ACIL ALLEN CONSULTING

REPORT TO
DEPARTMENT OF HEALTH & HUMAN SERVICES

21 JUNE 2016

EVALUATION OF GOVERNANCE AND OPERATIONAL TRAINING FOR VICTORIAN CEMETERY TRUSTS

FINAL REPORT

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ACKNOWLEDGEMENTS

ACIL Allen would like to thank trust members who completed the survey, trust members who participated in the knowledge assessments, and all interview participants. ACIL Allen would also like to thank DHHS staff for their support in carrying out the evaluation.

ACRONYMS

AGM	Annual General Meeting
AICD	Australian Institution of Company Directors
BGCT	Ballarat General Cemeteries Trust
CCAV	Cemeteries & Crematoria Association of Victoria
CPI	Consumer Price Index
DHHS	Department of Health and Human Services
OH&S	Occupational Health & Safety
GCT	Greater Metropolitan Cemeteries Trust
RTO	Registered Training Organisation
SMCT	Southern Metropolitan Cemeteries Trust
VMIA	Victorian Managed Insurance Authority
VPSC	Victorian Public Service Commission

EXECUTIVE SUMMARY

Introduction

ACIL Allen Consulting was engaged by the Department of Health and Human Services (DHHS) to evaluate the Governance and Operational Training for Victorian cemetery trusts ('the training program').

The training program was established in 2011 with the objective of improving governance and operational processes at Victoria's cemetery trusts. It has been delivered by training company Governance Today, on a six year contract. The Department is intending to retender the training contract in late 2016 to allow for the continuation of training when the current contract ends in December 2016. The evaluation will be an important input into the design of the post-2016 training program and training contract.

Key findings

Training content and implementation

Key Finding 1: Training implementation

To the end of 2015, 190 workshops have taken placed under the program—183 Class B and seven Class A workshops. It is estimated that more than 1300 trust members have participated in the training. The training has been delivered at more than 100 sites across metropolitan and regional Victoria.

The early years of the program (2011 and 2012) saw considerably higher activity—likely due to initial take up of the training by motivated and engaged trust members.

Key Finding 2: Training take up

Training take up among Class A cemetery trust members is high, approximately 74 per cent, while among Class B members the take up rate is estimated at between 25 per cent and 36 per cent. Class B members who do not attending training struggle to find the time to attend, or do not see the value of the training.

The majority of Class B cemetery trust members found out the training through DHHS newsletters, or introductory letters/induction packs, and the majority also travelled for less than 30 minutes to attend the training. Eighty six (86) per cent agreed or strongly agreed the location and timing of the training was convenient.

Key Finding 3: Class A training content, materials and length

The Class A training content and materials are relevant and provide a high quality training product for attendees. Content and materials could be better targeted to the needs of Class A trust members, with a reduced focus on general governance content and a greater focus on cemetery sector specific content.

Key Finding 4: Class B training content, materials and length

The majority of Class B cemetery trust members found the training to be relevant to the responsibilities required to be a trust member, relevant to the issues faced by their trusts and up to date. The training seen was engaging and well delivered, and training materials were easy to use/understand.

Legislation/regulation was ranked, 49 per cent, as the most important training area covered. The quality of training materials and teaching associated with each area of training was predominately good or very good. Eighty one (81) per cent of surveyed trust members felt the length of training was about right.

Key Finding 5: Refresher training

Class A cemetery trusts had mixed views on if and how refresher training should be delivered, and 58 per cent of Class B cemetery trust members reported that refresher training would be useful. Councils observed that refresher training would be useful, if carried out every two to three years and focussed solely on industry specific issues.

The impact of the training

Key Finding 6: Self-reported and observed impact of Class A training

After Class A trust members attended the training, Class A CEOs noted that they asked more insightful and revealing questions about governance and strategic issues facing their trust. Trust members were generally more informed in relation to their responsibilities and this was reflected in how roles and duties were carried out in the trust.

Key Finding 7: Self-reported impact of Class B training

Class B trust members report that the training increased their knowledge and benefitted the way they carry out their responsibilities. Knowledge of legislation/regulation and risk management increased the most, while 37 per cent reported that training on financial aspects of cemetery trusts significantly or fundamentally changed the way they worked as a trust member.

Local councils found the training had a positive impact, especially in relation to governance, perpetual maintenance and legislative awareness.

Key Finding 8: Knowledge assessment of Class B trust members

Trust members who had attended the training answered, on average, 64 per cent of knowledge assessment questions correctly, compared to 51 per cent of questions answered correctly by those who had not attended the training. The largest difference between the two groups was in the area of governance, where training participants scored significantly higher than non-participants.

Key Finding 9: Changes in fees

There is no evidence available to determine whether the training program has been correlated with a beneficial impact on cemetery service fee approvals.

Key Finding 10: Summary of training impact

Class A trust members benefited from the training, however the impact of the training was less given the previous experience and level of governance knowledge held by the trust members.

Class B trust members reported that the training increased their understanding and knowledge and had an impact on their roles and responsibilities as a cemetery trust member. The knowledge assessment indicated that those trust members who had attended training scored higher than those who had not.

Efficiency of the training

Key Finding 11: Cost structure

The current program cost structure has five unit cost components, four fixed cost components and two ad hoc cost components. This relatively complex approach is administratively burdensome for DHHS to implement, although in the early days of the training program it had the advantage of reducing the finance risk to the training provider.

Key Finding 12: Program efficiency

Over 2011-2015, it cost on average $1,446 to train each trust member under the program, or $10,005 per workshop. Each hour of training cost $152.

The cost per trained participant increased to 2013, before falling in 2014 and rising again in 2015. The cost per workshop has decreased since 2013 to around $10,000 in 2014 and 2015. Since 2011, the cost per hour of training has generally trended up.

There is no recognised method to benchmark training costs from programs such as the cemetery trust training program. The current approach of sourcing the training through a competitive tender is an effective way to increase the chances the program is operating efficiently.

Key Finding 13: Potential modification to the cost structure

There are number of ways in which the current cost structure could be modified to seek increased efficiencies. Adjusting the balance between workshop and participant fees, or between variable fees and fixed fees would provide greater incentive to the training provider/s to increase participant numbers or workshop numbers, respectively.

Changes such as these may not reflect the training providers' cost structure however. A good understanding is required of the market for the provision of the training program and the capability of training providers to adapt to a more dynamic fee structure and deal with the additional risk inherent in such an approach.

Recommendations

Recommendation 1: Continuation of the training

That the training program should continue owing to the quality of the training provided, the positive impact of the training identified as part of this evaluation, and the high value placed on the training by much of the cemetery sector.

Recommendation 2: Structure of the training program

That the current approach of separate workshops for Class A and Class B trust members be maintained due to the different needs of the two cohorts of trust members, and that a single Class B workshop structure be maintained both for logistical simplicity and to maximise the number of workshops that can be offered.

Recommendation 3: Class A content

That Class A training be further focused on sector specific content which takes account of the governance experience of Class A trust members and the governance training available to Class A trust members through organisations like the Australian Institute of Company Directors.

Recommendation 4: Class A workshop length

That the length of Class A training be reduced to reflect the more focused content, expected to be delivered within one day.

Recommendation 5: Class A training name

That Class A training be renamed to reflect the cemetery sector specific nature of the training, such as 'Cemetery sector trust member induction' or similar.

Recommendation 6: Class B training content and length

That the Class B training curriculum be maintained, aside from the issue raised in Recommendations 7 and 8, and the length of the training continue to be 1.5 days, due to the high level of value training participants receive from the training and the impact of the training on participant knowledge.

Recommendation 7: Content on pooling resources and responsibilities

That Class B training content be updated to assist trusts with potential models for pooling resources and operational responsibilities.

Recommendation 8: Pre-reading materials

That the training program include pre-reading so the face-to-face training can place greater focus on case studies and learning from the experiences of training participants.

Recommendation 9: Enhanced online resources

That DHHS' online resources be reviewed to provide enhanced information to trust membership, such as through FAQs, an online forum for trust members, and online tutorials on key areas such as fee setting and secretarial responsibilities.

Recommendation 10: Strategies to increase participation

That in order to further encourage participation in the training:

a) the program be positioned as an integral part of the trust member induction process
b) trust members be signed up for the next suitable training opportunity when they are approved to join the trust, with trust members able to opt out.

Recommendation 11: Changes to the cost structure

That the funding approach be modified to better incentivise the training provider to deliver more workshops to more trust members, and that the cost structure be simplified to reduce the administrative burden to DHHS.

Recommendation 12: Monitoring and evaluation

That the monitoring and evaluation of the training program be enriched to facilitate continuous evidence-based improvements of the training program. This could include a data template, pre and post training practice and knowledge assessments, and tracking of governance issues (e.g. convictions associated with trusts) and fee setting (i.e. recording of fee change requests by trust, and comparing to training attendance).

1 INTRODUCTION

1.1 Evaluation overview

ACIL Allen Consulting was engaged by the Department of Health and Human Services (DHHS) to evaluate the Governance and Operational Training for Victorian cemetery trusts ('the training program').

The evaluation focused on four key research areas:

— Appropriateness – is the program designed to meet its objectives and the needs of its target recipients (trust members)?
— Efficiency – are the program outputs being produced for a suitable cost?
— Effectiveness – is the program achieving its objectives?
— The design and impact of reforms – what changes could be made to the program, and what is the likely cost of these reforms?

This report sets out the evaluation's findings and recommendations.

1.1.1 Evaluation context

The training program was established in 2011 with the objective of improving governance and operational processes at Victoria's cemetery trusts.

The training program has been delivered by training company Governance Today, on a six year contract. The Department is intending to retender the training contract in late 2016 to allow for the continuation of training when the current contract ends in December 2016.

The evaluation will be an important input into the design of the post-2016 training program and training contract.

1.2 Evaluation method

The evaluation method had five data collection and analysis activities:

— Review of the training curriculum.
— Program data analysis.
— Knowledge assessment.
— Survey of training participants.
— Interviews and workshop.

1.2.1 Review of the training curriculum

The review included all curriculum and materials, which were examined to see if they met (a) the requirements of the legislation and the Department's policy frameworks, and (b) the operational needs of the trust members. The ability of the curriculum to meet the operational needs of the trust members was informed by the survey and consultations, as discussed below in sections 1.2.4 and 1.2.5.

1.2.2 Program data analysis

Program data analysis provided quantitative information on the training, and was carried out to explore issues of efficiency and effectiveness.

The following datasets were analysed:

— DHHS training program financial data
— DHHS cemetery trust member data
— DHHS data on the interment and income of Class B cemetery trusts
— Interment and income data derived from Class A annual reports
— Data derived from training provider reporting to DHHS, including workshop numbers, training participant numbers, and training locations.

Compiling data on the number of workshops and the training participant numbers involved combining a number of data sources. In some cases, consistency between the datasets was unclear. As a result, data from different datasets were analysed together to provide the best estimate of training activity (as discussed further in sections 3.2 and 6.9).

1.2.3 Knowledge assessment

The knowledge assessment was undertaken with 100 cemetery trust members—50 who had participated in the training and 50 who had not.

The assessments took place over the phone and asked respondents 14 questions covering the following areas:

— legislation
— governance
— stakeholder relations
— effective operations and oversight
— financial governance and risk management.

The knowledge assessment script is at Appendix A.

Limitation

The assessment of both training participants and non-participants was undertaken as an attempt to isolate the impact of training on trust members' knowledge.

An unavoidable limitation is that it was unable to control any differences between the training participant and non-participant cohorts. As participation in the training program is not randomised, it is possible that the group that participated in training does not have the same characteristics as the group that had not participated in training. This makes it difficult to be certain that the training is the factor that is the cause of different outcomes for the two groups. This issue is discussed further in section 4.1.

1.2.4 Survey of training participants

The survey collected information on Class B training participants' views of the appropriateness and effectiveness of training, and whether there are any gaps in the training. The survey contained a mix of multiple choice and free text questions. The survey is at Appendix B.

The survey was distributed in online form (to 479 trust members), and in hardcopy via post for those trust members without a recorded email address (428 trust members). The survey response rate was

50 per cent, with 448 trust members responding (297 online and 151 by mail). This is a high response rate and it indicates a strong level of engagement among trust members who have attended training.

1.2.5 Interviews and workshop

The evaluation undertook interviews with a number of stakeholder groups to collect qualitative information on the appropriateness and effectiveness of the training, and discuss training needs and potential training gaps.

The following were interviewed:

— The five Class A chairpersons
— The five Class A CEOs
— The training provider
— Local government council Responsible Officers who had attended training.

Interviews were sought with cemetery industry organisations but none were able to participate.

The evaluation also included a workshop discussion on the training program with Class B trust members, which took place at Cemeteries & Crematoria Association of Victoria (CCAV) meeting.

The discussion guides used in the interviews are at Appendix C.

1.3 The structure of this report

The remainder of this report is structure as follows:

— Chapter 2 provides an overview of the cemetery sector and the training program
— Chapter 3 reviews the training content and implementation
— Chapter 4 examines the impact of the training program
— Chapter 5 explores the efficiency of the training program
— Chapter 6 provides recommendations.

The report has three appendices:

— Appendix A contains the knowledge assessment script
— Appendix B contains the training participant survey
— Appendix C contains the discussion guides.

THE CEMETERY SECTOR AND THE TRAINING PROGRAM

2

2.1 Cemetery trust sector overview

The cemetery sector in Victoria is made up of 496 cemetery trusts, each controlling one or more public cemetery.[1] Trusts are responsible for the financial management, provision of cemetery services and maintenance of the public cemeteries under their control. Each cemetery trust can have up to nine (Class A) or 10 (Class B) members—in most cases members are volunteers. Members are appointed by the Governor in Council on the recommendation of the Minister for Health.

The management and operation of cemeteries and crematoria in Victoria is governed by the Cemeteries and Crematoria Act 2003 and Cemeteries and Crematoria Regulations 2015. DHHS is responsible for the administration of cemeteries and crematoria in Victoria. The Department also 'provides support to cemetery trust members and other stakeholders to help them meet their statutory obligations' (Department of Health and Human Services 2015).

There are two Classes of cemetery trust—each Class has different legislative obligations. The five Class A cemetery trusts account for around 80 per cent of interment (Table 2.1). Class B trusts can be disaggregated into community trusts, which operate independently, and councils trusts, where the trust members are the local government council members. Class B trusts are primarily located in rural and regional Victoria.

TABLE 2.1 CEMETERY SECTOR TRUST OVERVIEW

Trust type		Trusts	Annual interments
Class A		5	30,000
Class B	Community trusts	447	6,931
	Council trusts	40	760

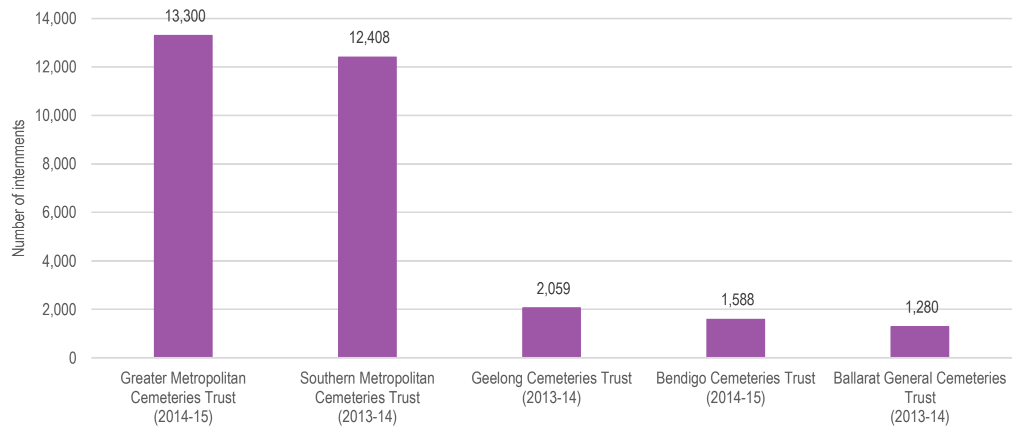
Note: Trust number data are for 2016. Interment data are for 2014-15, except for BGCT, GCT and SMCT.

SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

Within each Class there are considerable size differences. Among Class A cemeteries, the two metropolitan cemeteries (Greater Metropolitan Cemeteries Trust and Southern Metropolitan Cemeteries Trust) account for around 85 per cent of interments, with the three rural Class As accounting for the remaining 15 per cent (Figure 2.1).

[1] There are also a small number of private cemeteries in Victoria—these are outside the scope of the training program and therefore this report.

FIGURE 2.1 CLASS A INTERMENTS

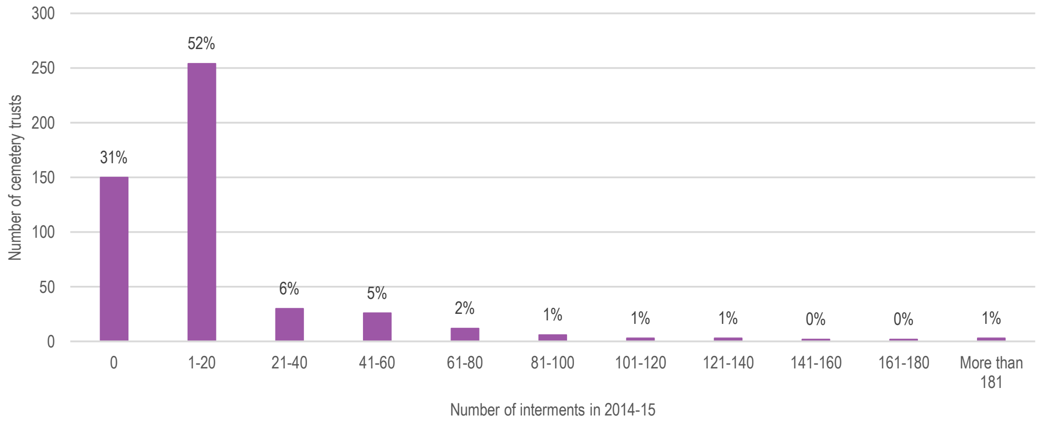


Note: Interment data are for 2014-15, except for BGCT, GCT and SMCT

SOURCE: ACIL ALLEN ANALYSIS OF CLASS A ANNUAL REPORTS DATA

The Class B group has a large number of very small trusts with a smaller number of large trusts. Around a third of Class B cemetery trusts had zero interments in 2014-15, with half having 1-20. There are a small number (13) of Class B trusts with more than 100 interments annually (Figure 2.2).

FIGURE 2.2 CLASS B INTERMENTS, 2014-15



SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

2.2 Program overview

The Governance and Operational Training for Victorian cemetery trusts program was established in 2010 and delivered its first workshop in 2011.

The program was established in order to improve the governance and operation of Victoria's cemetery trusts, by increasing trust members' knowledge and understanding of good governance and management practices.

The program is made up of two workshops—one for Class A trust members, and one for Class B trust members. Each workshop currently runs for around 10 hours over one afternoon/evening and the following day. Originally, the Class A training ran for 11 hours over two full days, before it was paired back based on feedback from participants.

The training program previously offered online and distance training options, although due to low take up, these options were discontinued in 2014.

While the curricula for the two workshops are different, each covers six key areas:

— legislation/regulation
— strategy/legacy
— operations
— finance
— risk management.

