

Annual Plan 2017 - 2018

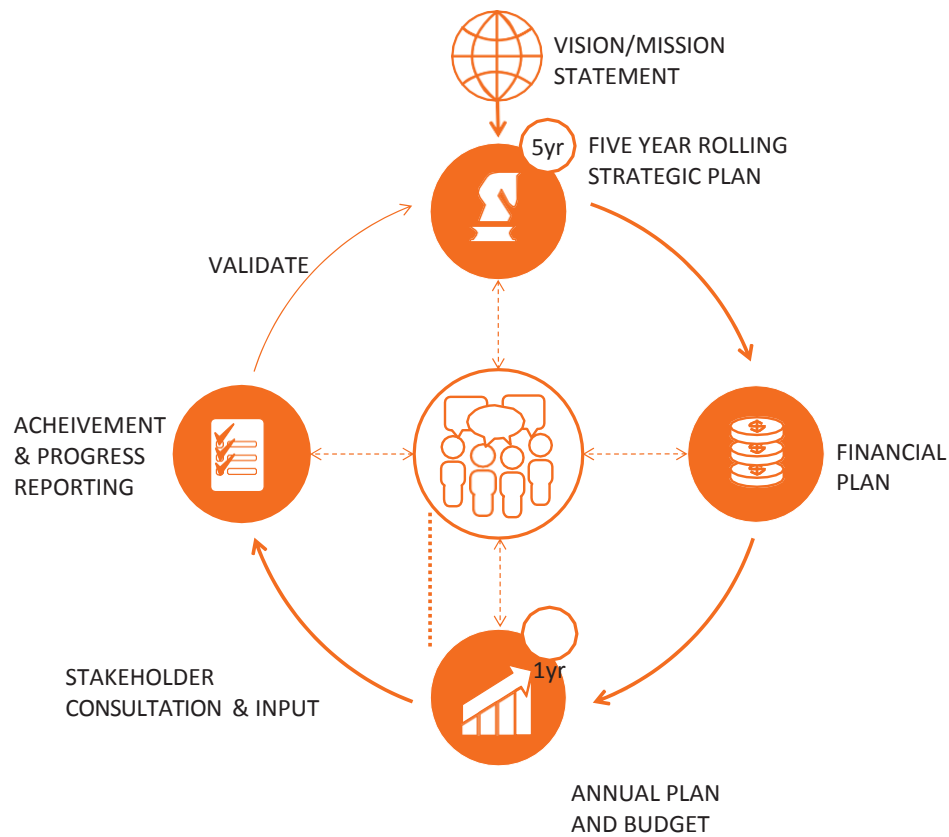
The Greater Metropolitan Cemeteries Trust

Our Journey toward great customer centric service

Year 2

OUR PLANNING PROCESS

Our planning process is constantly evolving. Our five year strategic plan is supported by a financial plan and annual plan and budget – each of which is regularly reviewed. This process ensures we remain attuned to new challenges and the needs of our communities.



STRATEGIC PLAN 2017 - 2022: *Stepping up, reaching beyond*


GMCT's Strategic Plan 2017 – 2022 identifies four strategic priorities:

<p>Community connections</p>	<p>We will lead and nurture strong connections with the communities we serve</p>	<p>Measures of success</p>	<p>Customer satisfaction Digital service enhancement Community engagement</p>
<p>Lasting stewardship</p>	<p>We are stewards of the community assets we care for now and in perpetuity</p>	<p>Measures of success</p>	<p>Strong sector leadership Effective land and resource utilisation Remembrance and heritage reputation</p>
<p>Operational excellence</p>	<p>Our people will strive for excellence in everything we do, facilitated by innovative and effective technology, systems and processes</p>	<p>Measures of success</p>	<p>Sustain revenue base Work process productivity Cost performance Workplace safety Perpetual funding adequacy</p>
<p>Change ready agility</p>	<p>Our culture is brave, innovative and collaborative, and aligns with our corporate values and strategic goals</p>	<p>Measures of success</p>	<p>Workforce engagement Innovation profile Information proficiency</p>



