepared and submitted to the incoming Minister for Local Government a briefing paper about the impact of Bush Forever on cemetery lands. The Board will make it a priority to open a dialogue with the new Government with the aim of achieving an outcome that will balance community, social and environmental interests.

### Pinnaroo Valley Memorial Park

In April 2001 the Board entered into a contract with a local company for the construction of the Pinnaroo Valley Memorial Park Chapel and Crematorium.

The new crematorium will serve the needs of Perth's rapidly growing northern corridor and will be equipped with state-of-the-art audiovisual equipment, including the capacity for providing Internet "web casts" of funerals, for people who cannot attend services in person.

The complex was designed to blend with the natural bush environment of Pinnaroo, with minimal clearing of vegetation to accommodate the buildings. It is expected to be completed in early 2002.



STATE-OF-THE-ART  
CREMATORIUM FOR PINNAROO



METROPOLITAN  
CEMETERIES BOARD

## Review of Operations

### Rockingham Regional Memorial Park

Work progressed during the year on the development of Rockingham Regional Memorial Park, a facility that will cater for the needs of the community in Perth's south western corridor from 2005.

Development of Stage 1, including landscaping and irrigation of the main entry and adjacent areas approached completion by the end of the year. Stage 2, to commence next year, will entail carpark and buildings.

The Board is working closely with the City of Rockingham, the current manager of the East Rockingham Cemetery, on the project and will take full responsibility for the management of both cemetery properties in 2005. The Board greatly appreciates the cooperative relationship which exists with the City of Rockingham and looks forward to being of service to the community in this region in the near future.

### Guildford Cemetery

Together with Main Roads WA, the Board completed a project during the year to upgrade Kalamunda Road and make it safer for visitors to Guildford Cemetery.

The Board is working with the Ministry for Planning to obtain development approval for a car park on the south side of Kalamunda Road to further enhance the safety of cemetery visitors and road users.

### Cemetery Signage Project

The need to improve the signage at all of the Board's cemetery sites was identified during the year. A signage audit was completed, pointing out many inconsistencies in signage styles and room for improvement in the way signage is used to make the cemeteries more "user-friendly".

A local Perth firm was contracted to develop signage designs and concepts, including entry statements, for all of the cemetery sites, and to produce a signage manual that will be used in the future by sign production companies. The signage project was scheduled to progress next year with implementation undertaken in stages.



## Review of Operations

### Landscaping Upgrades

Landscaping is an intensive and ongoing function at all of the Board's cemetery sites. During the year a number of improvements were made, including:

- **Children's rotunda**

In response to requests from visitors to the Children's Memorial Garden at Karrakatta Cemetery, the Landscaping Division installed a small rotunda to provide shade. The rotunda blends well with the surrounding gardens and provides additional memorial options in the form of pencil pines.



CHILDREN'S ROTUNDA

- **Tree planting, Midland and Guildford Cemeteries**

Avenue and memorial trees were planted at Midland and Guildford Cemeteries to replace older trees which were due for removal.

- **Guildford memorial wall gardens**

Native gardens were planted at Guildford and the water supply was upgraded to support the new landscaping developments.

- **New bore, Rockingham Regional Memorial Park**

A large bore was installed in June 2001 to replace a smaller, less efficient bore. The new bore will meet the future reticulation needs of a planned 30 hectare development.

- **Jewish beams, Karrakatta Cemetery**

Following discussions with the Jewish community, new concrete beams were constructed adjacent to the existing memorial blocks, to create easier access to grave sites. The work was completed with additional labour provided by the Federal Government's Work for the Dole Scheme.

- **Hollywood Reserve**

The Board held meetings with the City of Nedlands and Friends of Hollywood Reserve concerning landscaping matters affecting the reserve. Co-operation between the parties has been excellent, with the Board assisting in a number of ways, such as wood-chipping.



HELEN GRIMES  
LANDSCAPING MANAGER



## Review of Operations

### Outdoor Chapel, Karrakatta Cemetery

Karrakatta Cemetery's Outdoor Chapel was targeted for an upgrade during the year, in order to make it more comfortable and convenient for clients and funeral directors.

The upgrade includes the installation of a solid granite catafalque, with a roller mechanism for easier casket handling. Special portable seats attached in rows were sourced, along with large market umbrellas, to create a comfortable shaded seating area for services.