Participation in the training is voluntary and the training is delivered by Governance Today, a governance training organisation.

Figure 2.3 sets out a program logic for the training program. The program logic is based on a review of program documentation and the approach set out in W.K. Kellogg Foundation (2004).

FIGURE 2.3 PROGRAM LOGIC FOR THE TRAINING PROGRAM

Objective

To improve the governance, administration and operation of cemetery trusts by providing training and support materials

Resources	Activities	Outputs	Outcomes	Impact
• DHHS funding • DHHS internal staff to manage and monitor program • Training provider staff and materials	• Curriculum and materials development • Training delivery • Collection of participant feedback • Training promotion and engagement with sector	• Face-to-face training for Class A and Class B trust members	• Improved trust member understanding and knowledge of their legislative, governance, and operational responsibilities	• Improved governance, administration and operation of cemetery trusts

SOURCE: ACIL ALLEN CONSULTING, DHHS DOCUMENTATION

3 TRAINING CONTENT AND IMPLEMENTATION

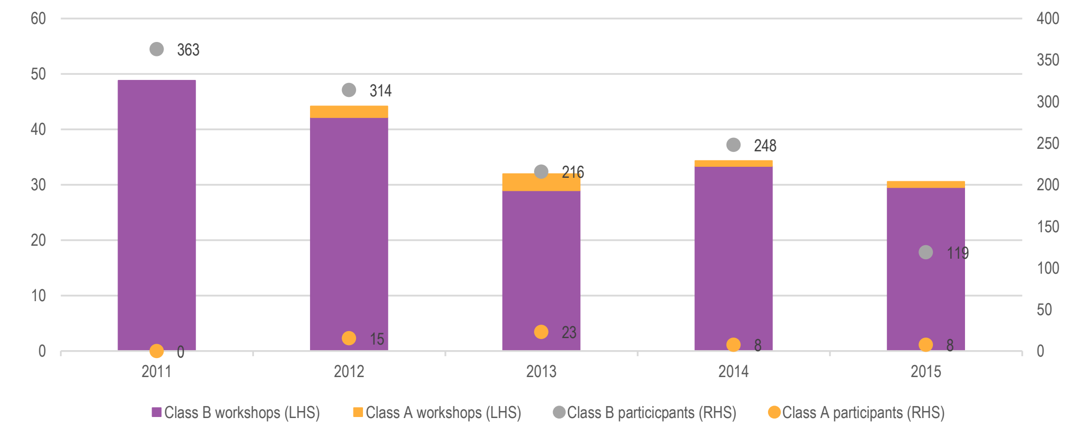
3.1 Training implementation overview

A total of 190 workshops were delivered over the 2011-2015 period, seven of which were Class A workshops. An estimated 1,300 trust members have participated in the training (as discussed below in section 3.2).

The early years of the program (2011 and 2012) saw considerably higher activity—likely due to initial take up of the training by motivated and engaged trust members—averaging 46 workshops and 340 participants per year, while since 2013 there have been approximately 30 workshops per year (Figure **3.1**).

The training is delivered in locations across the state, determined by proximity to a sufficient number of participating trust members. From 2011 to 2014, training took place in 105 different locations across metropolitan and regional Victoria (Governance Today 2014).

FIGURE 3.1 TRAINING ACTIVITY – CLASS B (2011-2015)



SOURCE: DHHS DATA AND GOVERNANCE TODAY REPORTING

KEY FINDING 1 TRAINING IMPLEMENTATION

To the end of 2015, 190 workshops have taken placed under the program—183 Class B and seven Class A workshops. It is estimated that more than 1300 trust members have participated in the training. The training has been delivered at more than 100 sites across metropolitan and regional Victoria.

The early years of the program (2011 and 2012) saw considerably higher activity—likely due to initial take up of the training by motivated and engaged trust members.

3.2 Training take up

3.2.1 Class A

Take up of Class A training is high, based on triangulation of multiple data sources.

High uptake from Class A trust members

Interviews with Class A CEO and Chairpersons indicate take up of the training is strong with each trust reporting that the majority of trust members having attended the training. However, the DHHS trust member data indicates that only 27 per cent of Class A trust members have attended training. Analysis of program financial data more closely aligns with interview feedback and suggests around three quarters of Class A trust members have attended the training. The difference in these figures may due to a combination of factors, including turnover of trust members, point in time data updates and the possibility that trust members have attended the training more than once.

Most Class A trusts report having a policy (de facto or documented) of strongly encouraging new trust members to attend the training. It was noted that most Class A trust members were open to attending the training, especially once the link is made between the specific industry focussed nature of the training and the specific applications it has to the trust member role, as opposed to generalist governance training.

3.2.2 Class B

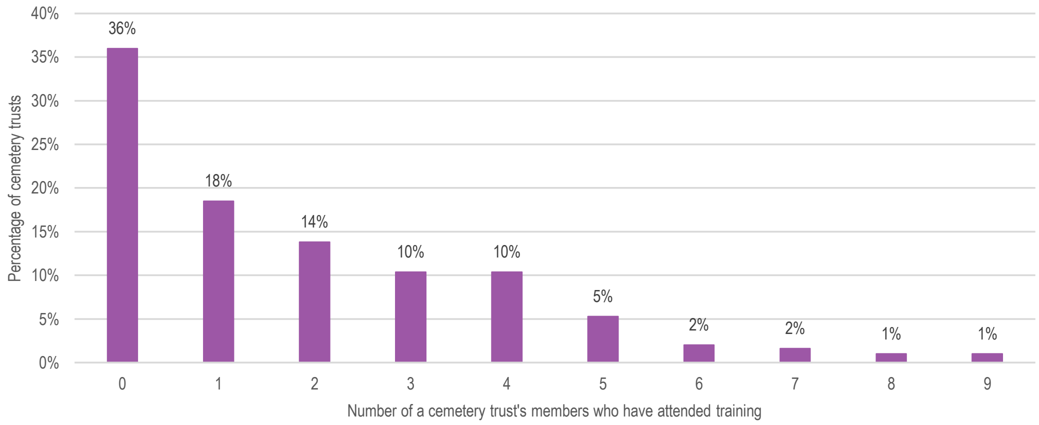
Take up of Class B training is estimated at between 25 and 36 per cent, based on multiple data sources.

DHHS trust member data show that 25 per cent (887 trust members) of current Class B trust members have attended the training. Governance Today report that as of the end of 2014, 1,008 Class B cemetery trust members have completed both days of training, with an additional 133 having completed one day of the training. The difference between these two figures is likely due to trust member turnover.

Combining these data sources with program financial data, an estimated 1,260 Class B cemetery trust members have attended the training, implying a possible take up rate of 25 per cent to 36 per cent depending on the number of training attendees adopted as the denominator.

Of Class B cemetery trusts, 64 per cent have had one or more trust members attend training, while the remaining 36 per cent of trusts do not have a current trust member who has attended the training (Figure 3.2).

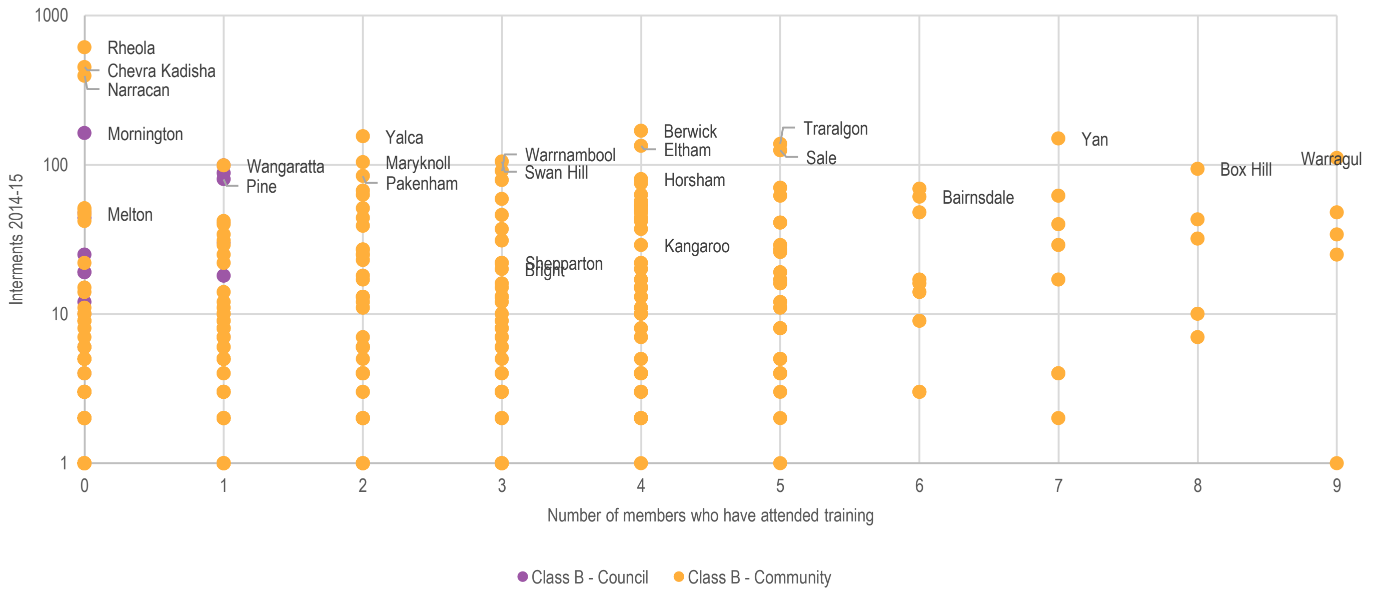
FIGURE 3.2 PERCENTAGE OF CEMETERY TRUSTS AND THE NUMBER OF MEMBERS WHO HAVE ATTENDED TRAINING



SOURCE: ACIL ALLEN CONSULTING

There appears to be no correlation between Class B trust size (as measured by the number of interments) and training attendance (Figure 3.3). Some large cemetery trusts have no current members who have participated in the training, while some small trusts have five or more members who have attended the training.

FIGURE 3.3 NUMBER OF INTERMENTS (2014-15) (LOG) AND NUMBER OF CURRENT CLASS B CEMETERY TRUST MEMBERS WHO HAVE ATTENDED TRAINING



Note: The number of interments vertical axis is plotted using a log function. It is unclear the extent to which data on trusts with no income and significant number of interments is reliable.

SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

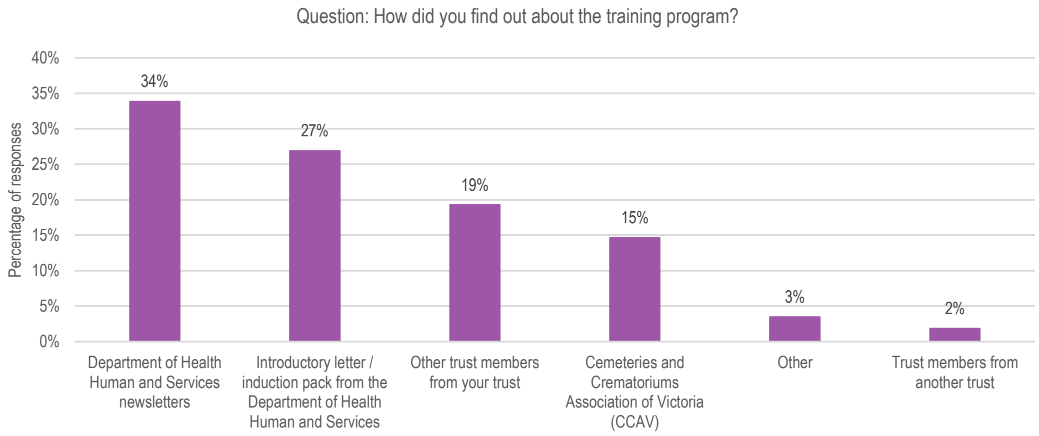
A key contributor to training take up is promotion of the training. The majority of Class B cemetery trust members found out about the training program through DHHS newsletters, or introductory letters/induction packs from DHHS (Figure 3.4), with 19 per cent of respondents first hearing about the training from fellow trust members at their trust.

Local council Responsible Officers interviewed as part of the evaluation differed from surveyed Class B trust members in that the majority discovered the training through the Cemeteries and

Crematoriums Association of Victoria (CCAV), although DHHS newsletters were also an important information source on the training. Training promotion and marketing by the training provider did not feature strongly in survey responses. It is not clear whether this is because this marketing is of minimal impact, or that trust members are not easily able to differentiate between promotional activities carried out by DHHS and those of the training provider.

61 per cent of Class B cemetery trust members found out the training through DHHS newsletters, or introductory letters/induction packs

FIGURE 3.4 SURVEY RESPONSE TO QUESTION 'HOW DID YOU FIND OUT ABOUT THE TRAINING PROGRAM?'



Note: n=431

SOURCE: ACIL ALLEN CONSULTING

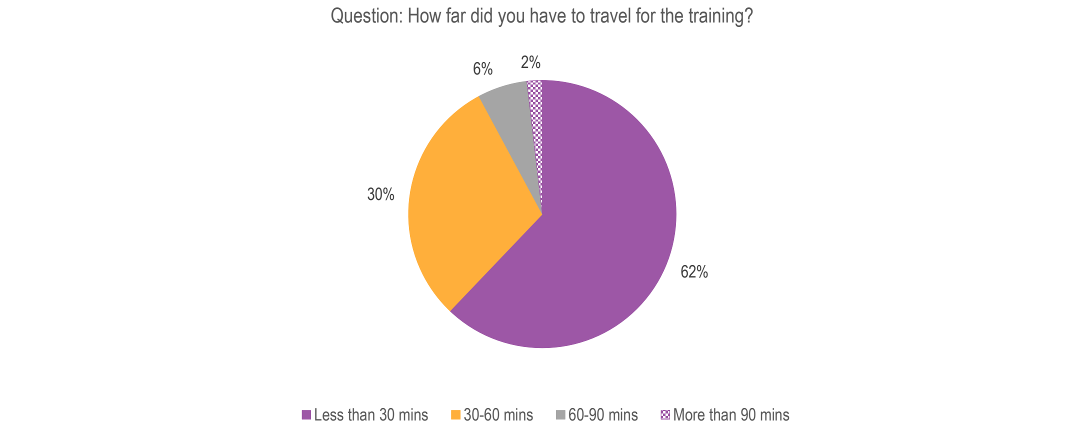
As shown in Figure 3.5, 92 per cent, of the training was held in locations that were 'convenient' to the trust members, in that they travelled for less than an hour to attend the training. Given that Class B trust members are volunteers, the location proximity of the training has most likely played a significant factor in contributing to the trust member's attendance.

The 2 per cent of trust members who travelled for more than 90 minutes, could be viewed as an indication that Class B cemetery trust members are generally unwilling to travel more than 90 minutes for training and that the training is generally delivered across a significant number of sites that mean traveling for this duration is often not required.

Local councils reported varied times for travel, ranging from 30 minutes to 90 minutes of travel, noting that for the regional location of the training, the length of travel was part of normal business. As part of this discussion, it was mentioned that if overnight stays were required, there would have been resistance to attending.

62 per cent respondents travelled for less than 30 minutes to attend the training

FIGURE 3.5 SURVEY RESPONSE TO QUESTION 'HOW FAR DID YOU HAVE TO TRAVEL FOR THE TRAINING?'



Note: n=433

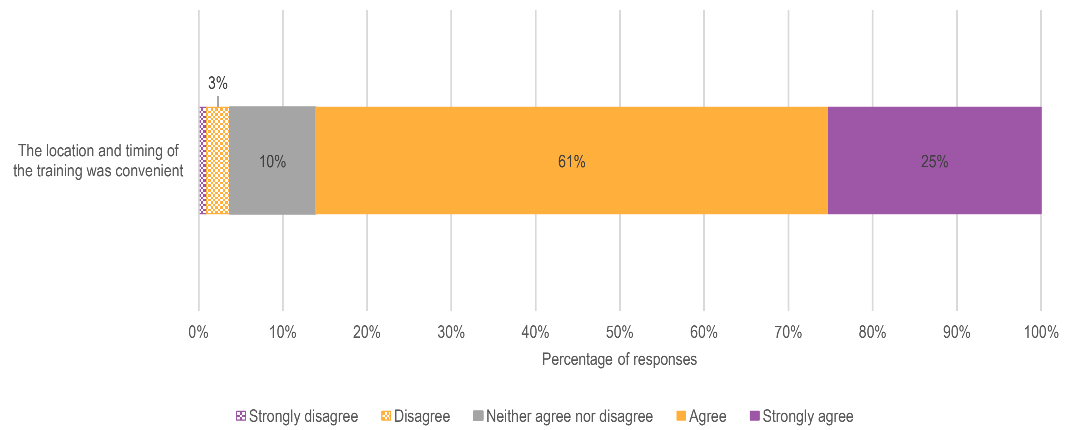
SOURCE: ACIL ALLEN CONSULTING

Consistent with the relatively short travel times observed in Figure 3.5 for trust members attending the training, 98 per cent of respondents indicated that they did not spend the night away from their usual place of residence in order to attend the training.

Figure 3.6 further highlights the importance of convenience with 61 per cent of Class B trust members surveyed indicating that the location and timing of the training was convenient. Overall, 86 per cent of response agreed or strongly agreed the location and timing was convenient with 10 per cent remaining neither agreeing nor disagreeing.

86 per cent strongly agreed or agreed the location and timing of the training was convenient

FIGURE 3.6 SURVEY RESPONSE TO STATEMENT 'THE LOCATION AND TIMING OF THE TRAINING WAS CONVENIENT'



Note: n=432

SOURCE: ACIL ALLEN CONSULTING

While location and timing was largely convenient for those Class B trust members who attended the training, the majority of Class B trust members are yet to attend the training. Consultations with

Class B trust members who had not attended the training indicated the main reasons for not participating in the training are:

- Training location not being convenient; normally due to the distance required to travel to the training.
- The length of the training was incompatible with their working schedule; a majority of Class B trust members work and could not find the required time in their work schedules.
- A belief that their cemetery trust was operating effectively without the training; and that the training would not significantly assist with their cemetery trust member role.

Potential measures to increase the take up of training are discussed in Chapter 7.

KEY FINDING 2 TRAINING TAKE UP

Training take up among Class A cemetery trust members is high, approximately 74 per cent, while among Class B members the take up rate is estimated at between 25 per cent and 36 per cent. Class B members who do not attending training struggle to find the time to attend, or do not see the value of the training.

The majority of Class B cemetery trust members found out the training through DHHS newsletters, or introductory letters/induction packs, and the majority also travelled for less than 30 minutes to attend the training. Eighty six (86) per cent agreed or strongly agreed the location and timing of the training was convenient.

3.3 Training content, materials and length

3.3.1 Class A

Training content and materials

The review of the Class A training content and materials found that they were relevant and appropriate, covering the required areas of Class A trust member responsibilities. The training materials provide considerable, high quality information to support the training, and are well linked to group activities and discussion opportunities.

With one exception, Class A trusts found the training content to be broadly relevant for cemetery trust members, especially new or inexperienced trusts members. The exception felt that the training was largely designed for trust members with little to no experience and was not advanced enough for Class A cemetery trust members.

