



METROPOLITAN
CEMETERIES BOARD



Strategic Plan 2018-2023

Consolidating Our Past, Building Our Future



Message from the Chair and CEO

The Metropolitan Cemeteries Board (MCB) is the custodian of almost 600,000 of Western Australia's loved ones, providing burial, cremation, memorial and mausoleum choices for the community through the six cemetery and memorial parks under our stewardship.

As a self-funded statutory authority, our Strategic Plan is particularly important. It provides the framework for us to continue to meet our most important obligation which is serving the people of Western Australia.

Whilst acknowledging that our previous Strategic Plan had been successful, it was our intent to enter the strategic planning process both recognising the achievements and milestones accomplished through the old but also considering how we can realise new goals. Our intent was ensuring that we continue to meet our obligations being the community, Government, employees and stakeholders whilst ensuring that our plan was relevant, effective and challenging.

The Strategic Plan outlined within the following pages is one showing collaboration and the result of a detailed consultation phase which involved actively engaging with staff and Board members to arrive at the final plan. Staff participation was plentiful and it was pleasing to see so many of the MCB's team members willingly take part in the consultation phase; a sample of comments are provided within this publication.

An acknowledged national leader in cemetery management, the MCB supports its staff, clients, stakeholders and the environment through its values of Compassion, Respect, Understanding and Integrity. In finalising our Strategic Plan for 2018 to 2023, it gives us great pleasure that our four values remain the same. Their resonance with staff and timelessness is reassuring given the sensitive service in which the MCB operates.

We take this opportunity to acknowledge the work of Board members and staff as we worked through the strategic planning process. Our momentum was considerable and one that we intend to maintain as we realise the bold strategies outlined within this, the MCB Strategic Plan 2018-2023.