The work was scheduled for completion in July 2001 and the Board will be promoting the improved facility to funeral directors and the public, in readiness for the warmer months.

### Energy Efficiency Award, Karrakatta Crematorium

The upgrade of the cremation equipment at Karrakatta Crematorium, completed in 1999, earned the Board a finalist position in the 2001 Energy Efficiency Awards, sponsored by the Office of Energy. This distinction recognised the excellent fuel consumption efficiency and emission control performance of the new state-of-the-art cremators.



STEVE JAMES  
FUNERAL SERVICES MANAGER



DAVID HOUGH, GEOFF BEILKEN  
AND LEE BEHRENDT IN THE  
CREMATORIUM





## Review of Operations

### STRATEGY 3:

*Ensure the Board operates in a commercial and financially sustainable manner*

#### Revenue Generation Strategy

During the year the Board completed a five-year income and expenditure forecast to 30 June 2006. This forecast revealed a steadily growing deficit position, caused by increasing demand for capital works funding (eg. development of Rockingham Regional Memorial Park, Pinnaroo Crematorium and other landscaping and infrastructure works) against a relatively static income projection.

To address this situation, the Board held special Corporate Council meetings to canvass ideas for increased revenue generation. Many practical and innovative ideas were raised, and formed the basis for a Revenue Generation Strategy document that was subsequently prepared.

Ideas incorporated in the strategy were subjected to further scrutiny, assisted by a study tour of selected eastern states cemeteries and crematoria by the Executive Director, Client Services Manager and Finance and Business Services Manager. The strategy was then further refined and an action plan developed that will be actively pursued across all Divisions next year.

Broadly, the strategies aim to increase market share of the funeral services industry, extend product and service ranges, make use of information technology to deliver more responsive and cost-effective services, and enhance the image of the Board and its services throughout the community.

#### National Competition Policy

The Board made a submission to the Health Department of WA in relation to the National Competition Policy review of the Cremation Act. The Board's position was that ownership and operation of crematoria should not be privatised in Western Australia, and many compelling arguments to support this view were stated in the submission. The review is expected to be completed next year.



MICHAEL KIDD,  
FINANCE AND BUSINESS  
SERVICES MANAGER



METROPOLITAN  
CEMETERIES BOARD

## Review of Operations

The Board is also awaiting the outcomes of the review of the Cemeteries Act undertaken last year. The Board also made a submission to this review. A final decision is expected in the next financial year.

### **Machinery of Government Taskforce**

The Government's Machinery of Government Taskforce, launched shortly after the Government's election in February, seeks to reduce the number of departments and statutory authorities in Western Australia.

As a completely self-supporting organisation which operates on commercial business principles, the Board made the decision to prepare a submission to the Taskforce that will argue a case for remaining independent, rather than being absorbed into a department. As at the end of June 2001, a discussion paper had been circulated to Board members and Corporate Council for feedback, and the submission was expected to be completed in July.

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METROPOLITAN  
CEMETERIES BOARD

## Review of Operations

### STRATEGY 4:

*Use technology effectively to support and enhance the organisation's business.*

#### Information Technology Strategic Plan

This year the Board prepared an Information Technology (IT) Strategic Plan, to scope and address the organisation's IT needs for the next two years. The Plan addressed the day-to-day internal IT requirements and also provided a platform for the development of exciting new technology including Internet based services for the general public such as:

#### Online Names and Location Search

During the year a new online name and location enquiry facility was added to the Board's website at [www.mcb.wa.gov.au](http://www.mcb.wa.gov.au). This service enables visitors to the website to search by keying in a deceased's name and obtain the location of the grave or memorial to assist them when they come to visit the cemetery.

#### Online Memorials

Development work commenced on a new service, "Online Memorials", to be hosted on the Metropolitan Cemeteries Board website. An online memorial is a tribute to a deceased person that can be accessed over the Internet and can include pictures, text, and potentially sound and video images. It may be arranged so that only visitors with a password can visit the site, or alternatively can be made open to the public.

The introduction of Online Memorials is a key focus of the Board's future direction – to make funeral, memorial and other services available to the public, 24 hours a day, 7 days a week, wherever they may be in the State or the world.