There was common feedback, however, that the training could be better focused on the needs of Class A trust members. Interviews indicate that the vast majority of Class A trust members had considerable governance experience, many serving on corporate or government boards, while others had executive management experience. Therefore, the most valuable aspect of the training to Class A trust members was the cemetery sector specific content while the more generic governance content was seen as less valuable. Class A trust members were not able to identify specific content that should be removed, as the governance and cemetery sector specific content is delivered in an intertwined manner. Better focusing the training on Class A trust members' needs therefore, would likely involve reducing training content across the training segments, and in doing so reducing the focus on governance theory.

There was concern expressed that the name of the training program was not as accurate as it could be and may act as a deterrent to trust members with governance experience, as opposed to cemetery industry specific issues

Training length

The opportunity to better focus the training for Class A trust members was seen by interviewees as offering an opportunity to reduce the length of the training, which was seen as burdensome for some trust members.

A common reflection from those interviewed was some training material could be moved to a pre-training task, with the training time better spent focusing on specific cemetery issues and group discussions.

KEY FINDING 3 CLASS A TRAINING CONTENT, MATERIALS AND LENGTH

The Class A training content and materials are relevant and provide a high quality training product for attendees. Content and materials could be better targeted to the needs of Class A trust members, with a reduced focus on general governance content and a greater focus on cemetery sector specific content.

3.3.2 Class B

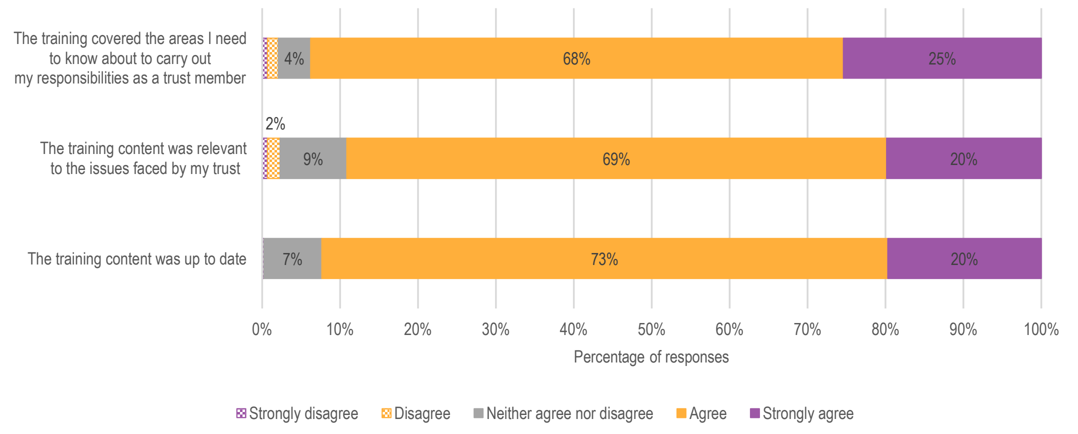
Training content and materials

The review of the Class B training content and materials found that they were relevant and appropriate, providing a good introduction for Class B members to their roles and responsibilities. The Class B training materials differ from the Class A materials, and are clearly tailored to trust member needs. This has been achieved in part through testing of the materials and consultation with trust members.

The vast majority of Class B training attendees surveyed for this evaluation reported the training as relevant, up to date and covering the areas needed to carry out the responsibilities of a cemetery trust member (Figure 3.7). Interviews with local councils reflected these views.

The majority of Class B cemetery trust members found the training to be relevant to the responsibilities required to be a trust member, relevant to the issues faced by their trusts and up to date

FIGURE 3.7 SURVEY RESPONSE TO STATEMENTS REGARDING TRAINING CONTENT



Note: n=433

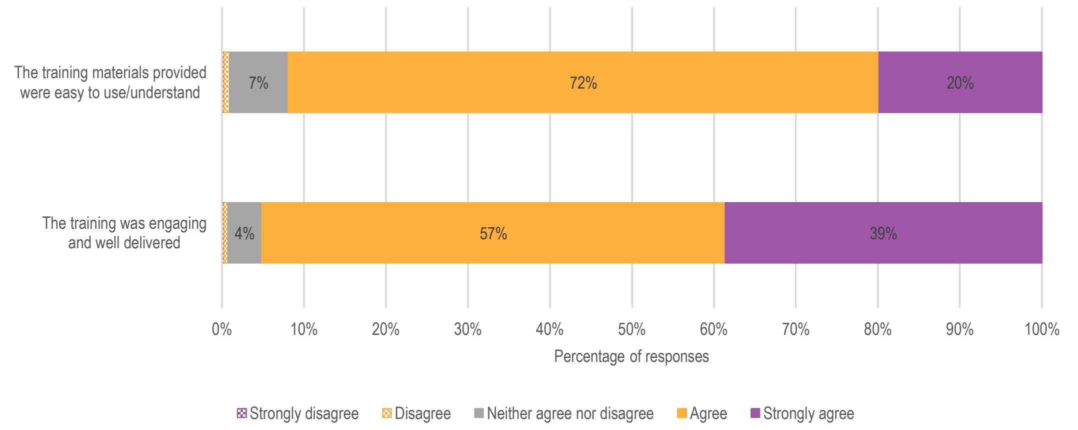
SOURCE: ACIL ALLEN CONSULTING

Of Class B trust members surveyed, 95 per cent of respondents indicated that the training was well delivered and 92 per cent of respondents found the training materials easy to use/understand (Figure **3.8**).

Council Responsible Officers who attended the training noted that the training materials were useful and the trainer in particular was a deep source of practical information that assisted trainees develop a broader understanding of their roles and responsibilities for each of the training areas.

Training was well engaging and well delivered and training materials were easy to use/understand

FIGURE 3.8 SURVEY RESPONSE TO STATEMENTS REGARDING TRAINING DELIVERY AND MATERIALS



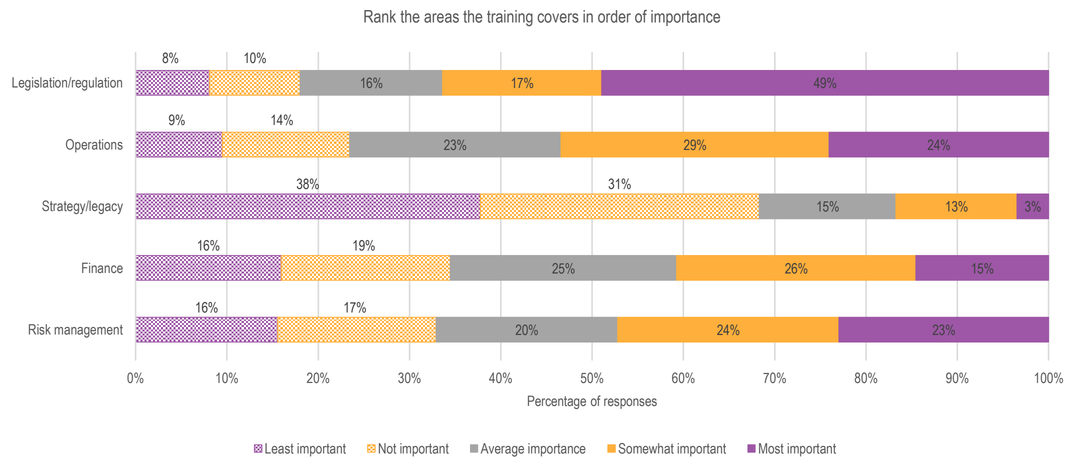
Note: n=433

SOURCE: ACIL ALLEN CONSULTING

As noted above, the training has six content areas. In the survey of Class B trust member training participants, legislation/regulation was ranked as the most important area that the training covered while strategy/legacy was viewed as the least important. As shown in Figure 3.9, strategy/legacy was viewed as either least or not important with 69 per cent of the responses. Operations, finance and risk management categories all had low least important and not important responses.

Legislation/regulation was ranked (by 49 per cent) as the most important training area covered

FIGURE 3.9 SURVEY RESPONSE TO STATEMENT 'RANK THE AREAS THE TRAINING COVERS IN ORDER OF IMPORTANCE'



Note: n = 392

Note: The difference response rates will not add to 100% due to respondents not ranking all answers, or ranking all the same high ranking

SOURCE: ACIL ALLEN CONSULTING

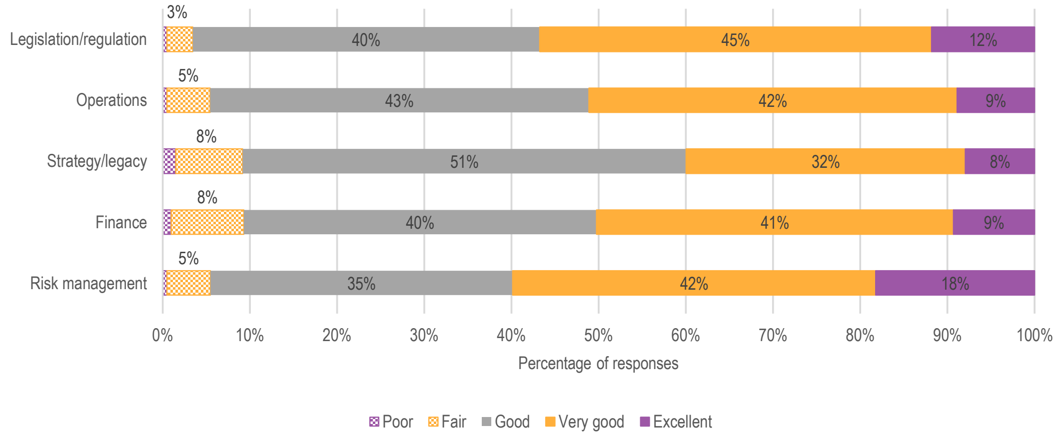
Figure 3.10 shows participants views' of the suitability and quality of the materials and teaching associated with each area of training. Risk management was ranked the highest with 18 per cent of respondents viewing the quality of teaching and training materials as excellent.[2] Strategy/legacy had the lowest levels of very good and excellent responses, with the largest percentage of good responses, 51 per cent. Finance had the largest share of trust members, viewing the quality of the teaching and the materials as fair. This may be due to the complex and technical nature of the content

[2] The Victorian Managed Insurance Authority (VMIA) training provided to cemetery trusts also covers risk management.

and trust finances which leads many trust members to have little background in their trust's financial operations or decision making. Based on consultations, many Class B trusts' financial affairs were, by and large, handled by one or two trusts members (normally those with the most financial experience) with other trust members having little involvement.

The quality of training materials and teaching associated with each area of training was predominately good or very good

FIGURE 3.10 SURVEY RESPONSE TO STATEMENT 'INDICATE THE SUITABILITY AND QUALITY OF THE MATERIALS AND TEACHING ASSOCIATED WITH EACH AREA OF TRAINING'



[a] Note: n =408

SOURCE: ACIL ALLEN CONSULTING

In addition to questions covered in Figure 3.9 and Figure 3.10 (above), a further question was asked on whether or not there were other areas that trust members felt should have been covered, but were not as part of the training. Eighty six (86) per cent of surveyed Class B trust members reported there were no further areas of training to be covered. Of the 14 per cent who said there were, the following areas were identified:

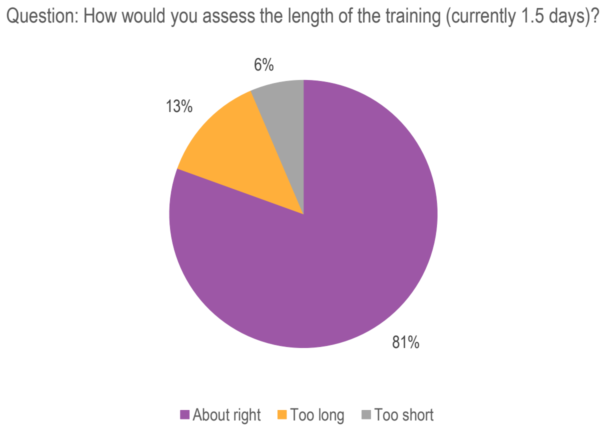
— Conflict of interest
— More in-depth coverage of regional and rural cemetery operational and governance issues, and
— Issues relating to small cemeteries.

Training length

Figure 3.11 shows how Class B cemetery trust members felt in relation to the length of the training, which is currently 1.5 days in length. Eighty one (81) per cent of respondents felt the length of the training was about right. More respondents felt the training was too long (13 per cent) as opposed to too short (6 per cent). In interviews with local councils, the view was expressed that while the training was the correct length for the material covered, the length of the training made it difficult for attendance given their busy schedules.

81 per cent of surveyed trust members felt the length of training was about right

FIGURE 3.11 SURVEY RESPONSE TO QUESTION 'HOW WOULD YOU ASSESS THE LENGTH OF THE TRAINING (CURRENTLY 1.5 DAYS)?'



Note: n=421

SOURCE: ACIL ALLEN CONSULTING

KEY FINDING 4 CLASS B TRAINING CONTENT, MATERIALS AND LENGTH

The majority of Class B cemetery trust members found the training to be relevant to the responsibilities required to be a trust member, relevant to the issues faced by their trusts and up to date. The training seen was engaging and well delivered, and training materials were easy to use/understand.

Legislation/regulation was ranked, 49 per cent, as the most important training area covered. The quality of training materials and teaching associated with each area of training was predominately good or very good. Eighty one (81) per cent of surveyed trust members felt the length of training was about right.

3.4 Refresher training

3.4.1 Class A

There was agreement that refresher training would be a useful addition to the governance and operation training suite. There was however, a variety of opinion among Class A cemetery trusts to the method refresher training should take.

Ideas for the refresher training varied from half day sessions, simply refreshing and updating trust members about changes in legislation and regulation, to online modularised training focussing on specific aspects of cemetery trust governance and operational issues, to periods where training would be required to be repeated in full.

The majority of Class A trusts interviewed felt the key to developing a solid attendance at refresher training would to ensure that the method for delivery was appropriate for the content of the training and the target audience.

3.4.2 Class B

Of Class B trust members surveyed, the majority (58 per cent) reported that refresher training would be useful. There was a general consensus that it should be held every three to five years, depending on how frequently legislations and regulations were changed. As such, respondents noted that refresher training should focus the legislations and regulations that govern cemetery trusts. Conversely, other respondents wished for a more inclusive refresher training course to be run, covering all areas the current training covers at present. In the same way that there was no clear consensus about the content of refresher training, there was no consensus about the ideal length of refresher training with responses varying from half a day/evening to a full one and a half days.

Councils also felt that refresher training would be useful, especially if regulations or legislation had changed. It was noted that refresher training could have a more council specific rather than a generic cemeteries focus. Councils felt that refresher training should occur every two to three years to ensure the knowledge obtained by participants is relevant and up to date with sector specific issues.

KEY FINDING 5 REFRESHER TRAINING

Class A cemetery trusts had mixed views on if and how refresher training should be delivered, and 58 per cent of Class B cemetery trust members reported that refresher training would be useful. Councils observed that refresher training would be useful, if carried out every two to three years and focussed solely on industry specific issues.

4 THE IMPACT OF THE TRAINING

4.1 Introduction to measuring the impact of the training

Measuring the impact of a training program is complex. The impact of training normally does not occur immediately, but takes time to influence the actions of participants. More importantly, there are many factors which help determine participant knowledge and behaviour apart from the training they attend—isolating the impact of training from these other factors to determine actual causality is difficult.

In order to deal with this complexity, the evaluation employed a number of methods to measure the impact of the training program:

— Class A chairpersons' self-reported impact and Class A CEOs views on observed impact (through interviews).
— Class B trust member training participants' self-reported impact (through the online/mail survey and interviews with councils).
— A knowledge assessment of Class B cemetery trust member training participants and non-participants (through a telephone assessment).
— Changes in fees charged by cemetery trusts (using DHHS data).

Each method has strengths and limitations as discussed below.

Self-reported impact has the benefit of asking participants whether the training has influenced their actions. But such self-reported impact can be influenced by positive or negative feelings participants have towards the training regardless of effectiveness. Participants may also struggle to isolate the impact of training, relative to other knowledge building activities they have undertaken, leading to under or over-reporting of training impact.

The views of Class A CEOs are useful because they are able to observe Class A trust members before and after they have attended training, and use this comparison to estimate the impact of training. But, as they know which members have attended the training and when, the CEOs may be expecting an impact and may identity an impact where none exists. Conversely, the impact of training may manifest when the CEOs are not present, or may manifest in ways in which the CEOs are not expecting, as so do not identify.

The strength of the knowledge assessment is that it includes both training participants and non-participants, offering the opportunity to try to isolate the impact of training on trust members' knowledge by comparing the knowledge of each group. However there is an important cofounding factor in this analysis—participation in the training program is not randomised. As a result, there is no certainty that the group that has participated in training has the same characteristics as the group that has not participated in training. This makes it difficult to be attribute training as the factor which is causing different outcomes for the two groups.

Overall, however, each method contributes important evidence on impact, and when considered together can shed light on the effectiveness of the training program.

4.2 Self-reported and observed impact of Class A training

Interviews with the Class A trust members, chairpersons and CEOs revealed that perception was the training was beneficial for Class A trust members. A common observation was that trust members who had attended the training asked far more insightful and revealing questions about governance and strategic issues facing the trust. Comments extended to the fact that trust members were generally more informed in relation to their responsibilities and this was reflected in how roles and duties were carried out in the trust. It is important to note that while there were improvements, Class A trust members were considered to be good at their roles prior to the training, so while there was an improvement, it was not to a large degree.

KEY FINDING 6 SELF-REPORTED AND OBSERVED IMPACT OF CLASS A TRAINING

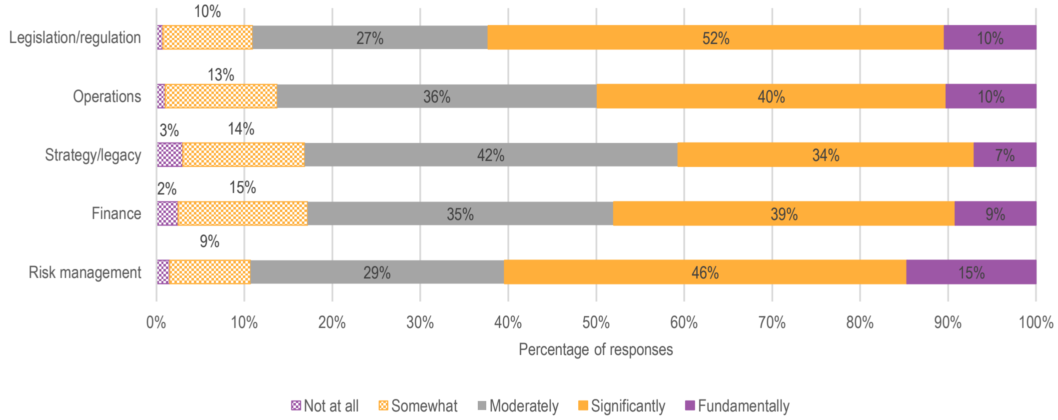
After Class A trust members attended the training, Class A CEOs noted that they asked more insightful and revealing questions about governance and strategic issues facing their trust. Trust members were generally more informed in relation to their responsibilities and this was reflected in how roles and duties were carried out in the trust.

