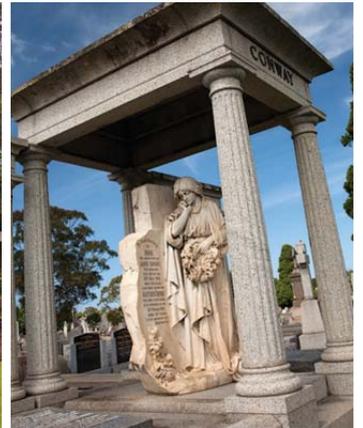
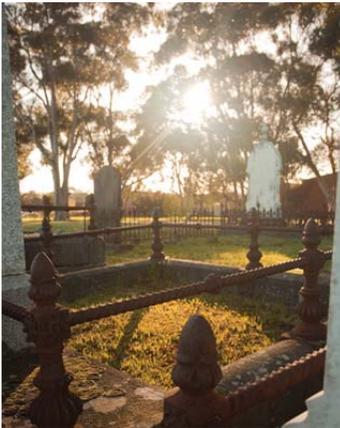
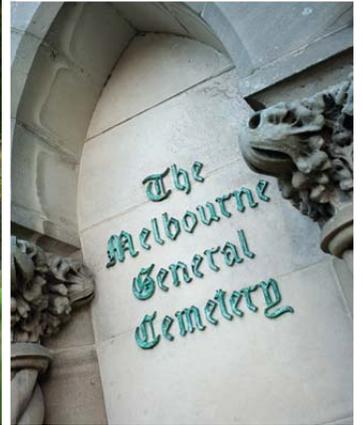




SOUTHERN  
METROPOLITAN  
CEMETERIES TRUST

Honouring and celebrating life



# SMCT Corporate Governance Framework

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Approved by Trust  
Date: July 2013

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## Introduction

The Southern Metropolitan Cemeteries Trust (SMCT) was created under the *Cemeteries & Crematoria Act, 2003* as amended. Since 1 March 2010, SMCT has been responsible for the cemeteries previously under the governance of the Trustees of the Necropolis Springvale and the Cheltenham & Regional Cemeteries Trust.

The Trust has been entrusted by the Minister of Health to govern the eight cemeteries, these being Brighton General, Bunurong Memorial Park, Cheltenham Memorial Park, Cheltenham Pioneer, Dandenong Community, Melbourne General, Springvale Botanical and St Kilda cemeteries. As a State Government, not for profit agency, the Trust has an ongoing responsibility for:-

- the strategic role of setting the future direction of the cemeteries.
- a stewardship role to ensure that governance arrangements are established such that its finances and physical assets are managed in an effective and efficient manner that protects the public interest.
- ensuring its statutory and regulatory obligations are met.
- reviewing the activities, products, services & management of the cemetery to take account of community expectations.

As a reflection of these responsibilities, the organisation is managed in an accountable and responsible way through an effective corporate governance framework. This ensures its services to the community reflect its changing needs and aspirations and are delivered in a manner which are affordable, sustainable, represent value for money and recognizes its obligations for perpetual maintenance.

Through corporate governance framework, we:

- understand our roles and responsibilities.
- place the customer at the forefront of everything we do.
- recognise the importance of stakeholder engagement to collaboratively build our business.
- aim to identify and minimise risks to support our drive for continuous improvement in service delivery.
- meet our legal, ethical and statutory obligations.

## Corporate governance principles and values

The Trust's corporate governance principles are determined by the *Cemeteries and Crematoria Act, 2003* (as amended), the *Financial Management Act, 1994*. (Vic), *Public Administration Act, 2004* (Vic) and equally importantly, the Trust's Values which underpin its Vision.