METROPOLITAN CEMETERIES  
BOARD WEBSITE



## Review of Operations

### Online Products and Services

The growth of e-commerce has many possibilities for Government services, including those offered by the Metropolitan Cemeteries Board. The Board is developing a system to enable clients to browse, search, order and pay for items such as prepaid funerals, grants of right of burial, cremations and memorials, over the Internet. It is anticipated that these services will be rolled out progressively over the next 12 months.

### Audiovisual Presentations and Webcasts

When Pinnaroo Valley Memorial Park's new Crematorium and Chapel complex is completed in early 2002, it will be the first in Australia to offer sophisticated audiovisual equipment for the enhancement of funeral services, as well as a facility to broadcast services over the Internet. There is tremendous scope for integrating these services with others such as Online Memorials – for instance, an audiovisual presentation which pays tribute to a person during their funeral service may also be adapted for use as their perpetual Online Memorial.

### Government Electronic Market (Gem)

The Metropolitan Cemeteries Board was one of a small group of State Government agencies to participate in the developmental stages of the Government Electronic Market (Gem). An initiative of the Department of Contract and Management Services, Gem will enable agencies, such as the Board, to conduct their purchasing activities far more cost-effectively, greatly reducing the time it takes to complete a transaction. Gem will also assist the Board in meeting with State Supply Commission purchasing policies.



## Corporate Governance

### The MCB Board

The terms of appointment of the Board members were due to expire on 30 June 2001. However, with the change of Government and Machinery of Government Taskforce, these terms were extended to 31 December 2001.

The Board members are:

#### **Fred Cavanough**

*Chairman – appointed 1995*

Fred Cavanough was a member of the Western Australian public service for over 25 years in the Departments of Crown Law, Premier's and Local Government and was responsible for the preparation of the 1986 Cemeteries Act. Since 1989, he has been self-employed as a consultant specialising in the area of State and Local Government. He has also served as a member of various statutory and other organisations.

#### **Joe O'Dea Jnr**

*Deputy Chairman – appointed 1988*

Joe O'Dea Jnr has a long association with the funeral industry in Western Australia and has been Managing Director of the Bowra and O'Dea group of companies since 1985. He was President of the Australian Funeral Directors Association, WA division from 1984-1990 and served as National Councillor for much of that time. Joe is also a member of the Board's Monument Assessment Advisory Committee.

#### **Marilyn Clark-Murphy**

*Member – appointed 1994*

Marilyn has a background in stockbroking and financial management. She has a Doctorate in Finance/Consumer Behaviour and is a lecturer in finance at Edith Cowan University. Marilyn is the Chairperson of the Board's Finance Committee.

#### **Bruce James OAM**

*Member – appointed 1994*

Bruce is a retired engineer with over 37 years experience with the State Energy Commission and has widespread involvement with professional and community based organisations. He was a member of the WA Heritage Council and is the Chairman of the Board's Monument Assessment Advisory Committee.





METROPOLITAN  
CEMETERIES BOARD

## Corporate Governance

### **Ken Colbung**

*AM MBE Member – appointed 1988*

Ken, a community and spiritual leader of the Nyoongah Aboriginal people, has extensive experience in Aboriginal cultural matters and has held appointments on a number of bodies serving these, as well as general community interests.

### **Felicity Morel-EdnieBrown**

*Member – appointed 1997*

Felicity's special expertise in heritage, urban development, cultural marketing and fine art, led to several years with the Heritage Council of Australia during which she was responsible for managing the Council's assessment program. Felicity is a professional historian and a member of the International Council of Monuments and Sites (ICOMOS). She is currently with the Department of the Premier and Cabinet.

### **Rosemary Wheatley**

*Member – appointed 1994*

Rosemary is a solicitor and partner in the firm Wheatley and Sons Barristers and Solicitors, and practices in the fields of conveyancing and commercial law. She is also a member of the Board's Finance Committee.

## **Legislative Framework**

The Metropolitan Cemeteries Board was created on 1 October 1988 to manage cemeteries in the metropolitan area, excluding the Fremantle Cemetery. The Board is a body corporate with perpetual succession and its responsibilities are described in the Cemeteries Act 1986. By-laws gazetted in 1992 set out administrative and general provisions for operating cemeteries under its control and the Board also has powers under the Cremation Act 1929.