B E Robbins

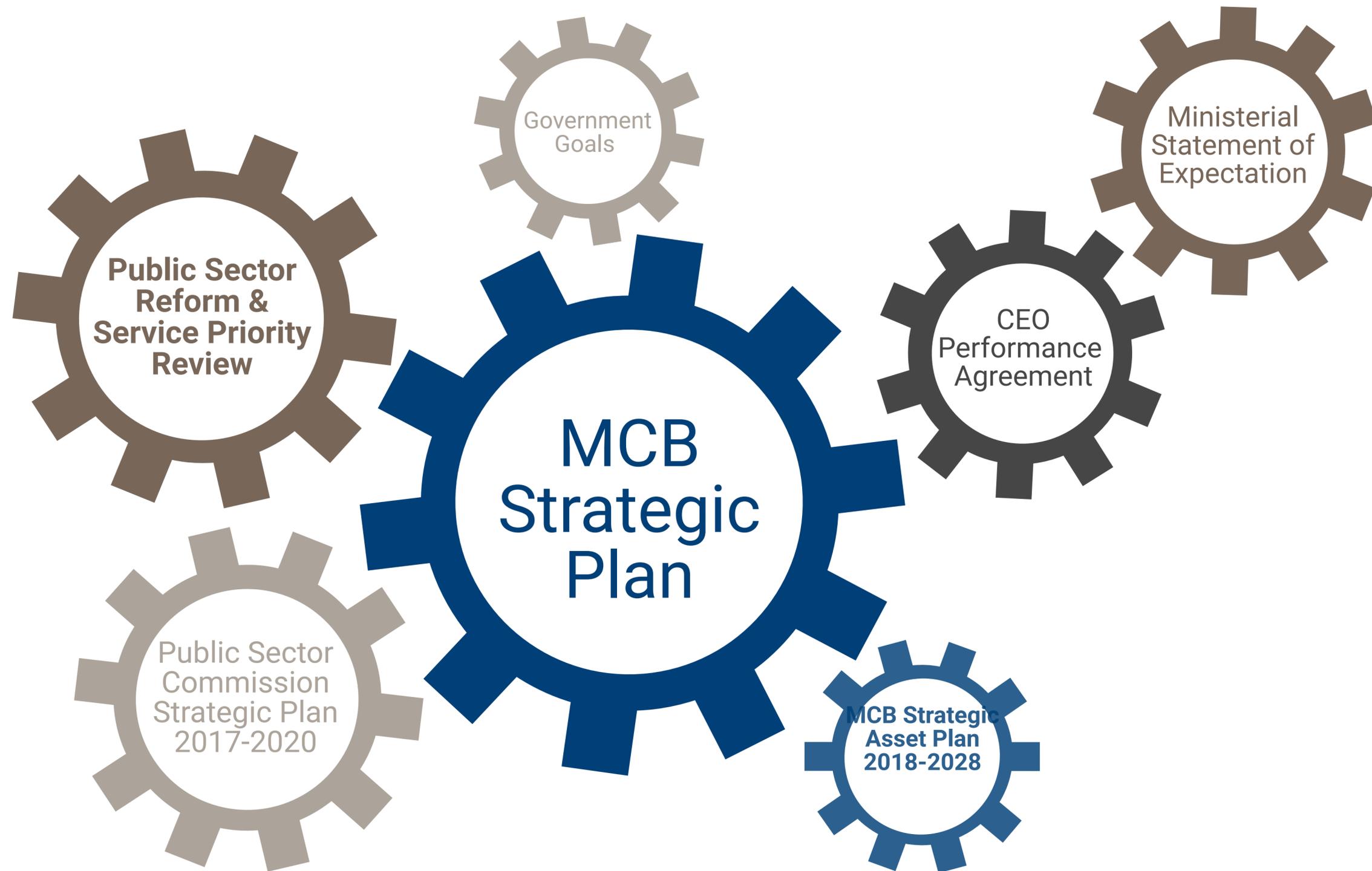
Brenda Robbins
Chair

P Deague

Peter Deague
Chief Executive Officer



Our Points of Reference



Our Strategic Process

*A*cross the indoor and outdoor workforce, from gravediggers to gardeners, frontline staff, senior managers and board members



A **consultative** process

The intent was genuine **ownership**

All staff given the opportunity to **participate**

6 workshops across the cemetery sites with **70** over participants



In Our Words



"We go above and beyond. It stems from our values and the industry we're in, and also stems from people who work here. To do the right thing we need understanding"