4.3 Self-reported impact of Class B training

15 per cent of respondents felt that risk management was the area in which their understanding was fundamentally increased

The survey of Class B training participants asked respondents questions on the impact of training. Figure 4.1 shows the extent that the training increased the understanding of roles and responsibilities in regards to the five areas of training. Risk management and legislation/regulation were the areas which had the most significant or fundamental increases in understanding. Risk management had the largest share of fundamental increases in understanding with 15 per cent. Strategy/legacy was the area with the smallest percentage of significant and fundamental increases of understanding while also having the largest share of not at all respondents. This may be due to the complexity of the training area, but may also be due to some trust members viewing this content as less relevant to their cemetery trust. Consultations indicated that some trust members, particularly those from smaller cemetery trusts, held a somewhat narrow view of their cemetery trust, focusing on the operational aspects of cemeteries rather than taking a strategic approach. These trust members may see the training content on strategy as less applicable to their trust.

FIGURE 4.1 SURVEY RESPONSE TO STATEMENT 'EXTENT THAT TRAINING INCREASED UNDERSTANDING OF ROLES AND RESPONSIBILITIES IN REGARDS TO THE FIVE AREAS OF TRAINING'



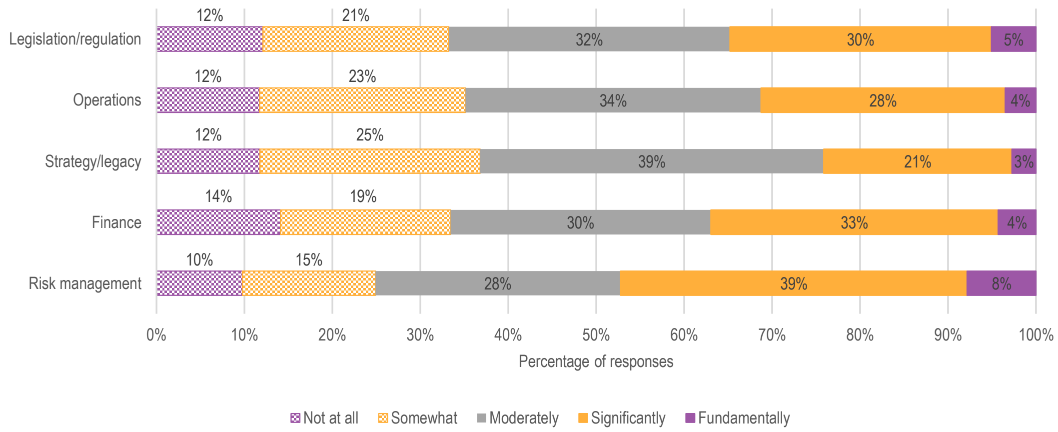
Note: n=403

SOURCE: ACIL ALLEN CONSULTING

Figure 4.2 shows the extent to which the training has changed the way the respondent works as a trust member across the areas of the training. Risk management is the area of the training that has seen the largest positive impact on how cemetery trust members work, with 47 per cent indicating the training had changed the way they work as significant or fundamental.

Finance was the area that had the least impact, with 14 per cent of respondents indicating that the training had no change on how they worked. The reasons for this a most likely a combination of two elements. Firstly, the teaching materials associated with the training received the lowest of rankings (as noted above in Figure 3.10), suggest the materials would have less of an impact on the working behaviour of a trust member. Secondly, as noted above, some trust members have minimal involvement with their trust's finances, meaning that even if significant knowledge was gained in this area, it may not have been applied.

FIGURE 4.2 SURVEY RESPONSE TO STATEMENT 'EXTENT THAT TRAINING HAS CHANGED THE WAY YOU WORK AS A TRUST MEMBER'



Note: n=281

SOURCE: ACIL ALLEN CONSULTING

Two key benefits of the training that were mentioned consistently was the opportunity of cemetery trust members to network with other cemetery trusts from surrounding areas and the insights garnered through being able to listen to, and engage with other cemetery trust members as the group worked through the training. Frequent comments were made about the benefits from sharing how other cemetery trusts were dealing with similar issues, or how it was useful to hear from cemetery trusts members who had faced similar issues in the past.

4.3.1 Local council self-reported impact

Local councils reported that the training, by and large, had a positive impact on how the trust was run. In addition to increasing awareness about governance, most councils reported improvements to how perpetual maintenance was considered post-training. Furthermore, the majority of councils interviewed reported that the training educated participants of the legislative requirements of their role.

KEY FINDING 7 SELF-REPORTED IMPACT OF CLASS B TRAINING

Class B trust members report that the training increased their knowledge and benefitted the way they carry out their responsibilities. Knowledge of legislation/regulation and risk management increased the most, while 37 per cent reported that training on financial aspects of cemetery trusts significantly or fundamentally changed the way they worked as a trust member.

Local councils found the training had a positive impact, especially in relation to governance, perpetual maintenance and legislative awareness.

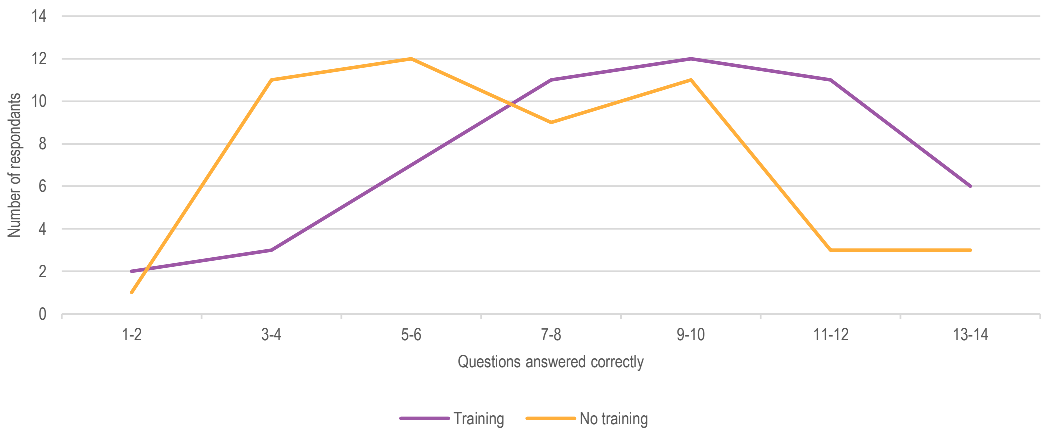
4.4 Knowledge assessments of Class B trust members

Knowledge assessments were carried out with 100 Class B cemetery trust members, 50 of whom had completed the training program, and 50 who had not completed the training. The purpose of the telephone assessment was to understand the level of knowledge gained by participations from the training.

Figure 4.3 shows the number of questions each group answered correctly. There is a clear difference in the groups, with those who had attended the training answering, on the whole, more questions correctly than those who had not attended the training. The largest differences occur with trust members who either answered the majority of questions correctly, or those who answered questions incorrectly. Trust members who had attended the training answered, on average, 64 per cent of questions correctly, compared to 51 per cent of questions answered correctly for those who had not attended the training. These results suggests that the training has had an impact on the level of knowledge obtained by cemetery trust members.

Trust members who had attended Governance and Operational Training for Victorian cemetery trusts answered more questions correctly than those members who had not attended the training

FIGURE 4.3 KNOWLEDGE ASSESSMENT—NUMBER OF RESPONDENTS ANSWERING QUESTIONS CORRECTLY, BY TRAINING AND NO TRAINING



Note: 50 respondents for both training and no training Class B cemetery trust members
SOURCE: ACIL ALLEN CONSULTING

Figure 4.4 shows the subject areas in which questions were answered correctly by the 'training' or 'no training' group. Legislation/regulation and risk management were the training areas with lowest average proportion of questions answered correctly across both group of respondents. For both groups the following questions had the lowest correct response rate:

Q2. *What other important legislation (i.e. not the Cemeteries and Crematoria Act) do you think trust members need to be aware of?*

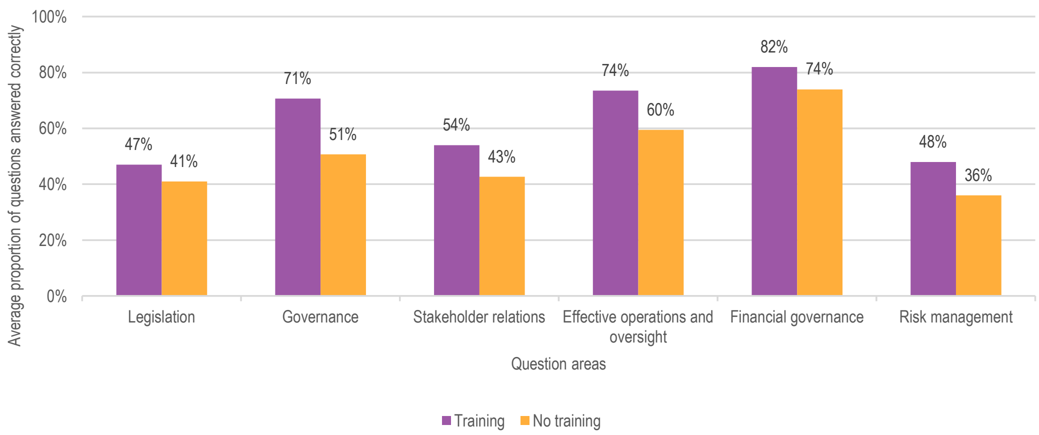
Q7. *What do you think a cemetery stakeholder engagement and communication plan could include?*

Q9. *What policies do you think cemetery trusts should have documented and available to all trust members to help with the operation of a cemetery trust?*

Q14. *What do you think are the benefits of good risk management?*

Governance was the question area with the largest discrepancy between groups, 71 per cent, the group who had completed the training, compared to 51 per cent, for the group who had not completed the training, as measured by the average proportion of questions answered correctly. The highest proportion of questions answered correctly training area, for both groups was financial governance, with 82 per cent for the training group and 74 per cent for the no training group.

FIGURE 4.4 TELEPHONE ASSESSMENT—AVERAGE PROPORTION OF QUESTIONS ANSWERED CORRECTLY, BY SUBJECT AREAS, AND TRAINING AND NO TRAINING



Note: 50 respondents for both training and no training Class B cemetery trust members

SOURCE: ACIL ALLEN CONSULTING

As discussed above, the non-randomised nature of participation in the training program means it is not possible to be certain that the group that has participated in training has the same characteristics as the group that has not participated in training. For example, as the above analysis shows, participants in training have greater governance and operational knowledge than those who have not attended training. But it may be that the training participants were more motivated and interested in their work, and therefore elected to undertake training; and that their motivation and interest may also be a factor leading them to be more knowledgeable, regardless of training. If this were the case, it would cause the knowledge assessment to overstate the impact of the training program on trust member understanding of their roles and responsibilities.

Conversely, training participants may have had lower levels of knowledge prior to training, which may have led them to undertake the training, and trust members who have not participated in training may have done so due to their existing high level of knowledge. If this was the case, then the knowledge assessment results would understate the impact of training.

While based on interviews with the sector, it seems more likely that training participants are likely to have a greater pre-training knowledge of cemetery trust governance and operations, the non-randomisation of the training means that it is not possible to test this, and that the knowledge assessment results cannot be considered conclusive.

KEY FINDING 8 KNOWLEDGE ASSESSMENT OF CLASS B TRUST MEMBERS

Trust members who had attended the training answered, on average, 64 per cent of knowledge assessment questions correctly, compared to 51 per cent of questions answered correctly by those who had not attended the training. The largest difference between the two groups was in the area of governance, where training participants scored significantly higher than non-participants.

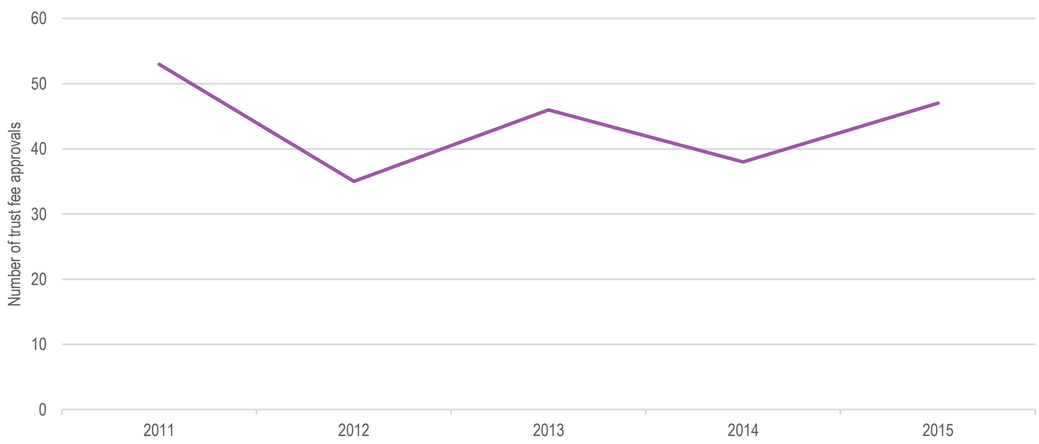
4.5 Changes in fees charged by cemetery trusts

The training program includes coverage of financial management of cemetery trusts, including the setting of cemetery service fees. Interviews carried out for this evaluation indicate that many, if not most, trusts do not adjust their fees sufficiently regularly and that the fees do not adequately cover perpetual maintenance obligations. Therefore, one possible impact of the training is an improvement in how trusts set fees.

One way to test whether the training is having this impact, would be to examine whether training attendance from trusts is associated with those trusts requesting a fee approval from DHHS. Unfortunately, the data do not exist to allow for this analysis (see section 6.9 for further discussion).

Figure 4.5 shows an alternative analysis of the total number of fee approvals granted to Class B trusts annuals over 2011-2015. The number of approvals has been relatively steady, and does not appear to be correlated with the increasing number of trust members trained under the program. This is relatively weak evidence to judge the impact of the program, as it includes all trusts regardless of whether they have had a member attend training, and the number of fee approvals is quite small. In the future, with enhanced data collection, fee changes could be a useful way to measure the impact of the training.

FIGURE 4.5 NUMBER OF TRUST FEE APPROVALS (CLASS B TRUSTS), 2011-2015



SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

KEY FINDING 9 CHANGES IN FEES

There is no evidence available to determine whether the training program has been correlated with a beneficial impact on cemetery service fee approvals.

4.6 Summary of training impact

In summary, Class A CEOs noted that trust members who attended the training asked more insightful and revealing questions about governance and strategic issues facing their trust. Despite this, the gains were slight given the existing capability of the trust members.

Class B trust members report that the training increased their knowledge and impacted the way they carry out their responsibilities. Knowledge of legislation/regulation and risk management increased the most as result of the training. Local councils found the training had a positive impact, especially in relation to governance, perpetual maintenance and legislative awareness.

Trust members who had attended the training answered, on average, 64 per cent of knowledge assessment questions correctly, compared to 51 per cent of questions answered correctly by those who had not attended the training. The largest difference between the two groups was in the area of governance, where training participants scored significantly higher than non-participants.

There is no evidence available that the training program has been correlated with an increase in request for cemetery service fee approvals.

KEY FINDING 10 SUMMARY OF TRAINING IMPACT

Class A trust members benefited from the training, however the impact of the training was less given the previous experience and level of governance knowledge held by the trust members.

Class B trust members reported that the training increased their understanding and knowledge and had an impact on their roles and responsibilities as a cemetery trust member.

The knowledge assessment indicated that those trust members who had attended training scored higher than those who had not.

5 EFFICIENCY OF THE TRAINING

5.1 Introduction

The term 'efficiency' refers to the number outputs that a system produces, relative to the cost of the system (Productivity Commission 2013). In the case of cemetery trust member training, efficiency can be thought of as a measure of amount of training delivered relative to government expenditure on the training program. A system can become more efficient through either increasing the level of output for the same level of cost, or maintaining the same level of output while reducing costs, or a combination of the two.

This chapter examines the efficiency of the current training program, and models alternative cost structures.

In this chapter, all financial data is reported on the calendar year, as there are four calendar years of complete, disaggregated data (2012-2015), but only three financial years of complete, disaggregated data (2012-13 to 2014-15). Furthermore, the training provider reports workshops and training participants

While financial data are normally reported on the basis of the financial year, the benefit of having an additional year of data means the calendar year is used in this case. The exception to this is the program cost structure data which is based on financial years.

The efficiency analysis does not include the internal DHHS program management costs, as this information is not recorded.

5.2 Efficiency of the current training program

To examine the efficiency of the current training program, this section first discusses the current program cost structure, then looks at program expenditure and finally program efficiency.

5.2.1 Program cost structure

Training program costs can be split into unit costs, fixed costs and ad hoc costs.

The major unit cost is the fee paid to the training provider per workshop delivered (see Table 5.1 for all costs), differing slightly on whether the workshop is for Class A or Class B trust members. The training provider receives a fee for each set of 'RTO documents' (that is, training materials) produced—normally one set of 'RTO documents' is required per training participant. And a fee for entering data for each participant and carrying out RTO assessments.

There are four fixed costs of the training program—the monthly project management, and the quarterly fees associated with updating materials, communications and website review. The largest quarterly cost is for communications, although on an annualised basis the project management cost is the greatest fixed cost.

Finally, there are two ad hoc costs, which are incurred when DHHS requests a schedule be developed or an evaluation report be produced.

DHHS also pays venue and catering costs for the training program. Payments to the training provider for these expenses are made at cost.

TABLE 5.1 UNIT, FIXED AND AD HOC TRAINING PROGRAM COSTS (2015-16)

	Class A training	Class B training
Unit costs		
Workshop fee	$6,845	$7,132
RTO documents	$85	
Data entry	$27	
RTO assessments	$266	
Fixed costs		
Project Management and Administration (monthly)	$2,258	
Update Materials (quarterly)	$1,938	
Communications and Marketing (quarterly)	$4,700	
Website review (quarterly)	$1,054	
Ad hoc costs		
Develop schedule (as requested)	$3,518	
Evaluation reporting (as requested)	$28,600^ / $16,851*	

Note: ^ Fee in 2011-12 and 2012-13; * Fee in 2014-15

SOURCE: DHHS

Table 5.2 details whether each cost item was used in each year 2012-2015. It shows that there have been no payments for RTO assessments since 2012, and that evaluation reporting did not take place in 2015.

TABLE 5.2 ANNUAL INCIDENCE OF COSTS

Heading	2012	2013	2014	2015
Unit costs				
Workshop fee	✓	✓	✓	✓
RTO documents		✓	✓	✓
Data entry		✓	✓	✓
RTO assessments	✓			
Fixed costs				
Project Management and Administration (monthly)	✓	✓	✓	✓
Update Materials (quarterly)	✓	✓	✓	✓
Communications and Marketing (quarterly)		✓	✓	✓
Website review (quarterly)		✓	✓	✓
Ad hoc costs				
Develop schedule (as requested)		✓	✓	✓
Evaluation reporting (as requested)	✓	✓	✓	

SOURCE: DHHS

The current costs structure is relatively complex, and DHHS indicates that it is administratively burdensome for it to implement. This is likely the case for the training provider also, although the close mapping of the fee structure to the costs faced in deliver reduces the finance risk to the provider. As discussed below in section 5.3, there are a number of changes that could be made to the cost structure which could aid efficiency.