Reporting to the Minister for Housing and Works; Local Government and Regional Development; the Kimberley, Pilbara and Gascoyne, the Hon Tom Stephens MLC, the Board comprises a Chairman and six members. Board membership remained constant during the year.



METROPOLITAN  
CEMETERIES BOARD

## Corporate Governance

### Meetings

Meetings are held on a monthly basis, on the fourth Thursday of each month, with the exception of September when the annual conference of the Australasian Cemeteries and Crematoria Association is held. Attendances by Board members at meetings held during the financial year were as follows:

	<i>Max No. of Meetings</i>	<i>No. Attended</i>
Fred Cavanough	11	11
Joe O'Dea Jnr	11	10
Marilyn Clark-Murphy	11	11
Bruce James	11	11
Ken Colbung	11	7
Felicity Morel-EdnieBrown	11	10
Rosemary Wheatley	11	9

### Board Remuneration

Board members receive an annual fee of \$4,000, while the Chairman, in recognition of the additional time required to fulfil Board business requirements, receives a payment of \$10,000 annually.

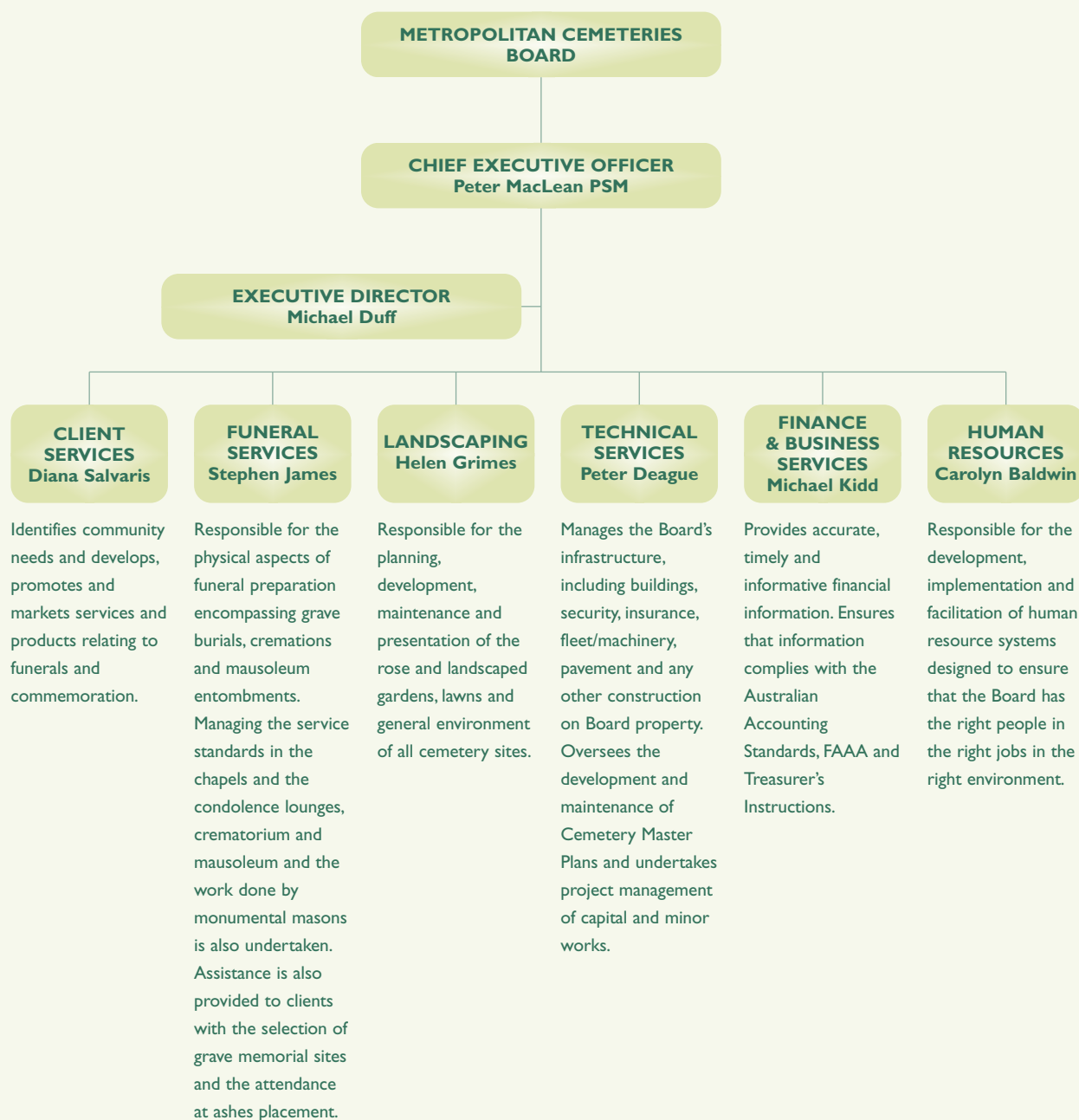
### Declarations of Interest

Board members have disclosed pecuniary interests as required.



## Corporate Governance

### Organisational Chart





## Statement of Compliance

### **Compliance with Public Sector Management Act 1994 Section 31(1)**

The Metropolitan Cemeteries Board has adopted guidelines and processes supporting the Public Sector Standards in Human Resource Management as described in section 31(1) of the Public Sector Management Act.

Policies and supporting guidelines are available in the human resource manual.

They are gradually being reviewed and made available to employees via the Intranet.

During the year, the Board reviewed its Grievance Policies and implemented a new Grievance Resolution Policy.

It also reviewed the following policies and has developed revised drafts. These revised policies will be implemented early next year:

- Temporary Deployment (Acting);
- Recruitment, Selection and Appointment.

Metropolitan Cemeteries Board actively promotes desired behaviours and ethical conduct. An overview of the public sector Code of Ethics was included in the Equal Opportunity information awareness raising sessions attended by all Board staff in June 2001. The Board's revised Code of Conduct was also launched in June 2001, with copies provided to all employees, and made available on noticeboards and the Board's Intranet.

Corporate Council is responsible for compliance with the Standards and ethical codes of conduct, and this is reflected in the duty statement of each manager.

Additionally, the requirement for all employees to carry out their duties in a manner consistent with ethical codes is reflected in all Metropolitan Cemeteries Board duty statements.

The Human Resources Manager undertakes a monitoring and advisory role in relation to compliance with the Standards. A partnership role operates between the Human Resources Manager and the management team in all areas of human resource management relating to the Standards.