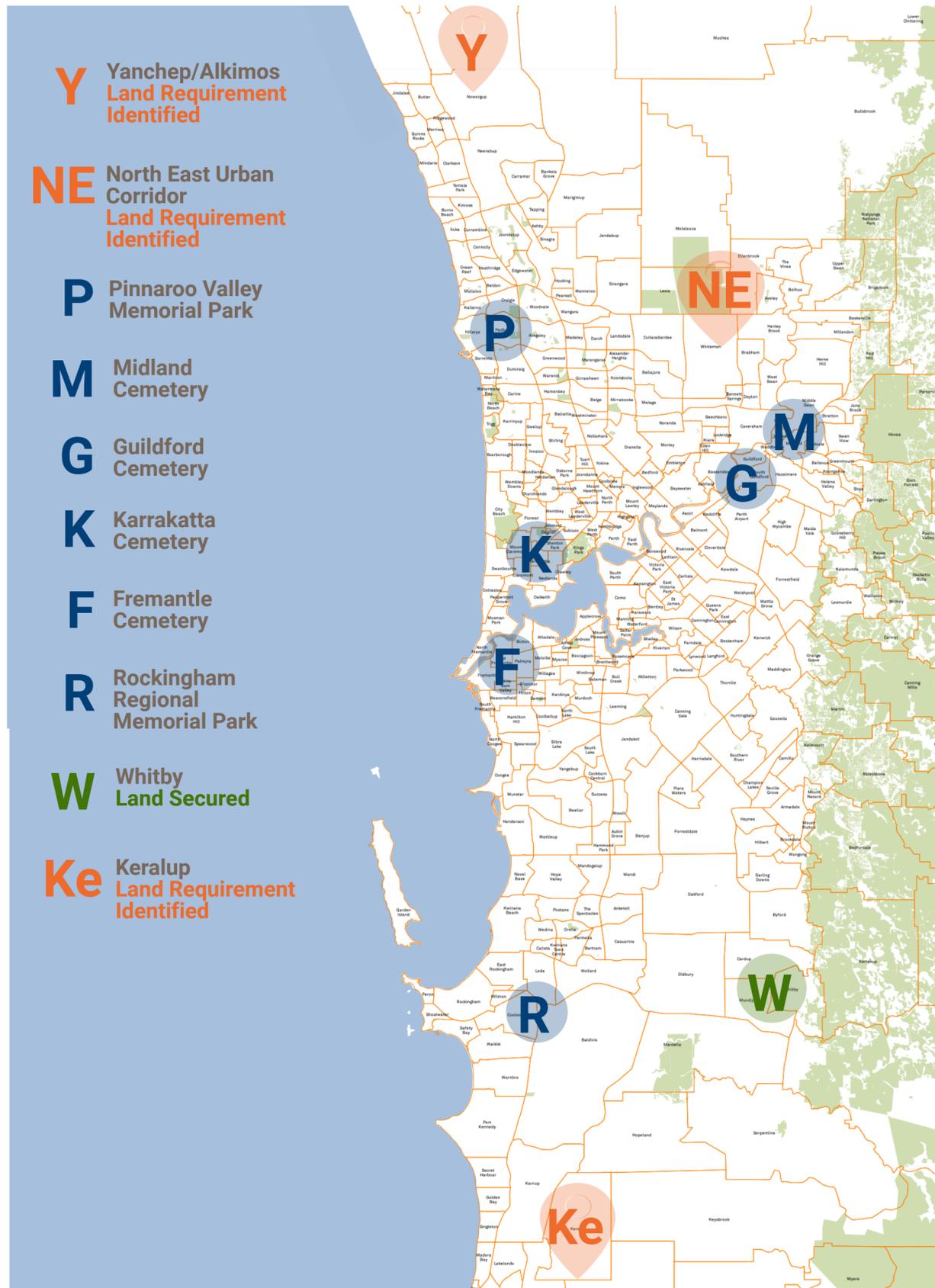
“ I bury people, but it's more than that. I tuck someone's loved one in for the last time, where they'll be forever. I did six burials on Friday, but they're not just burials, they're six different lives. It's not about me, it's about the family ”

"We watch people in their lowest, darkest points, then follow their journeys over the years. We see them come back in time to visit graves, see families growing up. We are part of that journey. Our gardeners are looking after their space"



The MCB in Facts and Figures

MCB's Cemetery Locations



Over the next five years, the MCB expects to conduct over 61,000 cremations, burials and mausoleum entombments

The level of satisfaction with the MCB's services remains universally high, with a community satisfaction rating of 95.6%

The MCB conducts 78% of all funerals in Western Australia

25 funeral directors and 12 monumental masons licensed to operate within our cemeteries

18% of our current workforce come from culturally diverse backgrounds

Our legislation empowers us to provide burial, cremation and memorialisation facilities, services and records to the people of Western Australia



Our Vision

Achieving **excellence** in the provision of **quality** cemetery facilities and services.

Our Mission

A **leader** in cemetery management; delivering a **caring** and **sensitive** experience with burial, cremation and memorialisation services that reflect the community's **values** and **beliefs**.

Our Values

We demonstrate our values to our staff, clients, stakeholders and the environment through:

Compassion | Respect | Understanding | Integrity

Our Guiding Principles

Our guiding principles are over-arching; they impact upon all of our organisational outcomes and deliverables. They are universally applied across the entire organisation.