OUR PRIORITY ACTIONS FOR 2017 - 2018

Strategic Goal 1: Community Connections

Strategic objectives	2017 -2018 Priority actions	5 Year Performance Trend Indicator	2017 - 2018 Indicators and targets
<p>Embed a family and community oriented service.</p> <p>Demonstrating a measurable family/ community-centric approach to service delivery across all parts of our business</p>	<p>Successful delivery of our Customer Engagement Plan to align our customer experience and satisfaction with the expectations of our customers. Establish co-ordinated framework for measuring customer and stakeholder satisfaction; including net promoter score, customer effort score, customer satisfaction survey, industry surveys and regular focus groups.</p>	<p>Improved customer (family) satisfaction results</p> <p>Improved community engagement results</p>	<ul style="list-style-type: none"> >2% improvement in net promoter score against 2017 benchmark result Implement and enable 95% of the planned customer and stakeholder survey tools
<p>Enhance digital consumer connections.</p> <p>Utilising appropriate technologies to engage and inform the community</p>	<p>Develop and strengthen e-commerce relationships with industry stakeholders (B2B) e.g. funeral directors, stonemasons and celebrants to test and embed the range of digital platforms and technologies proposed for implementation in the GMCT Digital Strategy (Year 1).</p>	<p>Increased proportion of online transactions (sales, bookings, or enquiries)</p>	<ul style="list-style-type: none"> Reduce manual transactions (booking phone calls and stonemason applications) by 15% via the introduction of e-commerce capability
<p>Build progressive community leadership.</p> <p>Foster and facilitate deep and proactive connections with our communities underpinned by our values</p>	<p>Deliver a Community Events Program to increase community connections at our cemeteries.</p>	<p>Increased site visitation</p> <p>Increase satisfaction with religious/ culturally tailored services</p>	<ul style="list-style-type: none"> 3% increase in Number of Visitations per annum 

OUR PRIORITY ACTIONS FOR 2017 - 2018

Strategic Goal 2: Lasting Stewardship

Strategic objectives	2017 -2018 Priority actions	5 Year Performance Trend Indicator	2017 - 2018 Indicators and targets
<p>Sustainable resource management. Responsible long-term planning and management of our land and resources</p>	<p>Implement the Facilities Strategy (Stage 1) to ensure facilities are fit for purpose across GMCT sites, to better service community needs, inform forthcoming capital programs and support sustainable revenue opportunities.</p> <hr/> <p>In alignment with the GMCT Land Strategy, maximize existing GMCT land holdings to ensure that the future cemetery needs of our catchment can be provided</p>	<p>Activated land and resource strategies Improved asset management results Improved sustainability indicators</p>	<ul style="list-style-type: none"> 100% Finalisation of business cases and feasibility study on existing facility with a focus on sustainable benefits (financial, social and environmental) <hr/> <ul style="list-style-type: none"> Increase inventory yield of available land
<p>Custodians of heritage. Preserving and promoting accessible cemetery history and heritage</p>	<p>Digitise the Right of Interment (ROI) Records in support of full digitization of key operational historical records and to reduce associated risk and improve productivity and customer service</p>	<p>Online utilisation of family history and heritage resources Level of online memorialisation innovation</p>	<ul style="list-style-type: none"> 80% of ROI Records digitised for Active Cemetery Sites
<p>Influential policy leadership. Proactive and commercially astute thought-leadership that represents the interests of the sector and influences government decision making</p>	<p>Visibly demonstrate policy and industry leadership through our communications, public interface and business partnerships, working to ensure government and industry policy positively responds to future need</p>	<p>Stakeholder recognition of GMCT as a sector policy leader Class B operators recognise GMCT as a valued and trusted partner</p>	<ul style="list-style-type: none"> Implement 3rd Party audit of Government and Peak Industry Body satisfaction with GMCT policy and industry leadership (Benchmark project in 2017/18)

OUR PRIORITY ACTIONS FOR 2017 - 2018

Strategic Goal 3: Operational Excellence

Strategic objectives	2017 -2018 Priority actions	5 Year Performance Trend Indicator	2017 - 2018 Indicators and targets
<p>Process excellence.</p> <p>Best practice and results driven governance processes that enable excellence and productivity</p>	<p>Work cohesively to centralise GMCT customer bookings systems utilising optimal automation, digitisation and standardisation of internal processes.</p> <p>Conduct an Annual Program of Cemetery Presentation Audits, in support of presentation excellence across all our cemetery sites</p> <p>Discovery and implementation of new revenue opportunities, based on improved consumer insights and data which reflect contemporary customer expectations.</p>	<p>Increased transactions (bookings, sales, burials) per FTE</p> <p>Improved customer satisfaction results Staff satisfaction with key business processes</p> <p>Improvement in financial measures and performance</p>	<ul style="list-style-type: none"> 100% of booking phone calls answered centrally >80% customer satisfaction of cemetery site presentation Introduction of >\$1.0M of non-traditional revenue stream.
<p>Aligned workforce capability.</p> <p>Define and promote our Employee Value Proposition to attract talent and develop future leaders</p>	<p>Implement the Workforce Competency Framework to strategically align staff skills and competencies with the needs and demands of the business and our evolving customer expectations.</p>	<p>Revenue growth and costs approximate benchmark sector standards</p> <p>Maintain annual staff retention rate of 90%</p> <p>Increased workforce availability</p> <p>Increase in role flexibility within GMCT</p>	<ul style="list-style-type: none"> Having the right people in the right roles will result in closing the competency gap. (min. 2% p.a) Workforce competency gap measure >2% improvement per annum.
<p>Blended service partnerships.</p> <p>Maximising our results by fostering strong strategic partnerships</p>	<p>Engage with funeral directors, stonemasons and GMCT contractors operating at GMCT sites to improve occupational health and safety practices, and to promote independent third-party accreditation satisfactory to GMCT.</p>	<p>Improved performance against OH&S standards</p> <p>Enhanced profile and influence with funeral directors and other industries</p> <p>Improved stakeholder satisfaction (funeral directors)</p> <p>Increased proportion of online self-serve interactions with key stakeholders</p>	<ul style="list-style-type: none"> Successful engagement of funeral directors, stonemasons and GMCT contractors operating at GMCT sites regarding occupational health and safety practices achieves 100% participation in independent third-party accreditation satisfactory to GMCT.