In the area of recruitment, application packages are provided for each position advertised by the Metropolitan Cemeteries Board and are constantly being reviewed and enhanced. In addition, a representative of the Human Resources Manager participates on every selection panel.



# Statement of Compliance

During the year, this representative was generally an independent recruitment consultant, trained in the requirements of the Standards and EEO. This independent role has streamlined the recruitment process and increased the perceived independence of the selection panel. All selection processes are independently reviewed, generally by the Human Resources Manager.

During the year, a significant number of Board employees received formal training in recruitment and selection, particularly in relation to the requirements of the Standards. At least one member of each selection panel has now received formal training.

Employees are regularly offered training in job application and interview techniques.

In preparation for the introduction of revised Standards from 1 July 2001, all Human Resources Division staff undertook formal training in the revised Standards during June 2001.

Breach of Standard Applications 2000/2001	
Number lodged	nil
Breaches found	nil
Multiple breaches	nil
Applications under review	nil
Material breaches	nil
Non-material breaches	nil





## Report on Equity, Access and Customer Focus

### Disability Services Plan

A revised Disability Services Plan, which takes into account the recommendations of a review conducted in June 2000, was published and made available to all staff in hard copy electronic format on the Intranet.

During the year considerable progress was made in the implementation of Disability Service Plan recommendations, including:

- The disabled toilets at Karrakatta were re-designed to provide easier access for non-standard wheelchairs
- Additional handrails were installed outside the Pinnaroo office
- Paths at Karrakatta and Midland Cemeteries were upgraded to universal entry point standards
- Handrails at the pedestrian crossing point outside Karrakatta Cemetery were upgraded
- An additional wheelchair was purchased for Karrakatta Cemetery
- Steps and entrances to the Lance Howard Gardens at Karrakatta Cemetery were upgraded
- A section of the counter in the Karrakatta Cemetery funeral services reception area was lowered to make it more accessible for people in wheelchairs

Priorities for 2000/2001 include:

- At Pinnaroo Valley Memorial Park, the design of the new chapel and crematorium allows all access paving to be based on the new universal entrance standards. These will allow all visitors, including those in wheelchairs, to access these facilities without the need for separate paths or special entrance points.
- At Karrakatta, the new self opening doors to the office will provide universal access.