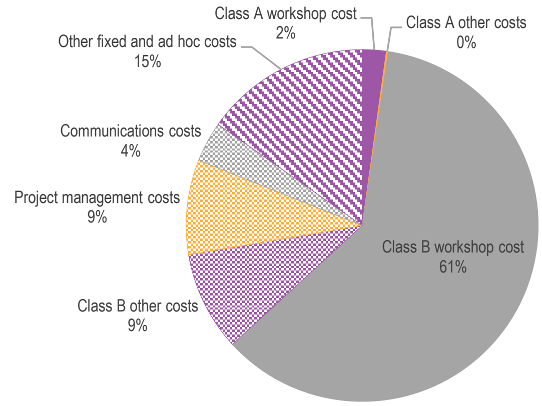
KEY FINDING 11 COST STRUCTURE

The current program cost structure has five unit cost components, four fixed cost components and two ad hoc cost components. This relatively complex approach is administratively burdensome for DHHS to implement, although in the early days of the training program it had the advantage of reducing the finance risk to the training provider.

5.2.2 Program expenditure

Since commencing in October 2011, training program expenditure has totalled $1.9 million to the end of 2015. Figure 5.1 shows program expenditure by cost category from 2012 (from when disaggregated finance data is available) to 2015. Class B workshop and other unit costs account for 70 per cent of expenditure, while fixed and ad hoc costs account for 37 per cent of costs.

FIGURE 5.1 EXPENDITURE BY COST CATEGORY (2012-2015)

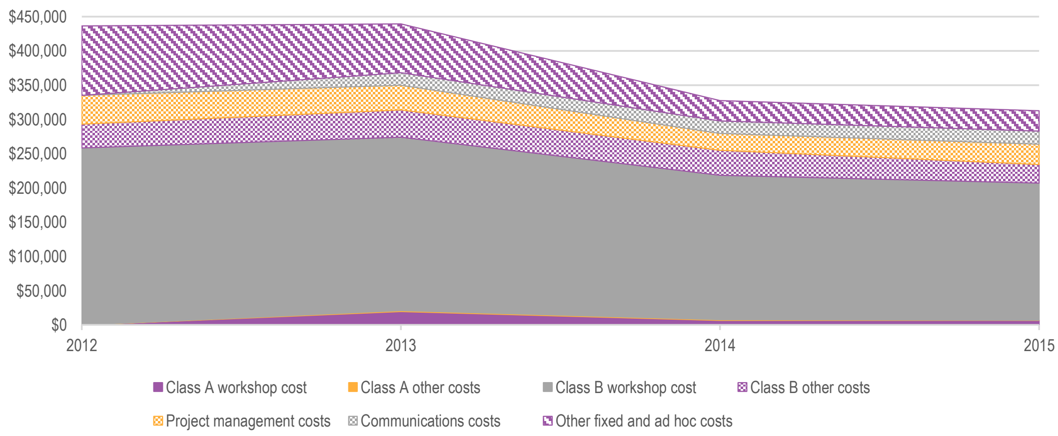


Note:
SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

Figure 5.2 shows program expenditure over the four years to 2015. It shows that Class B costs have generally accounted for 67 per cent and 76 per cent of total expenditure. Fixed and ad hoc costs have fallen in value and as a share of total costs since 2012—from 33 per cent of expenditure in 2012 to 25 per cent in 2015. This is likely driven by a fall in establishment-related costs (for example, developing training materials) and a reduction in evaluation costs.

Overall expenditure has fallen 28 per cent since 2012, due to lower workshop numbers and the reduction in fixed and ad hoc costs noted above.

FIGURE 5.2 PROGRAM EXPENDITURE (2012-2015)



SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

5.2.3 Efficiency analysis

The efficiency analysis examines three training program outputs: workshops, trained trust members (that is, the number of participants), and hours of training delivered.

The cost of each trained trust member is the most relevant measure of efficiency, as it captures the key output from the training program. The hours of training produced is directly linked to the number of training participants, as it is determined by the average length of the training workshop in hours, multiplied by the number of participants. The cost per workshop is a useful measure, as it controls for variability in attendance numbers.

The efficiency of all three outputs are analysed on an annual basis and in aggregate over 2011-2015.

Table 5.3 shows that it cost $1,446 to train a trust member under the program, or $10,005 per workshop. Each hour of training costs $152.

There is no recognised method to benchmark training costs for programs such as the cemetery trust training program. The Productivity Commission's annual 'Report on Government Services' allows the benchmarking of government real recurrent expenditure on accredited vocational education and training. The cemetery trust training program however, is not accredited training, and can be characterised as bespoke professional training. As implied by the term 'bespoke', such training varies and cannot be easily compared. This, in part, is why no price dataset exists that would allow benchmarking. The current approach of sourcing the training through a competitive tender is an effective way to increase the chances the program is operating efficiently. Section 5.3 examines modifications which could be made to the training program's current cost structure which could increase efficiency.

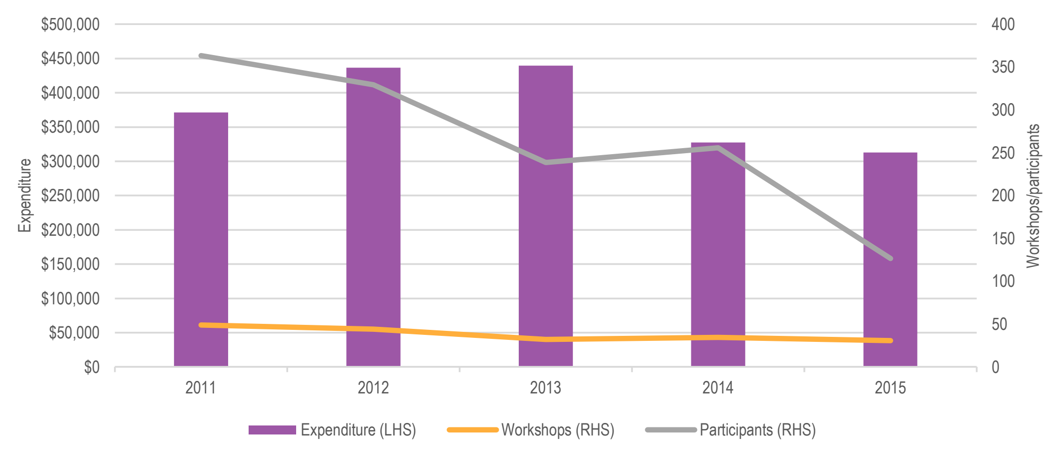
TABLE 5.3 EFFICIENCY OVER 2011-2015

Output	Number (2011-2015)	Cost per output
Workshops	190	$10,005
Participants	1,314	$1,446
Hours of training	12,480	$152

SOURCE: ACIL ALLEN ANALYSIS OF DHHS AND GOVERNANCE TODAY DATA

To analyse efficiency over time, annual expenditure is compared to annual outputs. Figure 5.3 sets out how these have changed over 2011 to 2015. Expenditure rose from 2011 to 2013, before falling over 2014 and 2015. Workshop and participant numbers have trended down since 2011.

FIGURE 5.3 EXPENDITURE, WORKSHOPS AND TRAINING PARTICIPANTS, 2011-2015

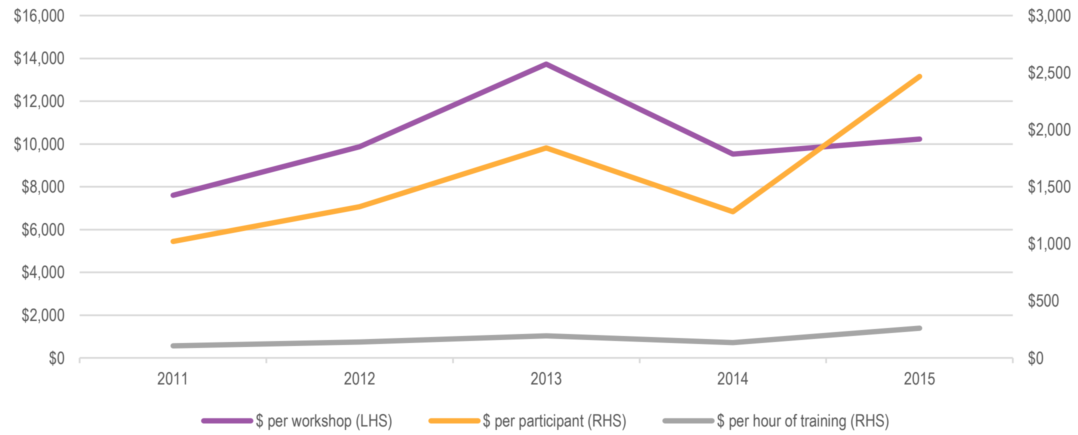


SOURCE: ACIL ALLEN ANALYSIS OF DHHS AND GOVERNANCE TODAY DATA

As a result of these trends, the cost per trained participant increased to 2013, before falling in 2014 and rising again in 2015 (Figure 5.4). The cost per workshop has decreased since 2013 to around $10,000 in 2014 and 2015. Since 2011, the cost per hour of training has generally trended up.

The general increase in cost per output is driven by a fall in workshops per year, a fall in participants per workshops, and the fixed costs of the program—that is, while expenditure is linked to workshop numbers, the fixed cost component of the program means that as workshop numbers fall, expenditure falls, but not commensurately.

FIGURE 5.4 ANNUAL EFFICIENCY, 2011-2015



SOURCE: ACIL ALLEN ANALYSIS OF DHHS AND GOVERNANCE TODAY DATA

KEY FINDING 12 PROGRAM EFFICIENCY

Over 2011-2015, it cost on average $1,446 to train each trust member under the program, or $10,005 per workshop. Each hour of training cost $152.

The cost per trained participant increased to 2013, before falling in 2014 and rising again in 2015. The cost per workshop has decreased since 2013 to around $10,000 in 2014 and 2015. Since 2011, the cost per hour of training has generally trended up.

There is no recognised method to benchmark training costs from programs such as the cemetery trust training program. The current approach of sourcing the training through a competitive tender is an effective way to increase the chances the program is operating efficiently.

5.3 Modelling of other costing approaches

This section models a number of alternative costing approaches for the training program.

The first approach focuses on changing the balance between the workshop fee and the per participant, while the second approach modifies the balance between variable fees and fixed fees. Under both approaches, options which incentivise and shift greater risk to the training provider are explored.

The purpose of this analysis is not to settle on a new cost structure for the training program, but to explore the impact of potential changes so as to inform thinking around the development of the new training program contract.

5.3.1 Modelling 1: changing the balance between variable costs

As set out in Table 5.2 above, the training provider receives a fee for each workshop, and there are per participant fees for RTO documents and data entry. (The modelling excludes RTO assessments fees as they are a small component of expenditure.)

Table 5.4 below aggregates the per participant fees paid under the current cost structure, and adds three new cost structure scenarios:

– New A is a purely workshop-based cost structure
– New B strikes a more even balance between workshop and participant fees
– New C has no payments for workshops, but a high per participant fee.

The current approach and New A-C have the same annual fixed cost.

TABLE 5.4 MODELLING 1: COST STRUCTURES

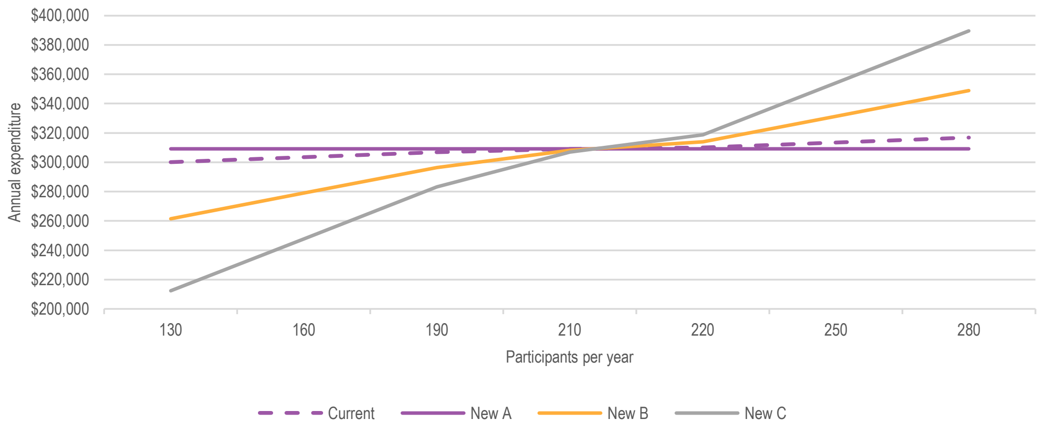
Heading	Current	New A	New B	New C
Fee per workshop (Class A)	$6,845	$7,516	$4,000	$0
Fee per workshop (Class B)	$7,132	$7,877	$4,000	$0
Fee per participant (Class A)	$112	$0	$586	$1,253
Fee per participant (Class B)	$112	$0	$582	$1,182
Annual fixed cost	$57,867	$57,867	$57,867	$57,867

SOURCE: ACIL ALLEN ANALYSIS

Assuming a fixed number of 30 workshops, Figure 5.5 shows the different levels of expenditure under the four cost structures depending on the total number of training participants. The current cost structure and New A see the lowest level of variability in expenditure,

Under the current approach and New A, expenditure does not change significant if at all as participant numbers rise and fall, while expenditure under New B and New C is higher with more participants, and lower when there are few training participants.

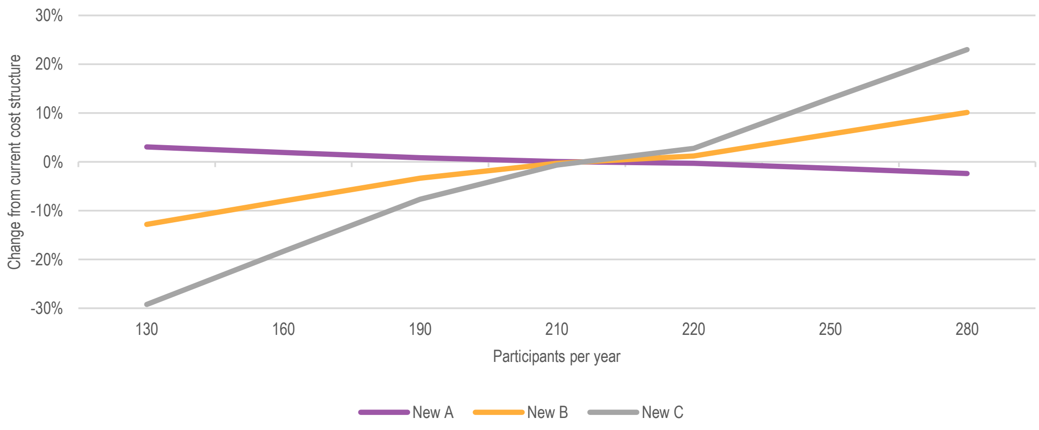
FIGURE 5.5 MODELLING 1: OUTPUTS



SOURCE: ACIL ALLEN ANALYSIS

Figure 5.6 sets out the percentage changes in expenditure, from the current approach, for New A-C. Under New B and New C, there is a greater incentive for the training provider to increase the number of training participants attending each workshop, as, under these costing options, the training provider receives a rate of higher per participant funding. For example, under New C, if the average number of participants per workshop increases to from seven to eight (that is, a total of 250 participants), training provider fees will increase 13 per cent relative to the current funding approach.

FIGURE 5.6 MODELLING 1: CHANGE IN COST FROM CURRENT COST STRUCTURE



SOURCE: ACIL ALLEN ANALYSIS

5.3.2 Modelling 2: changing the balance between fixed costs and variable costs

Table 5.5 sets out the three additional scenarios which allow the examination of the impact of changing the cost structure balance between fixed costs and variable costs.

Relative to current approach, New D halves the fixed costs and increases per workshop fees, New E doubles the fixed costs and reduces per workshop fees and New F has zero fixed costs and significantly higher per workshop fees. For simplicity, participant fees are the same across all scenarios.

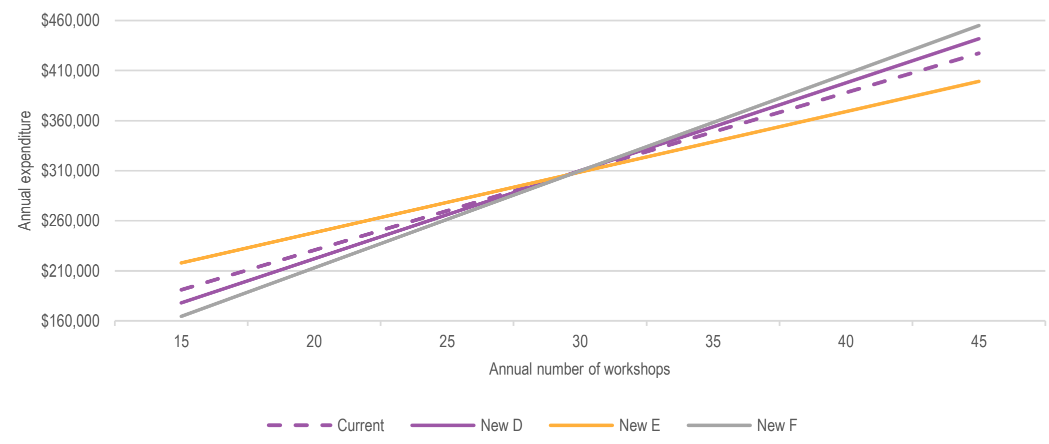
TABLE 5.5 MODELLING 2: COST STRUCTURES

Heading	Current	New D	New E	New F
Fee per workshop (Class A)	$6,845	$7,850	$5,000	$8,750
Fee per workshop (Class B)	$7,132	$8,050	$5,300	$8,950
Fee per participant (Class A)	$112	$112	$112	$112
Fee per participant (Class B)	$112	$112	$112	$112
Annual fixed cost	$57,867	$28,933	$115,733	$0

SOURCE: ACIL ALLEN ANALYSIS

Figure 5.7 show expenditure under the current approach and New D-E, assuming different numbers of workshops. If the number of workshops falls to 15, New F leads to the lowest level of expenditure (due to the lack of fixed costs) and New E to the highest (due to high fixed costs). The opposite occurs if the number of workshops rises to 45.

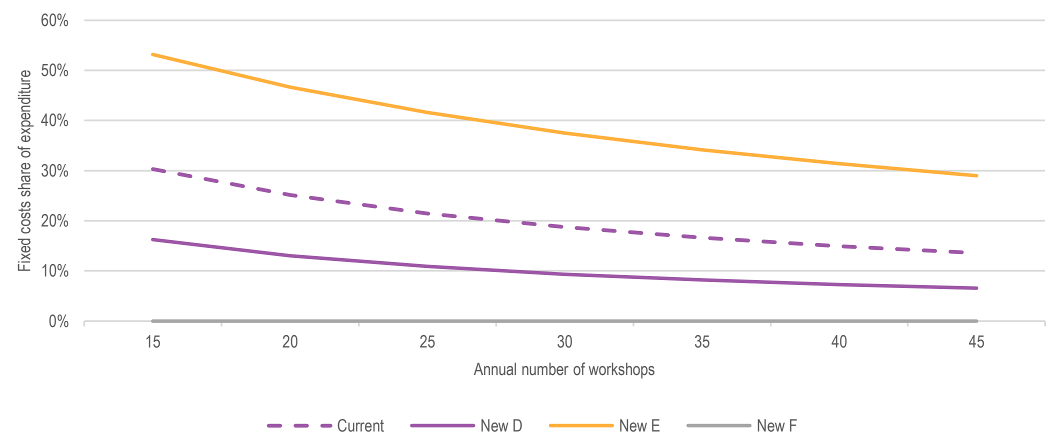
FIGURE 5.7 MODELLING 2: OUTPUTS



SOURCE: ACIL ALLEN ANALYSIS

Figure 5.8 shows the impact of New D-F clearly, by setting out the share of fixed cost expenditure under each funding approach, as the number of workshops changes. Currently, fixed costs account for about 20 per cent of expenditure if 30 workshops take place, whereas under New E this share be 38 per cent and under New F it would be 9 per cent.