Our Vision, Mission and Values inform all that we do

We are here to serve the community and meet their needs

We know our legislation and we adhere to it

We are guided by good governance

We respect the past, do our best in the present and plan for the future

We work with the regions

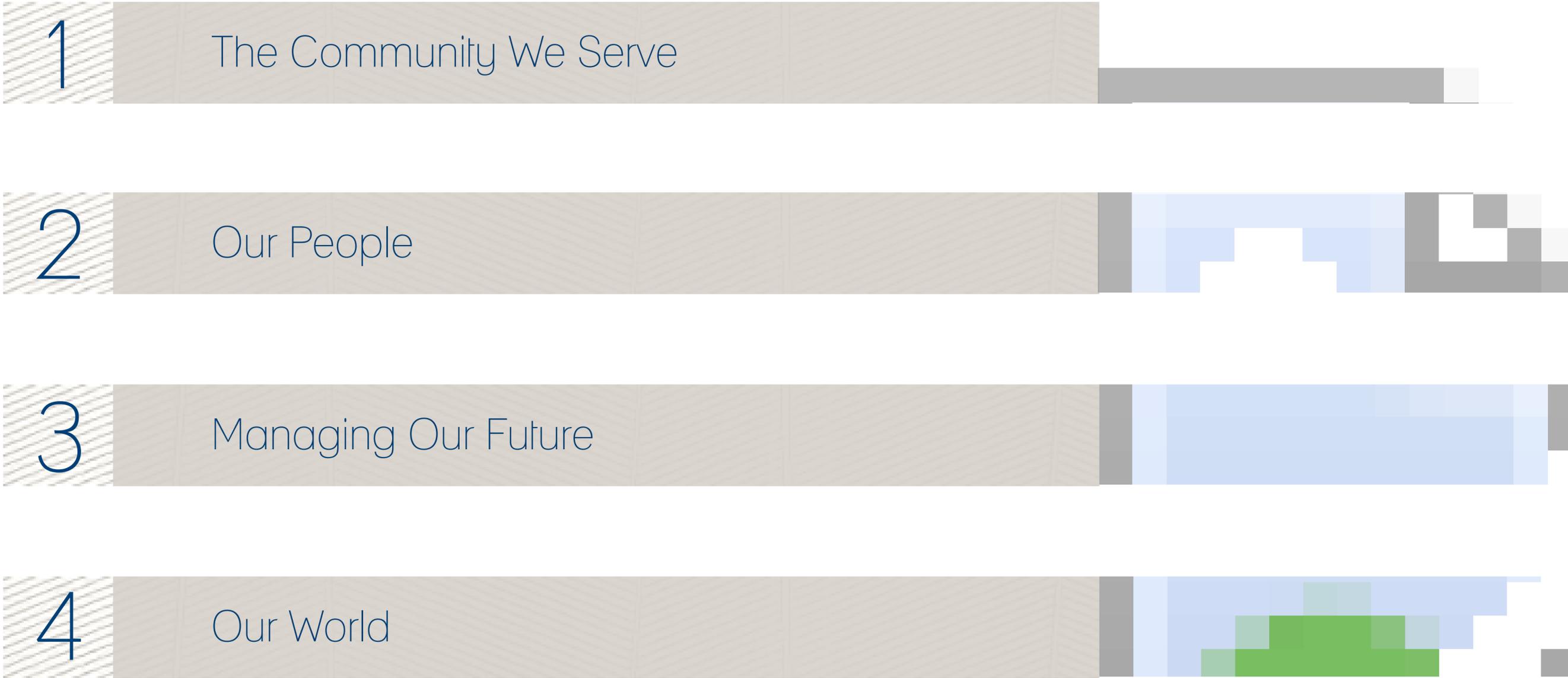
We embrace technology and new ways of doing things