### Plan for Women Outcomes

The Board is an equal opportunity employer, promoting job satisfaction and maximum performance through the creation of an equitable working environment. Family-friendly policies, such as part-time employment, home office arrangements, flexible working hours and flexible leave also increase opportunities for women to undertake satisfying careers and balance work and family commitments.



## Report on Equity, Access and Customer Focus

### Information Statement

During the year, no requests were received for access to documents under the Freedom of Information Act 1992.

### Customer Focus Outcomes

The Board continuously reviews the availability and appropriateness of services to the community. Client needs are changing continually, and the Board is committed to responding in a sensitive and timely manner. During the year the following customer focus outcomes were achieved:

- Continued search for cemetery land for future generations
- Provision of new infrastructure, in particular the commencement of construction of the new Pinnaroo Valley Memorial Park Chapel and Crematorium complex, and the continued development of Rockingham Regional Memorial Park
- Introduction of an enquiry facility on the Board's website, enabling the public to search for names and locations at all cemetery sites
- Launch of the Aboriginal Keeping Place for repatriated remains of indigenous people
- Advice and consultation with people from diverse religious, cultural and ethnic community groups
- Development of online services for browsing and purchasing funeral services and products
- Commencement of a major signage upgrade project for all cemetery sites
- Development of a Customer Service Charter
- Completion of the annual customer satisfaction survey



## Report on Equity, Access and Customer Focus

### Equal Employment Opportunity Outcomes

The Board's EEO Management Plan is structured around these outcomes:

- The organisational culture values EEO/Diversity and the work environment is free from harassment
- The workplace is free from employment practices that are biased or discriminate unlawfully against employees or potential employees
- Employment programs and practices recognise and, where appropriate, include measures intended to achieve diversity and equality of opportunity for people from EEO groups

Three key EEO policies were revised during the year, and all Board and staff members trained to ensure understanding of and compliance with these policies.

Work began on revising duty statements to ensure that they contained no barriers or discriminatory elements.



## AUDITOR GENERAL

**To the Parliament of Western Australia**

**METROPOLITAN CEMETERIES BOARD  
PERFORMANCE INDICATORS FOR THE YEAR ENDED JUNE 30, 2001**

**Scope**

I have audited the key effectiveness and efficiency performance indicators of the Metropolitan Cemeteries Board for the year ended June 30, 2001 under the provisions of the Financial Administration and Audit Act 1985.

The Board is responsible for developing and maintaining proper records and systems for preparing and presenting performance indicators. I have conducted an audit of the key performance indicators in order to express an opinion on them to the Parliament as required by the Act. No opinion is expressed on the output measures of quantity, quality, timeliness and cost.

My audit was performed in accordance with section 79 of the Act to form an opinion based on a reasonable level of assurance. The audit procedures included examining, on a test basis, evidence supporting the amounts and other disclosures in the performance indicators, and assessing the relevance and appropriateness of the performance indicators in assisting users to assess the Board's performance. These procedures have been undertaken to form an opinion as to whether, in all material respects, the performance indicators are relevant and appropriate having regard to their purpose and fairly represent the indicated performance.

The audit opinion expressed below has been formed on the above basis.

**Audit Opinion**

In my opinion, the key effectiveness and efficiency performance indicators of the Metropolitan Cemeteries Board are relevant and appropriate for assisting users to assess the Board's performance and fairly represent the indicated performance for the year ended June 30, 2001.

A handwritten signature in black ink, appearing to read 'K O O'Neil'.

K O O'NEIL  
ACTING AUDITOR GENERAL  
November 21, 2001



## Key Performance Indicators

A key component of MCB's focus on improving its service to the community is to ensure its performance is measured in a way that adds value to the overall planning and delivery of those services.

### Outcome

Funerals and memorial services that meet the needs and expectations of the community.