FIGURE 5.8 MODELLING 2: PROPORTION OF FIXED COST EXPENDITURE

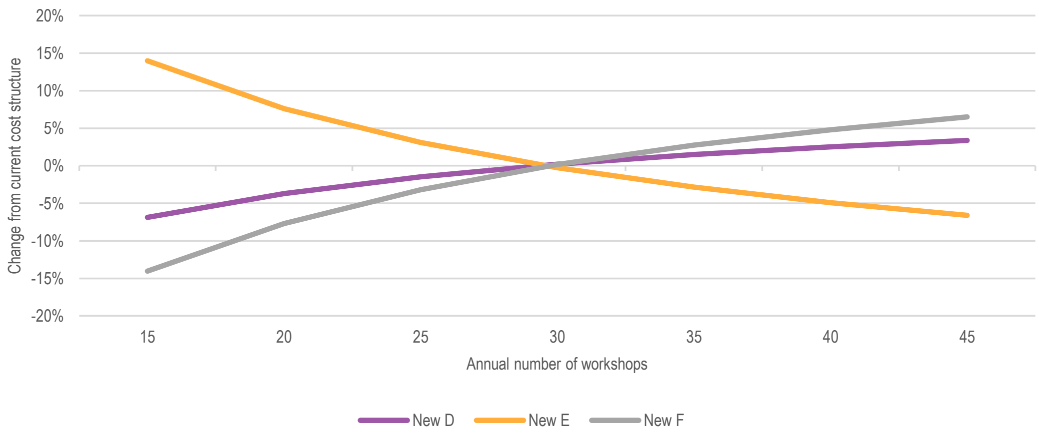


SOURCE: ACIL ALLEN ANALYSIS

Figure 5.9 sets out the expenditure impact of New D-F, relative to the current cost structure. For example, under New F, expenditure will be 15 per cent lower relative to the current cost structure, if only 15 workshops take place.

Under New D and New F, the training provider has a greater incentive to increase the number of workshops, relative to the current cost approach. Under such costing approaches, it would be important that a minimum number of participant be required to attend each workshop, to ensure that the training provider is not incentivised to increase workshop number while decreasing the average number of participants attending each workshop.

FIGURE 5.9 MODELLING 2: CHANGE IN COST FROM CURRENT COST STRUCTURE



Note: The chart does not show that the risk is unevenly balanced. Under New D-F, the change in expenditure is largely proportional regardless of the direction of the change. For example, under New F expenditure is $26,800 less than the current approach if there are 15 workshops, and $27,800 more if there are 45 workshops.

SOURCE: ACIL ALLEN ANALYSIS

5.3.3 Summary

As set out in this section, there are a number of ways in which the current cost structure could be modified to seek greater efficiency. Adjusting the balance between workshop and participant fees, or between variable fees and fixed fees would provide greater incentive to the training provider to increase participant numbers or workshop numbers, respectively.

Changes such as these may not reflect the training provider's cost structure however. The current fee structure is highly specified and is likely to closely map the scale of the costs faced by the training provider. For example, the training provider faces little additional cost for each additional training participant added to a workshop, outside of printing additional materials, for which a fee is received. (Presumably up to a certain level of attendees, after which an additional trainer might be required, although this could likely result in an additional workshop.)

As a result, the current funding approach is relatively low risk for the training provider—while revenue is influenced by demand, the provider's fixed costs will always be covered. The suitability of this approach is discussed further in section 6.8.

KEY FINDING 13 POTENTIAL MODIFICATION TO THE COST STRUCTURE

There are number of ways in which the current cost structure could be modified to seek increased efficiencies. Adjusting the balance between workshop and participant fees, or between variable fees and fixed fees would provide greater incentive to the training provider/s to increase participant numbers or workshop numbers, respectively.

Changes such as these may not reflect the training providers' cost structure however. A good understanding is required of the market for the provision of the training program and the capability of training providers to adapt to a more dynamic fee structure and deal with the additional risk inherent in such an approach.

6 RECOMMENDATIONS

6.1 Training program context

This chapter sets out recommendations for the training program, based on the evidence collected through the evaluation.

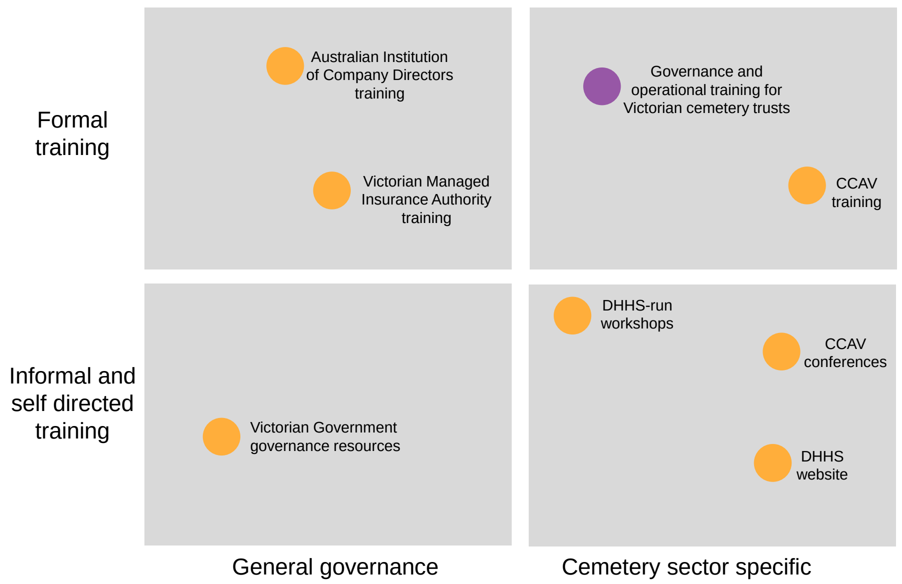
The recommendations take into account the role and scope of the training program relative to the other training and knowledge building activities available to trust members (**Figure 6.1**). These include:

— Australian Institute of Company Directors (AICD) training, accessed by most Class A trust members and likely accessed by some large Class B trust members.

— Information provided by DHHS, including presentations by DHHS staff, induction packs, and information on the DHHS website.

— Information, training and conferences provided by CCAV.

FIGURE 6.1 SOURCES OF KNOWLEDGE BUILDING AVAILABLE TO TRUST MEMBERS



SOURCE: ACIL ALLEN CONSULTING

The recommendations are also mindful of the many non-training factors which can contribute to the objective of the training (that is, to improve governance and management of Victorian cemetery trusts). These factors include the recruitment of cemetery trust members, the existing skillsets of trust members, and the availability of policy and fee setting templates and materials.

These two factors mean it is important for the training to be well targeted, have a realistic scope and be complemented by other policies to improve governance and management of cemetery trusts.

Any changes to the design of training program should be designed in concert with the other training and knowledge building activities available to trust members, and be supported by complementary policies to improve governance and management of cemetery trusts.

6.2 Continuation of the training program

The evidence collected through the evaluation, in sum, indicates that the training program is improving the governance and operational knowledge of cemetery trust members, and is likely having a positive impact on the manner in which trust members carry out their roles and responsibilities.

As set out in Chapter 3, the training has achieved significant reach, delivering 190 workshops to more than 1300 trust members. The training has taken place in over 100 locations, and at least 64 per cent of trusts have had at least one member attend the training.

The vast majority of Class B training attendees surveyed for this evaluation viewed the training as relevant, up to date and covering the areas needed to carry out the responsibilities of a cemetery trust member. Class A trust members also saw considerable value in the training.

As detailed in Chapter 4, training participants reported that the training has increased their knowledge of cemetery trust governance and operations, and has impacted the way they carry out their responsibilities. The knowledge assessment carried out for this evaluation indicates that training participants are better informed of the role and obligations of cemetery trusts, particularly in the area of governance.

The evidence gathered in relation to the quality of the training provided, the positive impact identified as part of this evaluation, and the high value placed on the training by much of the cemetery sector, supports the Department's decision that the program should continue.

RECOMMENDATION 1 CONTINUATION OF THE TRAINING

That the training program should continue owing to the quality of the training provided, the positive impact of the training identified as part of this evaluation, and the high value placed on the training by much of the cemetery sector.

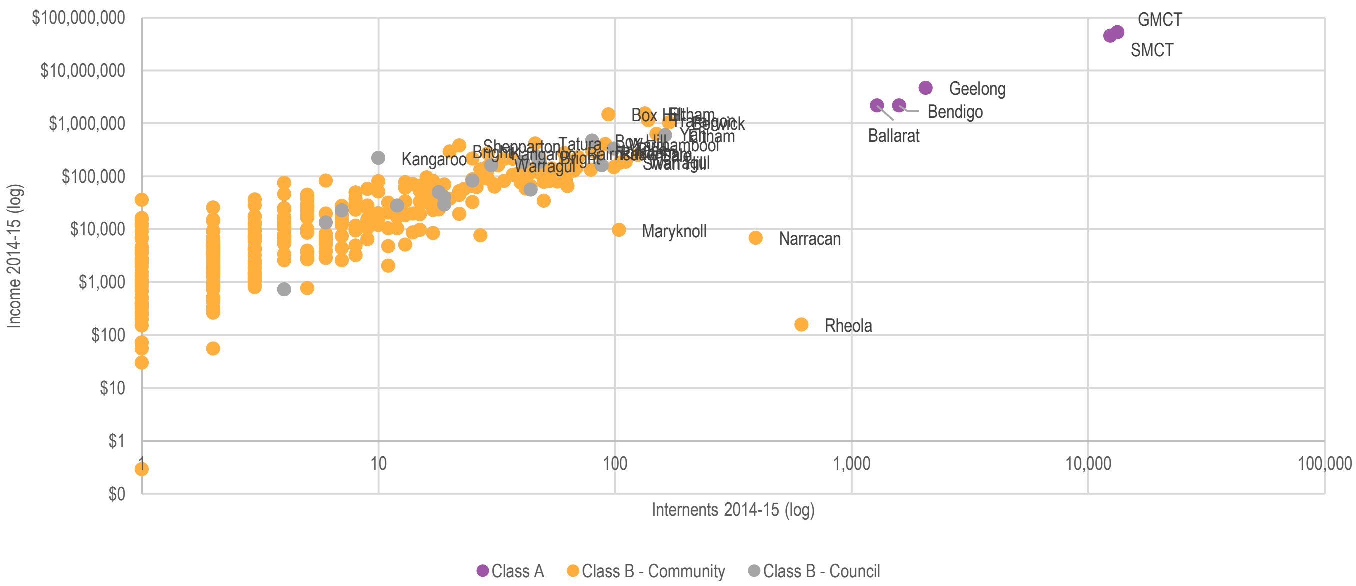
6.3 Structure of the training program

As outlined in Chapter 2, the training program is made up of two workshops—one for Class A trust members, and one for Class B trust members.

There is considerable variation between Class A and Class B trusts, but also within each Class. As set out in Figure 6.2, the two metropolitan cemetery trusts are significantly bigger than all other trusts. This may be seen as an argument to split the Class A training into a larger Class A workshop and a smaller Class A workshop, or to create a new workshop for the smaller Class A trusts and the larger Class B trusts.

While there may be some merit in such a proposal, the legislative obligations of Class A and Class B trusts are different, and the current structure of the training accounts for this. Further, the small Class A trusts are considerably larger than the largest Class B trusts (Figure 6.2).

FIGURE 6.2 ALL CEMETERY TRUSTS, INCOME (LOG) AND INTERMENTS (LOG) 2014-15

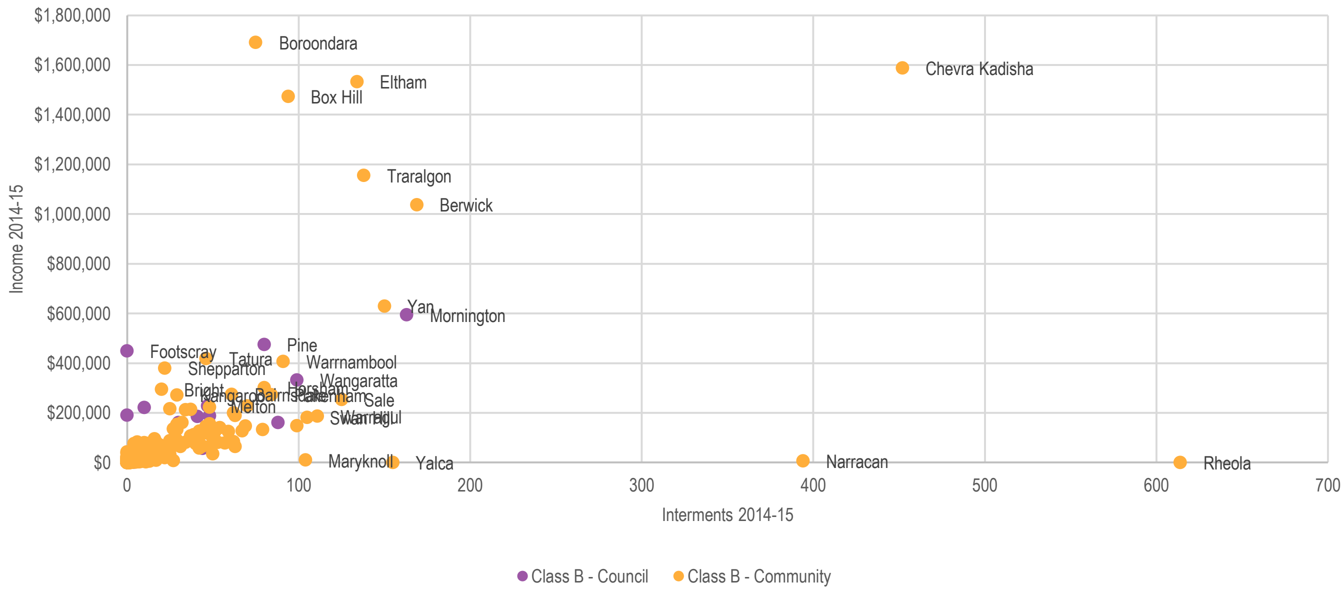


Note: Interments and income data for BGCT, GCT and SMCT are for 2013-14. It is unclear the extent to which data on trusts with no income and significant number of interments is reliable.

SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

There are a group of 12 Class B trusts with considerably higher interments or income than the rest of the Class B sector (Figure 6.3). The larger Class B trusts, in most cases, have professional staff and therefore a distinction between the governance role trust members and the operational role of professional staff. As a result, the training needs, in some areas, of such trusts are likely to differ.

FIGURE 6.3 CLASS B VICTORIAN CEMETERY TRUSTS, INCOME AND INTERMENTS 2014-15



Note: It is unclear the extent to which data on trusts with no income and significant number of interments is reliable.

SOURCE: ACIL ALLEN ANALYSIS OF DHHS DATA

Logistically, however, splitting the Class B training into two types of workshops on the basis of trust size (or management-operation separation) presents significant challenges. Reducing the pool of Class B trust members able to attend a particular workshop will make it more difficult to reach the minimum number of participants to make running the workshop worthwhile. This issue is already a challenge for the delivery of the training.

Furthermore, interviews for this evaluation indicated that training delivery is currently organised so as to maximise the chance of similar sized trusts being in the same workshops. This extends to workshops being carried out with large Class B and smaller Class A trust members in attendance.

As a result, the current approach of offering a single type of Class B workshop should be maintained, as should the current targeting of the workshops to maximise the chance of members from similar size trusts attend the same workshops.

RECOMMENDATION 2 STRUCTURE OF THE TRAINING PROGRAM

That the current approach of separate workshops for Class A and Class B trust members be maintained due to the different needs of the two cohorts of trust members, and that a single Class B workshop structure be maintained both for logistical simplicity and to maximise the number of workshops that can be offered.

6.4 Class A training

As outlined in sections 3.3.1 and 4.2, stakeholder views on Class A training varied. Some trust members and CEOs viewed the training as beneficial while others argued the training had more limited value.

There was common feedback, however, that the training could be better focused on the needs of Class A trust members. Interviews indicate that the vast majority of Class A trust members had considerable governance experience, many serving on corporate or government boards, while others had executive management experience. A high proportion had attended Australian Institute of Company Directors training.

The current Class A training curriculum has three themes:

— Theme 1: Governance and legislative requirements
— Theme 2: Strategic management (including strategic planning, stakeholder relationships, sustainability, risk management
— Theme 3: Performance management (including organisation, management and trust members)

The most valuable aspect of the training to Class A trust members is the cemetery sector specific content. To some extent, all of the training themes and subparts are cemetery sector specific. Therefore to better target the Class A training, the depth in which each area of content is dealt with should be pared back, and the more generic governance content should be reduced. For example, within Theme 2, areas such as 'Building a viable and sustainable organisation' are likely to require less time due to the skillset of most Class A trust members.

The Class A training has considerable support from the sector, and a renewed focus on the needs of Class A trust members would ensure this high level of support and attendance continues

RECOMMENDATION 3 CLASS A CONTENT

That Class A training be further focused on sector specific content which takes account of the governance experience of Class A trust members and the governance training available to Class A trust members through organisations like the Australian Institute of Company Directors.

The improved targeting of the Class A training content will allow the Class A workshop to be reduced from one and a half days, to within one day. This will reduce the time commitment for Class A trust members, and reduce the cost of the training program (if only marginally, as Class A workshop costs are a small fraction of program expenditure). The shorter workshop length will also aid take up of the training, as interviews carried out for this evaluation indicate that Class A trust members saw the length of training within their busy schedules as barrier to participation.

RECOMMENDATION 4 CLASS A WORKSHOP LENGTH

That the length of Class A training be reduced to reflect the more focused content, expected to be delivered within one day.

Class A training take up, while relatively high (see section 3.2.1), would also be aided by renaming the training program. Feedback from Class A chairpersons and CEOs indicated that the current program name implies too greater a focus on governance content, and an insufficient focus on cemetery sector specific content. Changing the name of the training to ‘Cemetery sector trust member induction’ or similar would be more accurate and would have a positive impact on take up. Such a name change would also be consistent with the renewed emphasise of the link between the training and induction for trust members, as discussed below in section 6.7.

RECOMMENDATION 5 CLASS A TRAINING NAME

That Class A training be renamed to reflect the cemetery sector specific nature of the training, such as ‘Cemetery sector trust member induction’ or similar.

6.5 Class B training

As discussed in section 6.2, and explored more fully in sections 3.3.2, 4.3 and 4.4, the Class B training is highly valued by participants, and has had a positive impact on the knowledge of trust members who have attended the workshops.

All aspects of the current training content were seen, by the vast majority of survey respondents, as relevant and well taught (section 3.3.2). Most considered the training a suitable length, and did not see further areas that the training should have covered.

The endorsement of the current training by participants is a strong case for maintaining current Class B curriculum.

While the workshop and a small number of survey respondents argued for further training content to be provided on fee setting, conflict of interest and small cemetery trust issues, these areas are better addressed through online resources as discussed below in section 6.6.