We value and actively engage our people and our stakeholders

We are committed to meeting our social and corporate obligations

We are always trying to improve and innovate

Our Focus Areas



Focus Areas

1 The Community We Serve

What We Deliver

Outcomes

- High-quality burial, cremation and memorialisation services
- A seamless and high-quality customer service experience
- Products and services that meet and anticipate client need
- Communication that engages with our community
- We provide well-maintained cemetery facilities for our community
- We maintain records and data, and play an important social custodianship role in the maintenance of our State's history

How We Deliver

Strategies

- We continually review how we are doing
- We train our staff well
- We provide staff with what they need to enable efficient service delivery
- Innovation, client insights and demonstrated need define our products and services
- We communicate clearly with our clients
- A commitment to excellence in customer service underpins our service delivery
- We seek and use client feedback to monitor and adjust our product/service development processes
- We know our industry
- Our data management framework ensures information is captured, maintained and retained

2 Our People

What We Deliver

Outcomes

- A workplace where people want to work and excel, and strive to do things better
- A high performing, collaborative, inclusive and efficient working environment
- The right people in the right jobs doing the right things
- A supportive workforce that embraces diversity, innovation and change
- A workplace that recognises and celebrates achievements
- A safe and healthy workplace
- A respectful and trustworthy workforce

How We Deliver

Strategies

- Strategic workforce planning, and effective management and development of our talent
- Dynamic strategies for attraction, retention, recognition, and capability-building
- We establish the frameworks needed for our people and teams to do their best work every day
- We work with Government to achieve broader Public Sector outcomes and to meet our statutory and compliance obligations
- We actively implement strategies to embrace diversity and develop leadership capability within our workforce

3 Managing Our Future

What We Deliver

Outcomes

- Good business and operational decisions; we do the right things in the right ways
- Internal and external collaboration
- Development, enhancement and sharing of trusted and credible knowledge
- We are boldly strategic and operationally practical
- We manage our resources well
- We have the capacity to do what we need to do; we maximise opportunities
- Ensuring we can accommodate future communities by the securing of lands for a sustainable metropolitan cemeteries network

How We Deliver

Strategies

- Our operational and development plans are aligned to our Strategic Plan
- We understand, meet and exceed our obligations to the community, Government and stakeholders
- Collaboration, engagement and information-sharing
- We monitor and report on our performance
- We develop, maintain and plan high-quality community facilities
- Our decision-making is informed, strategic, accountable and flexible
- We negotiate with Government to secure new cemetery lands
- Sound contingency planning and risk management frameworks enable us to be change-responsive ready

4 Our World

What We Deliver

Outcomes

- Stakeholders and a community that understand and trust what we do
- An organisation that is aware of societal shifts and the potential impact upon services delivered
- Service delivery that aligns with shifts in technology
- Communication with regional cemeteries to achieve State-wide service delivery
- A legislative framework for service providers to ensure high standards of service delivery for the community
- Our environmental and social impact is underpinned by a strong awareness of our corporate responsibilities

How We Deliver

Strategies

- We maintain close relationships with Government, stakeholders, the regions and the broader cemeteries industry
- Our ICT plans, business systems and processes are technologically forward-thinking
- Decision-making utilising qualitative and quantitative informers
- We licence and work closely with Funeral Directors and Monumental Masons
- The delivery of cemetery facilities and services that are environmentally respectful

Measuring Success

We report quarterly against our focus areas through our Strategic Plan Dashboard. We measure our success by both formal and informal mechanisms, both static and fluid.

Our formal annual reporting provides the platform for an annual assessment as to our overall corporate performance against our Strategic Plan and the achievements we have realised.

Our Measuring Success tools support the Chief Executive Officer's Performance Agreement which aligns to whole of Government requirements, strategic direction and what is expected of the MCB in compliance.

Our measurement tools include, but not limited to:

- Public sector and corporate compliance
- Government priorities
- MCB strategic requirements:
 - The community we serve
 - Our people
 - Managing our future
 - Our world





METROPOLITAN
CEMETERIES BOARD



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