#### Notes

1. Funerals means burials, cremations and entombments.

#### Effectiveness Indicator (audited by Office of the Auditor General) Extent of customer satisfaction with funeral and memorial services.

2000/2001	Target	2000/2001	1999/2000	1998/1999
Industry Score	85%	92%	94%	91%
Public Score	85%	92%	90%	91%

#### Notes

1. Total of 560 surveys conducted. The following table summarises the survey response rates and the resultant theoretical sample error for each of the groups surveyed.

Groups	Pop	Sample	ES	RR%	Error
Industry	429	429	230	54	±4%
Public	6000	1,500	330	22	±5%

Groups = Customer Groups; Pop = Population; Sample = Sample Frame; ES = Effective Sample; RR% = Response Rate %; Error = Survey Error at 95% confidence level.

- The Industry group includes funeral directors and clergy. Community groups and suppliers were not surveyed.
- Family members of the deceased were surveyed for the Public group. Pre-need clients were not surveyed due to the sensitivity of subject matter. Visitors and mourners were also not included in the Public group as the survey was targeted at users of the services.





## Key Performance Indicators

### Output

Funerals and memorial services.

### Output Quality

Proportion of funeral and memorial services provided by licensed funeral directors and monumental masons.

2000/2001	Target	Outcome
Funeral Services	95%	97.8%
Memorial Services	95%	99.6%

Notes:

1. Licences to conduct funerals are issued to funeral directors. Single funeral permits are available to individuals other than funeral directors to conduct a funeral.

2. Approved monumental work can only be carried out by licensed monumental masons. Single monumental work permits are available to individuals other than monumental masons to carry out monumental work on a grave.

### Output Quantity

Number of funeral and memorial services.

2000/2001	Number
Funeral Services	5672
Memorial Services	1935

### Output Timeliness

Extent to which allocated times for funeral and memorial services meet customer needs.

2000/2001	Target	Outcome
Industry Score	80%	76%
Public Score	80%	90%



METROPOLITAN  
CEMETERIES BOARD

## Key Performance Indicators

### Output Cost (see efficiency indicator)

Efficiency Indicator (audited by Office of the Auditor General)

Average cost per funeral.

The average cost per funeral includes all operating expenses. Over the past 5 years the average cost per funeral was:

2000/2001	\$1351.58
1999/2000	\$1184.43
1998/1999	\$1102.64
1997/1998	\$903.51
1996/1997	\$813.23

Average cost per funeral and memorial service.

2000/2001	\$1007.78
1999/2000	\$823.68
1998/1999	\$779.62
1997/1998	\$625.52
1996/1997	\$547.41

Notes:

1. Burials includes interments in gravesites and the mausoleum.

2. Services includes the provision and maintenance of grounds, chapels, crematorium, administration costs of the cemeteries, burial services, memorial products and the supply of information to customers.



## Statement by Accountable Authority

We hereby certify that the Key Performance Indicators presented in this report are based on proper records and fairly represent the performance of the Metropolitan Cemeteries Board for the year ended June 30, 2001.

F.H. Cavanough  
Chairman

J.M. O'Dea Jnr  
Deputy Chairman

P.D. Maclean PSM  
Chief Executive Officer

31 August 2001



## Publications

### Regular Publications

- Metropolitan Cemeteries Board By-law 1992
- Metropolitan Cemeteries Board Annual Report 1999/2000
- Fee Schedule 2000/2001

### Brochures

- Burials Folder
- Crematorium Brochure
- Memorials Folder
- Karrakatta Mausoleum Folder
- Infants' Butterfly Garden Brochure & Pricelist
- Cemeteries West (MCB Newsletter) – Issue 1, May 2001
- Pinnaroo Valley Memorial Park Plan & Information
- The Renewal of Existing Graves
- Questions People Ask About Cremation
- The Importance of a Memorial
- Catholics May Choose Cremation
- The Rights of the Deceased & Bereaved

### Others

- Memories Eternal – The First 100 Years of Karrakatta, by Leonie Liveris
- Historical Walk Trail – I
- Historical Walk Trail – II (1998)
- Postcard Series:
  - Garden Chapel
  - Centenary Rose Garden
  - MCB Website
  - Infants' Butterfly Garden
- A Short History of the Karrakatta Cemetery, by Rabbi Dr Shalom Coleman