OUR PRIORITY ACTIONS FOR 2017 - 2018

Strategic Goal 4: Change Ready Agility

Strategic objectives	2017 -2018 Priority actions	5 Year Performance Trend Indicator	2017 - 2018 Indicators and targets
<p>Empowered, collaborative and a can-do workforce.</p> <p>Developing a confident team that is supported and informed to make quality decisions aligned to their role and the organisation's goals</p>	<p>Implement Stage 1 of Workforce Strategy to engage the GMCT workforce and start to build a culture that puts the customer at the centre and aligns objectives, targets, rewards and recognition with customer needs.</p>	<p>Increased staff engagement</p> <p>Workforce performance meets or exceeds similar industries</p>	<ul style="list-style-type: none"> Staff engagement survey – establish baseline in 2017/18
<p>Innovation through learning.</p> <p>Developing a culture of continuous improvement</p>	<p>Develop and use detailed Customers Insights Program to test, learn and act quickly, accelerating process with change and innovation prototypes.</p>	<p>Accessibility of key business knowledge for workforce</p> <p>Staff satisfaction with knowledge management</p>	<ul style="list-style-type: none"> Based on improved customer insights, implement 5 business changes as a result.

Class A Cemetery Trust Sector - Financial Key Performance Indicators

Cemetery trust name	The Greater Metropolitan Cemeteries Trust		
Reporting period	2016-17		
KPI 1 Operations income growth rate	Operations income this period	\$58,045,147	28.68%
	Operations income previous period	\$45,107,000	
KPI 2 Return on sales	Net profit this period	\$12,914,543	22.25%
	Operations income this period	\$58,045,147	
KPI 3 Market share	Number of cremation services (disposals) and interments of bodily remains performed this period	12343	31.91%
	Number of deaths in Victoria this period (excluding deceased persons who were transported out of Victoria)	38677	
KPI 4 Average maintenance costs per hectare	Total maintenance costs this period	\$4,745,435	\$8,058.00
	Total land area (ha.)	588.91	
KPI 5 Interment of bodily remains market growth rate	Number of interments of bodily remains sold this period	5079	0.65%
	Number of interments of bodily remains sold previous period	5046	
KPI 6 Cremation services market growth rate	Number of cremation services (disposals) sold this period	6847	0.03%
	Number of cremation services (disposals) sold previous period	6845	

Class A Cemetery Trust Sector - Governance Key Performance Indicators attestation form

KPI 7: Board Self-Assessment

Each year, trusts are expected to undertake a self-assessment process capturing the performance of individual trust members (including the chairperson) and the board as a whole. Performance should be measured against the trust's functions and any specific goals set out during the annual planning process.

Please detail any significant issues that emerged from the board self-assessment process: No Significant Issues.

Declaration

I, Geoff Mabbett, Chairperson of the Greater Metropolitan Cemetery Trust, declare that the Trust has undertaken a performance self-assessment process and that all significant issues emerging from the process have been noted above.

Signed:  _____

Date: 29 November 2017

KPI 8: Independent Board Assessment

In addition to self-assessment, trusts must engage an independent assessor to measure the board's collective performance at least once every three years. Trusts should ensure that the independent assessor evaluates the board using criteria comparable to those used for the board self-assessment, to allow comparison of the outcomes of the two processes.

Please details any significant issues that emerged from the independent board assessment process: No Significant Issues.

Declaration

I, Geoff Mabbett, Chairperson of the Greater Metropolitan Cemetery Trust, declare that the Trust has undertaken an independent board assessment process and that all significant issues emerging from the process have been noted above.

Signed:  _____

Date: 29 November 2017



**The Greater Metropolitan
Cemeteries Trust**

Lasting memories, peaceful places.

The Greater Metropolitan Cemeteries Trust

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