RECOMMENDATION 6 CLASS B TRAINING CONTENT AND LENGTH

That the Class B training curriculum be maintained, aside from the issue raised in Recommendations 7 and 8, and the length of the training continue to be 1.5 days, due to the high level of value training participants receive from the training and the impact of the training on participant knowledge.

The one area which should be added to the Class B training curriculum is content on the pooling of resources and operational responsibilities by small cemetery trusts.

As is clear from Figure 6.3 above, there a large number of very small cemetery trusts with few if any annual interments. Despite their small size, these cemetery trusts must manage the maintenance of their cemetery, service delivery and fee setting. Considerable economies of scale could be realised by pooling some of these functions—the time commitment required from trust members could be reduced, as could contacting expenses. Pooling of functions could also improve governance of cemetery trust by increasing the distinction between governance and operational aspects of trust management, and moving trust members more toward the governance functions as operational aspects are delivered through a pooling arrangement.

In many cases, the move towards pooling resources and operational responsibilities would require a significant attitudinal change at small trusts. The training can play an important role here, but guiding training participants through the benefits of such pooling, the process by which this could take place and the risks trust members should be aware of through the process.

It will be important that this content is generated through collaboration between DHHS and the training provider to ensure it reflects DHHS strategy and policy. The content could be incorporated as a standalone area of the training, but would likely be better incorporated by integrating it with the current structure where relevant.

RECOMMENDATION 7 CONTENT ON POOLING RESOURCES AND RESPONSIBILITIES

That Class B training content be updated to assist trusts with potential models for pooling resources and operational responsibilities.

6.6 Common Class A and B delivery and content matters

As discussed in section 2.2, the current training program previously offered online and distance delivery modes, neither of which saw significant take up. Interviews for the evaluation indicate that this is part due to the significant value trust members receive from discussing the training content with fellow attendees.

In order to further enhance this area of value by maximising the amount of workshop time spent on group work and discussions, tailored pre-reading should be developed and provided to training participants at least a few weeks prior to their training workshop. The introduction of pre-reading received considerable support in interviews undertaken for the evaluation, particularly from Class A chairpersons and CEOs.

The pre-reading should differ for Class A and Class B workshops, consistent with the separate curricula, and should cover key content from the relevant curricula in an easily digestible manner. It should allow for greater focus on case studies and learning from the experiences of training participants.

A potential issue with the provision of pre-reading is that some attendees will not complete the pre-reading. Strategies to reduce this risk include indicating how much time the trust member is likely to need to read the materials at the beginning of the pre-reading documentation, and sending reminders to trust members to complete the pre-reading as workshop date approaches.

RECOMMENDATION 8 PRE-READING MATERIALS

That the training program include pre-reading so the face-to-face training can place greater focus on case studies and learning from the experiences of training participants.

As noted in sections 3.3.2 and 6.5, some of those consulted as part of the evaluation argued that the Class B training should be expanded to include greater coverage of issues such as fee setting and the duties of secretaries.

While there would be value in this training, due to a considerably smaller potential cohort of training participants, it would be difficult to deliver is as part of the training program in convenient locations for trust members, while also ensuring a viable number of attendees to each training workshop. DHHS could engage CCAV to deliver training sessions on these specialist areas at CCAV conferences. If well publicised, attendance could be relatively strong.

In order to meet the training needs identified through the evaluation in a more comprehensive manner, DHHS' online resources could be enhanced to provide the required information to trust members. DHHS currently provides considerable cemetery sector information online, but further online resources could be developed, including, webinars, videos, FAQ, message boards for trust members, or online tutorials. Areas of priority for additional resources development, based on the evaluation's findings, could include:

— Fee setting
— Secretaries duties
— Conflict of interest
— Small cemetery trust issues
— Rural cemetery trust issues

The nature of the online resources could vary depending on the content area.

Discussions with DHHS indicate that these resources could be developed within the Department, although if internal capacity constraints are an issue, resource development could take placed in collaboration with an external provider, including the CCAV.

RECOMMENDATION 9 ENHANCED ONLINE RESOURCES

That DHHS' online resources be reviewed to provide enhanced information to trust membership, such as through FAQs, an online forum for trust members, and online tutorials on key areas such as fee setting and secretarial responsibilities.

6.7 Participation

Class A training take is relatively high, while Class B take up is estimated at between 25 per cent and 36 per cent (see section 3.2). More than a third of Class B trusts have no trust members who have attended the training (Figure 3.2), and, as shown in Figure 3.3, some of these trusts are quite large.

DHHS is conscious of the importance of increasing training take up, particularly among trusts with no trained member, and in the near future intends to send a personalised letter to all trusts in this position.

It should also be noted that a number of strong participation strategies are already in place, which are likely to have contributed to increasing take up. These include strong promotion of the training by DHHS, CCAV and the training provider (see Figure 3.4) and the fact the training has taken place in more than 100 locations across Victoria, keeping travel times down for participants (see Figure 3.5).

As noted in section 6.4, a name change for the Class A training would be appropriate and may assist participation, considering the recommended revised curriculum and the preference of Class A trust members for quite cemetery sector specific training content.

In the case of Class B training, the current name should be maintained. Considering the large number of existing Class B trust members who have not attended training and should still be encouraged to attend, the term 'induction' may dissuade longstanding trust members from considering the training relevant to them, due to their years of experience on their trust.

The Class B training should also be positioned as an integral part of the trust member induction process through the introduction of an opt-out training sign-up process. DHHS currently sends all new trust members a training sign-up sheet and a training schedule. Under an opt-out process, DHHS would automatically enrol all new trust members in the closest upcoming training workshop, and inform trust members of this in their induction packs. New trust members would not be compelled to attend the training and could opt out by calling the training provider to cancel their registration.

This opt-out system would likely increase training take up through a number of mechanisms. Firstly, the automatic enrolment of new trust members would send a strong signal to the sector that the training is an integral part of becoming a trust member. Secondly, it would remove the need for trust members to sign up for the training. While this may seem like a small hurdle, there is significant evidence in the behaviour economics and psychology literature that changing the default option can have considerable influence on individuals' behaviour (Johnson and Goldstein 2003, Cronqvist and Thaler 2004, Thaler et al 2013). With automatic sign up, it would be expected that a greater share of new trust members would attend training, without making training compulsory.

Importantly, if new trust members contact the training provider to cancel their enrolment, the training provider can discuss the benefits of training with the trust member, potentially offer an alternative training option, and at the very least learn why some trust members are choosing not to attend training.

RECOMMENDATION 10 STRATEGIES TO INCREASE PARTICIPATION

That in order to further encourage participation in the training:

a) the program be positioned as an integral part of the trust member induction process
b) trust members be signed up for the next suitable training opportunity when they are approved to join the trust, with trust members able to opt out.

6.8 Cost structure

As detailed in section 5.1, the current program cost structure has five unit cost components, four fixed cost components and two ad hoc cost components. This relatively complex approach is administratively burdensome for DHHS to implement, and has likely outlived its early suitability to the program. While a high specified fee schedule is useful to reduce the financial risk to the provider in the early days of the training program, now that the program has been well established, there is an opportunity to reduce the complexity of the cost structure, and better use program fees to incentivise greater training delivery.

Section 5.3 models a number of different cost structure options which could increase the efficiency of the training program. By adjusting the balance between workshop and participant fees, or between variable fees and fixed fees, the cost structure would provide greater incentive to the training provider/s to increase participant numbers or workshop numbers, respectively.

Changes such as these will not closely map the training providers' cost structure, however in a sole provider program (as the training program is currently), it important that the training can be delivered by the provider in a financially viable manner.

The tendering process will provide an opportunity to collect information from the market on the exact price points at which variable, and if appropriate, fixed costs, can be set.

RECOMMENDATION 11 CHANGES TO THE COST STRUCTURE

That the funding approach be modified to better incentivise the training provider to deliver more workshops to more trust members, and that the cost structure be simplified to reduce the administrative burden to DHHS.

6.9 Monitoring and evaluation

The evaluation has benefited from the data collected on the training program by DHHS and the training provider (including reporting by the training provider to DHHS). There are opportunities, however, for this data collection, monitoring and evaluation to be enhanced.

Firstly, DHHS should provide the training provider with data template to be completed and submitted at regular intervals (perhaps quarterly). The data template should specify the data elements required by DHHS to monitor the training delivery and could include: training participant characteristics (age, gender, location, trust type, and trust member type), location of training sessions and number of attendees, and cancelation rates.

Secondly, DHHS should explore pre and post training practice and knowledge assessments, and surveying of training attendees. These assessments offer the opportunity to test the effectiveness of the training program and identify areas where the training program may not be impacting trust member knowledge and practice. A feedback survey would also provide information on what is and what is not working in the training program.

This evaluation has developed a range of knowledge assessment and feedback survey tools (see Appendix A and B). These could be modified to meet the needs of ongoing monitoring and evaluation, particularly by further developing the assessment tool to measure trust practice rather than just trust member knowledge.

The knowledge pre testing results could also be made available to the training provider prior to the relevant workshop, to better inform and prepare the training delivery for the participants.

Thirdly, the impact of the training could be further evaluated through the tracking of key measures the training aims to impact. For example, governance issues (such as convictions associated with trusts) and fee setting (such as recording of fee change requests by trust, and comparing these to training attendance, as discussed in sections 4.5 and 6.9).

RECOMMENDATION 12 MONITORING AND EVALUATION

That the monitoring and evaluation of the training program be enriched to facilitate continuous evidence-based improvements of the training program. This could include a data template, pre and post training practice and knowledge assessments, and tracking of governance issues (e.g. convictions associated with trusts) and fee setting (i.e. recording of fee change requests by trust, and comparing to training attendance).

6.10 Cost impact of the recommendations

The table below sets out the likely cost impacts of the recommendations. The impact of some of recommendations are uncertain, particularly around increasing participation rates and modifying the program's cost structure. The modelling in section 5.3 examines the cost impact of a number of take up and cost structure scenarios.

Leaving to one side the cost structure recommendation covered by this modelling, the remaining recommendations are estimated to have a one-off net cost of around $25,000 and an estimated ongoing net cost of $23,000 per annum.

TABLE 6.1 LIKELY COST IMPACT OF THE RECOMMENDATIONS

	Recommendation	Likely cost impact
1	That any changes to the design of training program should be designed in concert with the other training and knowledge building activities available to trust members, and be supported by complementary policies to improve governance and management of cemetery trusts.	No anticipated cost impact.

	Recommendation	Likely cost impact
2	That the training program should continue owing to the quality of the training provided, the positive impact of the training identified as part of this evaluation, and the high value placed on the training by much of the cemetery sector.	Negligible. Continuing with the training program with a similar program structure will involve costs similar to those currently incurred, impacted by the below discussed reduced and additional costs.
3	That the current approach of separate workshops for Class A and Class B trust members be maintained due to the different needs of the two cohorts of trust members, and that a single Class B workshop structure be maintained both for logistical simplicity and to maximise the number of workshops that can be offered.	
4	That Class A training be further focused on sector specific content which takes account of the governance experience of Class A trust members and the governance training available to Class A trust members through organisations like the Australian Institute of Company Directors.	These recommendations will reduce the cost of the training program by around $2,000 per annum (based on an estimated reduction of $1,000 in the Class A workshop fee, and two Class A workshops per year).
5	That the length of Class A training be reduced to reflect the more focused content, expected to be delivered within one day.	
6	That Class A training be renamed to reflect the cemetery sector specific nature of the training, such as 'Cemetery sector trust member induction' or similar.	Limited cost impact, outside of minor changes to the DHHS website and training materials.
7	That the Class B training curriculum be maintained, aside from the issue raised in Recommendation 8, and the length of the training continue to be 1.5 days, due to the high level of value training participants receive from the training and the impact of the training on participant knowledge.	No anticipated cost impact relative to the current program.
8	That Class B training content be updated to assist trusts with potential models for pooling resources and operational responsibilities.	These recommendations will involve the updating of the training Class B materials and the development of pre-reading packs for both Class A and B workshops. Based on historical program fee data, this could cost around $25,000 (one-off).
9	That the training program include pre-reading so the face-to-face training can place greater focus on case studies and learning from the experiences of training participants.	
10	That DHHS' online resources be reviewed to provide enhanced information to trust membership, such as through FAQs, an online forum for trust members, and online tutorials on key areas such as fee setting and secretarial responsibilities.	The cost of this recommendation will depend on the number of online resources to be developed and whether the resources will be developed in-house or externally.
11	That in order to further encourage participation in the training: a) the program be positioned as an integral part of the trust member induction process b) trust members be signed up for the next suitable training opportunity when they are approved to join the trust, with trust members able to opt out.	The administrative burden for DHHS of the opt-in process is likely to be minimal. The provider will incur the cost of having to call trust members to ensure they will attend the training they are registered for. The cost of this to DHHS will depend on the tender process. Any increase in participation will increase the cost of the program. Under the current cost structure, the marginal cost of an additional five workshops is around $40,000 (see Figure 5.5)
12	That the funding approach be simplified to reduce the administrative cost to DHHS, and modified to better incentivise the training provider to deliver more workshops to more trust members.	The impact of this recommendation depends on the tendering process, and success of the provider in increasing participation rates. The cost impact of potential changes in this area are modelled in section 5.3.

	Recommendation	Likely cost impact
13	That the monitoring and evaluation of the training program be enriched to facilitate continuous evidence-based improvements of the training program. This could include a data template, pre and post training practice and knowledge assessments, and tracking of governance issues (e.g. convictions associated with trusts) and fee setting (i.e. recording of fee change requests by trust, and comparing to training attendance).	The cost impact of the data template will be minimal. Pre and post training practice and knowledge assessments could cost around $75 for each training participant assessed pre and post training (based on one person hour per participant, charged at an administrative role hourly rate). Based on 200 participants per year, this would cost $15,000 per year. The online survey would be expected to cost around $10,000 per annum to establish, monitor and report the results from (based on survey firm fee rates). The cost of tracking of governance issues and fee setting trends are difficult to estimate and would likely be internal DHHS costs.

SOURCE: ACIL ALLEN

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A

KNOWLEDGE ASSESSMENT SCRIPT

Knowledge assessment script – cemetery trust governance training evaluation

Instruction for assessment implementers

This script is for the knowledge assessment component of the Evaluation of Governance and Operational Training for Victorian cemetery trusts.

This script includes an introduction script and the 14 assessment questions.

Each question has a number of acceptable answers. Please place a tick next to each answer the interviewee provides. If an interviewee provides two or three of the acceptable answers (depending on the question – as indicated under each question) please mark is question as correctly answered.

If the interviewee does not provide two or three of the acceptable answers initially, please prompt the interviewee to provide additional answers. After this one prompt, move on to the next question.

After the telephone assessment has finished, please add up the number of correctly answered questions for a score out of 14.

Prior to the interview, please record the interviewees training status and (if relevant) year of training.

Has the interviewee attended training	Yes	No
If yes, what year did the training take place		

After the interview, please indicate in the contacts spreadsheet that the interviewee has been contacted.

Introduction script for to assessment implementers

Hi, my name is [insert name], and I'm calling about your role as a cemetery trust member.

I work for a professional services company that has been contracted by the Department of Health and Human Services to evaluate the governance training provided to Victorian cemetery trust members.

I understand you *have / have not* [choose appropriate] participated in the training.

[if **have** participated in the training]

As part of the evaluation we are speaking to trust members who have participated in the training to discuss their understanding of the role of cemetery trust members.

This is separate to the *online/mail* [choose appropriate] survey we are carrying out.

[if **have not** participated in the training]

As part of the evaluation we are speaking to trust members who have not participated in the training, to discuss their understanding of the role of cemetery trust members.

[all]

This is an evaluation of the training program to understand the level of knowledge gained by participants. It is not a test of suitability to be a trust member, and results will not be recorded against any individual, or provided to the Department, or any other party.

The purpose of this telephone discussion is to compare the understanding of trust members who have participated in the training, with those who have not.

The telephone discussion will take approximately 10 minutes, and includes 14 short questions on cemetery trusts. The questions seek to briefly elicit you views on aspects of how cemetery trusts are managed – would you be happy to participate?

Questions

Legislation

1. What do you think are the key roles and responsibilities of cemetery trust members under the Cemeteries and Crematoria Act (2003)?

Acceptable answers:

— Ensure human remains are treated with dignity and respect
— Provide for the management of public cemeteries
— Ensure cemeteries operate effectively and efficiently
— Understand (and use) Code of Conduct from the Victorian Public Service Commission (VPSC)
— Always act in the best interests of the trust
— Be informed about issues to be discussed and agreed upon
— Make decisions in good faith
— Do not have material interest (conflict of interest) in item to be discussed/approved (maintain a conflict of interest register)
— Do not improperly use position or information
— Maintain sound financial management

[**Three** answers needed for a correct response]

2. What other important legislation do you think trust members need to be aware of?

Acceptable answers:

— Cemeteries and Crematoria Regulations (2015)

- Occupational Health and Safety Act (injuries reported to Worksafe)
- Employment Law
- Consumer Law
- Conservation and planning legislation
- Heritage legislation
- Native vegetation and fauna

[**Two** answers needed for a correct response]

Governance

3. Why do you think good governance is important for cemetery trusts?

Acceptable answers:

- Preserve and strengthen stakeholder confidence (ensure that local community has confidence in local institutions)
- Provide the foundation for a high performing organisation (do the right thing)
- Ensure the organisation is well placed to respond to a changing environment
- Fulfil role of stewardship as trust members
- Ensure the trust is managed and operated effectively
- Ensure the trust is acting in accordance with legislation

[**Two** answers needed for a correct response]

4. What do you think are some indicators of healthy governance in cemetery trusts?

Acceptable answers:

- A trust charter is in place
- An annual budget is prepared
- Financial accounts are easily accessible and reported in detail at trust meetings
- Well documented and clearly understood policies
- Liabilities are understood and disclosed
- A review of trust finances is regularly undertaken
- The trust has a culture of ethical and responsible decision making
- There is a general absence of conflicts of interest
- There are regular discussions by the trust on key strategic issues such as budgeting, pricing, asset management
- The trust meets core reporting and record management requirements
- The trust is alert to all areas of risk, which are managed appropriately
- The trust understands OH&S regulations applicable to the sector
- The trust encourages continuing professional development
- The trust regularly liaises with community and stakeholders

[**Three** answers needed for a correct response]

5. How do you think cemetery trusts should manage succession planning?

Acceptable answers:

- Liaise with local community to encourage engagement and uptake of trust member positions
- Work with the Department to advertise trust member positions
- Have a matrix of skills of current trust members and identify gaps for recruitment of new members

— Include in the strategic plan
— Encourage women to seek appointment as trust members, and to increase diversity on boards
— Getting new trust members appointed and teaching / passing on to them the knowledge and skills required
— Work with local councils, schools, and other volunteer organisations (for example, heritage committees)

[**Two** answers needed for a correct response]

Stakeholder relations

6. Who do you think are the key stakeholders for cemetery trusts?

Acceptable answers:

— Regulators and government (Minister for Health, local council, local MPs)
— Victorian Managed Insurance Authority (VMIA)
— Cemeteries & Crematoria Association of Victoria (CCAV)
— Employees and unions
— Customers and members of grieving family
— Suppliers (funeral directors, stone masons)
— Local community
— Environmental groups and local history group

[**Two** answers needed for a correct response]

7. What do you think a cemetery stakeholder engagement and communication plan could include?

Acceptable answers:

— List of who stakeholders are and how to engage with them
— Policies, for example to cover community issues/disputes/complaints
— Ways of monitoring community issues and addressing these
— Ways of interacting with the community e.g. via press releases, meetings, news articles in local paper
— Keeping up to date with government and related bulletins (including the Cemeteries and Crematoria Regulation Unit newsletter), legislative changes and changes in the industry
— Provides a vision/direction for the next 5-10 years.
— Provision for holding an AGM, open to the community and interested persons.