It is the responsibility of all members of the organisation to ensure that the execution of their responsibilities and the conduct of their work are based on these Values which are outlined below and are encapsulated in the following "call to arms":-

***"At each and every cemetery within our care we pledge to each other and our clients that we will act with":***

**P**assion      commitment in heart and mind

**R**espect      by valuing every voice

**I**ntegrity      doing what is right

**D**edication      to the needs of our clients and our people

**E**mpathy      to listen and reflect with sensitivity

## Corporate Governance practices

The principles and values referred to above have been enshrined into the following corporate governance practices:-

- transparent and accountable management processes
- decision making which is ethical, fair and equitable
- priority on stakeholder and community engagement
- sustainable planning, financial management and service delivery
- outcome based performance management
- prudent management of information
- considered identification of risk and management of its mitigation
- diligent and ongoing commitment to legislative compliance and internal controls.

The application of these practices can be identified in a many ways to ensure sound governance processes. Some of the principal applications are shown below.

Governance Practice	Principal Applications
<b>Transparent and accountable management processes</b>	<ul style="list-style-type: none"> <li>• Administration of Cemeteries &amp; Crematoria Act, 2003</li> <li>• Adherence to the Financial Management Act, 1994</li> <li>• SMCT and its sub-committees:-               <ul style="list-style-type: none"> <li>○ Audit and Risk Committee</li> <li>○ Finance and Investment Committee</li> <li>○ Infrastructure Planning Committee</li> <li>○ Community Advisory Committee</li> <li>○ Executive Remuneration &amp; Appointment Committee</li> </ul> </li> <li>• Corporate Policies and Procedures</li> <li>• Organisational structure</li> <li>• Executive Leadership Team including its meetings</li> <li>• Delegations of Authority</li> <li>• Procurement and tendering procedures</li> <li>• Workplace Health and Safety Committee</li> <li>• Risk Management Committee</li> <li>• Annual Report to Parliament and the Community</li> <li>• Organisational policies, procedures and standards</li> </ul>
<b>Decision making which is ethical, fair and equitable</b>	<ul style="list-style-type: none"> <li>• Code of conduct for Trustees and staff</li> <li>• Conflict of interest declarations</li> </ul>
<b>Priority on stakeholder and community engagement</b>	<ul style="list-style-type: none"> <li>• Community engagement policy and framework</li> <li>• Stakeholder engagement strategy and framework</li> <li>• Strategic business alliances and partnerships management</li> <li>• Engagement with Government and Department of Health</li> <li>• Communication strategies and policies</li> <li>• Diversity policy</li> </ul>
<b>Sustainable planning, financial management and service delivery</b>	<ul style="list-style-type: none"> <li>• 5 Year Strategic Plan</li> <li>• Annual Business Plan</li> <li>• 5 year financial plan</li> <li>• Annual financial plan</li> <li>• Investment strategy for financial reserves</li> <li>• Management of Perpetual Maintenance Fund</li> <li>• Analysis and Review of price/cost alignment</li> <li>• Review of Cemetery master plans</li> <li>• 5 year maintenance and capital plans</li> <li>• Maintenance standards reviews</li> <li>• Operational procedures and systems reviews</li> <li>• Environmental management Framework</li> <li>• Human Resources management framework</li> </ul>

Practice	Principal applications
<b>Outcome based performance management</b>	<ul style="list-style-type: none"> <li>• Trust self-assessment</li> <li>• Human resource performance management</li> <li>• Performance indicators linked to Strategic Plan</li> <li>• Capital Projects post completion reviews</li> <li>• Business Case analysis and review</li> </ul>
<b>Prudent management of information</b>	<ul style="list-style-type: none"> <li>• Privacy Policy</li> <li>• Strategic framework for management of information</li> <li>• Records Management strategy, policies and standards</li> <li>• Intellectual property</li> <li>• Right to Information</li> </ul>
<b>Considered identification of risk and management of its mitigation</b>	<ul style="list-style-type: none"> <li>• Risk Management Framework</li> <li>• Risk Management Register</li> <li>• Risk Management Appetite</li> <li>• Workplace Health and Safety Management Framework, policies and standards</li> </ul>
<b>Diligent and ongoing commitment to legislative compliance and internal controls.</b>	<ul style="list-style-type: none"> <li>• External Audit programme</li> <li>• Internal Audit programme</li> <li>• Human Resource policy framework</li> <li>• Delegations of Authority Policy</li> <li>• Financial legislative framework</li> <li>• Budget management</li> </ul>