[**Two** answers needed for a correct response]

8. What do you think are the key elements of complaint management at cemetery trusts?

Acceptable answers:

— Complaints management procedures
— Discussion between the complainant and representatives of the trust
— Review trust policy or decision that lead to complaint
— The trust should provide the complainant with a written response to their concerns
— Log all complaints received
— Monitor the approach to resolving the issues raised
— The trust should resolve the complaint and ensure all parties are happy with the agreed outcome

[**Two** answers needed for a correct response]

Effective operations and oversight

9. What policies do you think cemetery trusts should have documented and available to all trust members to help with the operation of a cemetery trust?

Acceptable answers:

— OHS
— Record management
— Procurements, tendering and purchasing
— Environmental management and land care
— Heritage management
— Customer interaction
— Complaints management / grievance and dispute resolution
— Human resource management
— Conflict of interest
— Contact details for secretary/chairperson

[**Three** answers needed for a correct response]

10. What do you think are accepted meeting protocols for cemetery trust meetings?

Acceptable answers:

— Agenda prepared and sent out in advance of the meeting
— Previous minutes and relevant reports circulated with the agenda including up to date financial information
— Chairperson manages discussions – fair, to the point, everyone gets a turn, discussions are focused
— Good summary of decisions and these are recorded appropriately
— Potential conflict between trust members is managed
— Conflicts of interest identified at each meeting and register kept and maintained
— Regular meetings including a planning and/or budget meeting

[**Two** answers needed for a correct response]

11. What do you think the register of interments should include?

Acceptable answers:

— The full name of the deceased person
— The last permanent address of the deceased (if known)
— The date of birth and date of death (if known)
— The date of the interment
— A description of type of interment (grave, vault or crypt) and location of internment (section, row, grave number)
— Additional info could include – pre-payment info, name of funeral director, details of kin, monument etc)

[**Three** answers needed for a correct response]

12. What do you think are some of the potential OH&S hazards in cemeteries?

Acceptable answers:

— Open graves
— Paths or roads in disrepair
— Fencing/gates

- Unstable monuments
- Plant and machinery operations
- Tripping and falling
- Lifting

[**Three** answers needed for a correct response]

Financial Governance

13. What do think cemetery trusts could consider when setting pricing and fees?

Acceptable answers:

- The current annual operation costs
- Cover repairs or replacement costs related to facilities and equipment
- Ensure adequate financial reserves for future operation (that is, perpetual maintenance)
- Increase fees annually by CPI
- Fees charged are in line with local community expectations
- Are fair and reasonable
- Simple and transparent (so families can understand and compare)
- Advice from the department when setting fees
- Use of the departments fee model and guidelines to set fees

[**Three** answers needed for a correct response]

Risk Management

14. What do you think are the benefits of good risk management?

Acceptable answers:

- Protecting your organisation from legal liability
- Lowering insurance premiums
- Improving the perception of your organisation
- Better information for decision making
- Better asset management and maintenance
- Protecting stakeholder relationships.

[**Two** answers needed for a correct response]

B

CLASS B TRAINING PARTICIPANT SURVEY

Survey introduction

This survey is designed to collect your feedback on the cemetery trust governance training you attended.

The survey is important—your response will be used to inform future training for cemetery trust members.

Background on training for cemetery trust members

"Governance and Operational Training for Victorian cemetery trusts" is a 1.5 day training program for cemetery trust members.

The training is funded by the Department of Health and Human Services (DHHS), and is delivered by *Governance Today*.

The training program covers the following areas:
1) the governance, legal, administrative and operational aspects of cemetery trusts, and
2) effective decision making, strategic planning, financial and performance management.

The training has been delivered since 2011.

The evaluation of Governance and Operational Training for Victorian cemetery trusts

ACIL Allen Consulting has been engaged by DHHS to evaluate the Governance and Operational Training for Victorian cemetery trusts.

The evaluation is examining whether the training is assisting cemetery trust members and whether changes could be made to the program to increase its effectiveness.

The survey

As part of the evaluation, this survey has been sent to all cemetery trust members who have participated in the training.

This survey will take approximately 10-15 minutes to complete.

All information provided in this survey will be treated as confidential and will be de-identified

Survey Questions

Part One: Getting to the training

These questions are about how you found out about and how you travelled to the training

1. How did you find out about the training program?
Please circle one
    a) Introductory letter / induction pack from the Department of Health Human and Services
    b) Department of Health Human and Services newsletters
    c) Other trust members from your trust
    d) Trust members from another trust
    e) Cemeteries and Crematoriums Association of Victoria (CCAV)
    f) Other [please specify]:

2. How far did you have to travel for the training?
Please circle one

a) Less than 30 mins   b) 30-60 mins   c) 60-90 mins   d) More than 90 mins

3. Did you have to spend the night away from your normal place of residence in order to attend the training?
Please circle one

a) Yes   b) No

4. The location and timing of the training was convenient
Please circle one

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

5. Did you face any barriers in participating in the training?

Part Two: The training you attended

These questions are about the training you attended

6. The training covered the areas I need to know about to carry out my responsibilities as a trust member
Please circle one

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

7. The training content was relevant to the issues faced by my trust
Please circle one

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

8. The training content was up to date
Please circle one

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

9. The training materials provided were easy to use/understand
Please circle one

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

10. The training was engaging and well delivered
Please circle one

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

11. The training covers five areas: legislation/regulation; operations; strategy/legacy; finance; risk management. Please rank these areas from most important (1) to least important (5).

a) legislation/regulation ______

b) operations ______

c) strategy/legacy ______

d) finance ______

e) risk management ______

12. Please indicate the suitability and quality of the materials and teaching associated with each area of training
Please circle one option per section

Legislation/regulation

Poor	Fair	Good	Very good	Excellent

Operation

Poor	Fair	Good	Very good	Excellent

Strategy/legacy

Poor	Fair	Good	Very good	Excellent

Finance

Poor	Fair	Good	Very good	Excellent

Risk management

Poor	Fair	Good	Very good	Excellent

13. How would you assess the length of the training (currently 1.5 days)?
Please circle one

Too short	About Right	Too long

14. Would you attend refresher training?
    a) Yes [If you answered yes, please explain which areas the refresher training should cover]
    b) No

15. Were there any areas of your trust member responsibilities that were not covered or covered adequately in the training, but should have been?
    a) Yes [If you answered yes, please explain which additional areas the training should cover]
    b) No.

Part Three: The impact of the training

These questions are about the outcomes of the training

16. To what extent did the training increase your understanding of your role and responsibilities as a trust member in regards to the five areas of training?
Please circle one option per section

Legislation/regulation

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Operation

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Strategy/legacy

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Finance

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Risk management

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Please explain your ratings, particularly if the training did not increases your understanding of one or more of the areas

17. To what extent has the training changed the way you work as a trust member?
Please circle one option per section

Legislation/regulation

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Operation

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Strategy/legacy

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Finance

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Risk management

Not at all	Somewhat	Moderately	Significantly	Fundamentally

Please explain your rating

18. Were there other benefits that you received from the training (for example, networking)?

19. Around 30% of trust members have attended the training. What changes could be made to increase take up among trust members?

20. Do you have any other feedback on the training?

C

DISCUSSION GUIDES

Interview discussion guide – peak bodies (CCAV)

Governance and Operational Training for Victorian cemetery trusts

'Governance and Operational Training for Victorian cemetery trusts' is a 1.5 day training program for cemetery trust members. The training is managed and funded by the Department of Health and Human Services (DHHS), and is delivered by Governance Today.

The training program covers the following areas:

— the governance, legal, administrative and operational aspects of cemetery trusts, and

— effective decision making, strategic planning, financial and performance management.

The training has been delivered since 2011.

The evaluation of 'Governance and Operational Training for Victorian cemetery trusts' program

ACIL Allen Consulting has been engaged by DHHS to evaluate the 'Governance and Operational Training for Victorian cemetery trusts' program.

The evaluation is examining the whether the training is assisting cemetery trust members and whether changes could be made to the program to increase its effectiveness.

The evaluation includes a survey of trust members who have participated in the training, a telephone assessment of training participants and trust members who have not participated in training, and interviews with key stakeholders.

Our approach to these consultations

ACIL Allen Consulting is conducting interviews with trust members who have participated in training, CEOs of Class A trusts, relevant local councils, the training provider, peak bodies and DHHS.

The purpose of this interview is provide insight into the design of the training, the impact of the training and how the training could be modified in the future. The following questions provide a basis for discussion.

Discussion questions

Training take up

1. What do you think are the barriers and challenges faced by trust members who want to undertake the training?
2. What strategies could increase participation in the training program?

Design of the training

3. Based on your experience, are there any key knowledge gaps among trust members, and if so what are they?
4. Based on your experience and feedback you have received, is the current training relevant and appropriate?
5. Based on feedback you have received, is the training engaging and well delivered?
6. Does the training adequately cover the following five areas: legislation/regulation; operations; strategy/legacy; finance; risk management?
7. Is there any other type of training required to assist trust members to meet their obligations under the Act?
8. Would refresher training be appropriate and if so, what should it cover and how long should it be?

The impact of the training

9. Based on your experience and feedback from the sector, do you feel that the training increases trust members' understanding of their roles and responsibilities as a trust member?
10. Based on your experience and feedback from the sector, does the training change how trust members carry out their duties?

Future training

11. How could the training be delivered more effectively?
12. What are the alternative methods for the delivery of trust member training?
13. Is there any other feedback you have on the training or the training needs of trust members?

Interview discussion guide – peak bodies (other)

Governance and Operational Training for Victorian cemetery trusts

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The evaluation includes a survey of trust members who have participated in the training, a telephone assessment of training participants and trust members who have not participated in training, and interviews with key stakeholders.

Our approach to these consultations

ACIL Allen Consulting is conducting interviews with trust members who have participated in training, CEOs of Class A trusts, relevant local councils, the training provider, peak bodies and DHHS.

The purpose of this interview is provide insight into the design of the training, the impact of the training and how the training could be modified in the future. The following questions provide a basis for discussion.

Discussion questions

We are interested in your answers to the following questions based on your experience and feedback from the sector, even if you do not have direct contact with the training program.

Training take up

1. What do you think are the barriers and challenges faced by trust members who want to undertake the training?
2. What strategies do you think could increase participation in the training program?

Design of the training

3. What are the key aspects that should be covered in operational and governance training for trust members?
4. What are the key knowledge gaps among trust members?
5. The training covers the following five areas: legislation/regulation; operations; strategy/legacy; finance; risk management – based on your experience is this appropriate?
6. Is there any other type of training required to assist trust members to meet their obligations under the Act?
7. What is the appropriate length of operational and governance training for trust members?
8. Would refresher training be appropriate, and if so, what should it cover, and how long should it be?

The impact of the training

9. Do you feel that the training increases trust members' understanding of their roles and responsibilities as a trust member?
10. Do you feel the training change how trust members carry out their duties?

Future training

11. Are there alternative methods for the delivery of trust member training that could be appropriate for the sector?
12. Is there any other feedback you have on the training needs of trust members or the training?

Interview discussion guide – Training provider

Governance and Operational Training for Victorian cemetery trusts

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The evaluation is examining the whether the training is assisting cemetery trust members and whether changes could be made to the program to increase its effectiveness.

The evaluation includes a survey of trust members who have participated in the training, a telephone assessment of training participants and trust members who have not participated in training, and interviews with key stakeholders.

Our approach to these consultations

ACIL Allen Consulting is conducting interviews with trust members who have participated in training, CEOs of Class A trusts, relevant local councils, the training provider, peak bodies and DHHS.

The purpose of this interview is provide insight into the design of the training, the impact of the training and how the training could be modified in the future. The following questions provide a basis for discussion.

Discussion questions

We are interested in your answers to the following questions based on your experience delivering the training and any feedback you have received from the sector.

Training take up

1. What are the barriers and challenges faced by trust members who want to undertake the training?
2. What strategies could increase participation in the training program?

Design of the training

3. Based on your experience and feedback you have received, is the current training relevant and appropriate?
4. Are the training materials and support resources suitable?
5. Based on the training that has been delivered, are there any areas that trust members need additional information or clarification on, or have difficulty understanding and applying the training content to their work? (for example, on the duties of Secretaries or setting fees)?
6. Would refresher training be useful, and if so, what should it cover and how long should it be?

The impact of the training

7. Does the training increase trust members' understanding of their roles and responsibilities as a trust member? And how can this be measured?
8. Does the training change how trust members carry out their duties?

Future training

9. How could the training be delivered more effectively?
10. How could the training better account for different types of trust members (for example, chairpersons, secretaries, councillors, Responsible Officers)?
11. What are the alternative methods for the delivery of trust member training?

Interview discussion guide – trust members

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‘Governance and Operational Training for Victorian cemetery trusts’ is a 1.5 day training program for cemetery trust members. The training is managed and funded by the Department of Health and Human Services (DHHS), and is delivered by Governance Today.

The training program covers the following areas:

— the governance, legal, administrative and operational aspects of cemetery trusts, and
— effective decision making, strategic planning, financial and performance management.

The training has been delivered since 2011.

The evaluation of ‘Governance and Operational Training for Victorian cemetery trusts’ program

ACIL Allen Consulting has been engaged by DHHS to evaluate the ‘Governance and Operational Training for Victorian cemetery trusts’ program.

The evaluation is examining the whether the training is assisting cemetery trust members and whether changes could be made to the program to increase its effectiveness.

The evaluation includes a survey of trust members who have participated in the training, a telephone assessment of training participants and trust members who have not participated in training, and interviews with key stakeholders.

Our approach to these consultations

ACIL Allen Consulting is conducting interviews with trust members who have participated in training, CEOs of Class A trusts, relevant local councils, the training provider, industry bodies and DHHS.

The purpose of this interview is provide insight into the design of the training, the impact of the training and how the training could be modified in the future. The following questions provide a basis for discussion.

Discussion questions

Discovery of and getting to the training

1. How did you find out about the training?
2. What was the process for signing up to the training?
3. Were there any barriers in participating in the training?
4. What changes could be made to improve the take up of training?

The training you attended

5. Was the training content adequate to cover knowledge relevant to your responsibilities and obligations under the Act as a trust member?
6. Was the training material easy to use and understand?
7. Was the training engaging and well delivered?
8. Did the training adequately cover the following five areas: legislation/regulation; operations; strategy/legacy; finance; risk management? If not, what would you like more focus on?
9. Would refresher training be useful, and if so, what should it cover? What would be the ideal length of time for this refresher training?

The impact of the training

10. Has the training increased your understanding of your role and responsibilities as a trust member? How and in what manner?
11. Has the training changed the way you work as a trust member? How and in what manner?
12. Are there other benefits that you have received from attending the training?
13. Is there any other feedback you have on the training?

Interview discussion guide – local councils

Governance and Operational Training for Victorian cemetery trusts

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The evaluation is examining the whether the training is assisting cemetery trust members and Responsible Officers, and whether changes could be made to the program to increase its effectiveness.

The evaluation includes a survey of trust members who have participated in the training, a telephone assessment of training participants and trust members who have not participated in training, and interviews with key stakeholders.

Our approach to these consultations

ACIL Allen Consulting is conducting interviews with trust members who have participated in training, CEOs of Class A trusts, relevant local councils, the training provider, industry bodies and DHHS.

The purpose of this interview is provide insight into the design of the training, the impact of the training and how the training could be modified in the future. The following questions provide a basis for discussion.

Discussion questions

Discovery of and getting to the training

1. How did you find out about the training?
2. What was the process for signing up to the training?
3. Were there any barriers in participating the training?
4. How can participation in the training by Councillors be further encouraged?

The training you attended

5. How relevant was the training to you meeting your obligations as a Responsible Officer and to the matters facing your trust?
6. Did the training cover knowledge relevant to your responsibilities as a Responsible Officer?
7. Was the training appropriate for cemetery trusts operated by local councils?
8. Was the training material easy to use and understand?
9. Was the training engaging and well delivered?
10. Did the training adequately cover the following five areas: legislation/regulation; operations; strategy/legacy; finance; risk management?
11. Would refresher training be useful, and if so, what should it cover?

The impact of the training

12. Has the training increased your understanding of your role and responsibilities as a Responsible Officer? How and in what manner?
13. Has the training changed the way you work as a Responsible Officer? How and in what manner?
14. Were there other benefits that you have received from attending the training?
15. Could the training be improved to increase its appropriateness and impact for local councils?
16. Is there any other feedback you have on the training?

Interview discussion guide – Class A CEOs

Governance and Operational Training for Victorian cemetery trusts

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ACIL Allen Consulting has been engaged by DHHS to evaluate the 'Governance and Operational Training for Victorian cemetery trusts' program.

The evaluation is examining the whether the training is assisting cemetery trust members and whether changes could be made to the program to increase its effectiveness.

The evaluation includes a survey of trust members who have participated in the training, a telephone assessment of training participants and trust members who have not participated in training, and interviews with key stakeholders.

Our approach to these consultations

ACIL Allen Consulting is conducting interviews with trust members who have participated in training, CEOs of Class A trusts, relevant local councils, the training provider, peak bodies and DHHS.

The purpose of this interview is provide insight into the design of the training, the impact of the training and how the training could be modified in the future. The following questions provide a basis for discussion.

Discussion questions

We are interested in your answers to the following questions based on your experience and work with trust members, even if you do not have direct contact with the training program.

Training take up

1. How many of your trust members have participated in the training?
2. Do you have any policies in place to encourage trust members to participate in the training?
3. How are trust members supported to undertake the training?

Design of the training

4. What are the key aspects that should be covered in operational and governance training for trust members?
5. What are the key knowledge gaps among trust members?
6. Based on your experience working with trust members that have participated in the training, is the current training relevant and appropriate?
7. Would refresher training be useful, and if so, what should it cover?
8. Is there any other type of training required to assist trust members to meet their obligations under the Act?

The impact of the training

9. Based on your experience working with trust members that have participated in the training, does the training increase trust members' understanding of their roles and responsibilities as a trust member?
10. Based on your experience working with trust members that have participated in the training, does the training change how trust members carry out their duties?

Future training

11. Are there alternative methods for the delivery of trust member training that could be appropriate for the sector?
12. Is there any other feedback you have on the training needs of trust members or the impact of the training on trust members you have worked with?

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WE ADVISE COMPANIES, INSTITUTIONS AND GOVERNMENTS ON ECONOMICS, POLICY AND CORPORATE PUBLIC AFFAIRS MANAGEMENT.

WE PROVIDE SENIOR ADVISORY SERVICES THAT BRING UNPARALLELED STRATEGIC THINKING AND REAL WORLD EXPERIENCE TO BEAR ON PROBLEM SOLVING AND STRATEGY FORMULATION.