

Strategic Plan 2016 - 2020

Providing Our Customers with Choice, Respect and a Voice.



SOUTHERN
METROPOLITAN
CEMETERIES TRUST

Honouring and celebrating life

Our Vision, Purpose and Values

Vision

We will create and nurture sustainable, beautiful, iconic and distinctive locations to honour and celebrate life. We will set the standard by providing our communities with world-class services and facilities across every aspect of our business.

Purpose

We believe that every person, regardless of their religion, culture or personal preference should be able to honour and celebrate their loved one as they choose.

Values

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

PASSION

commitment in heart and mind

RESPECT

by valuing every voice

INTEGRITY

doing what is right

DEDICATION

to the needs of our clients and our people

EMPATHY

to listen and reflect with sensitivity

Priority 1

Embracing Customer Centricity

Our customers are at the heart of everything we do.

To remain relevant, we must ensure that every person is able to honour and celebrate life in the way that **they choose**.

Priority 2

Pursuing Strategic Growth

Our obligations are perpetual. Our relationships with families and communities surpass time and generations as we are entrusted to preserve our memorial parks for all time. Therefore, to remain sustainable in the long term, we need to pursue growth.

Priority 3

Enhancing Strategic Engagement

Our duty is to listen and respond to our stakeholders' needs. All stakeholders play a vital role and we need to co-exist, complement and add value to each other, for the benefit of the mutual customers we serve.

Priority 4

Investing In People Development

Our people - our greatest assets. To further meet our customers' needs, we need to build a culture that nurtures creativity, innovation and high-performance.

How we will achieve these priorities

1. Embracing Customer Centricity

Remembering that our customers are at the heart of everything we do, we will:

- Re-engage our communities to help them understand the value of memorialisation.
- Remain responsive and innovative and continue to develop new products and services to meet the changing needs of our communities.
- Enhance our customers' experience by integrating meaningful value propositions to our product and service offering.
- Strengthen the SMCT brand by leveraging opportunities via mainstream communications and public relations channels, including social media, print media, television and radio.

2. Pursuing Strategic Growth

To remain sustainable in the long-term, we will:

- Determine new locations and/or amalgamate with class B cemeteries to allow us to plan, design and develop new and/or expanded memorial parks.
 - Continue to demystify our locations by educating the younger generation and the community at large, that cemeteries are a natural part of community life.
 - Enhance our customers' experience by developing tailored, multi-purpose community facilities that integrate indoor and outdoor spaces within environmentally sustainable designs.
 - Continue to monitor and manage SMCT's investments to ensure optimal returns, so that the Trust's long-term financial objectives are met.
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3. Enhancing Strategic Engagement

To remain relevant to the communities we serve, we will:

- Continue to identify and engage with diverse and emerging community groups to allow us to have a better understanding of relevant cultural, religious and community needs.
- Continue to build programs of mutual benefit with other cemetery trusts to promote and pursue the development of sustainable cemeteries in Victoria.
- Lead engagement with the Government in order to influence policy for the long-term viability of the sector.

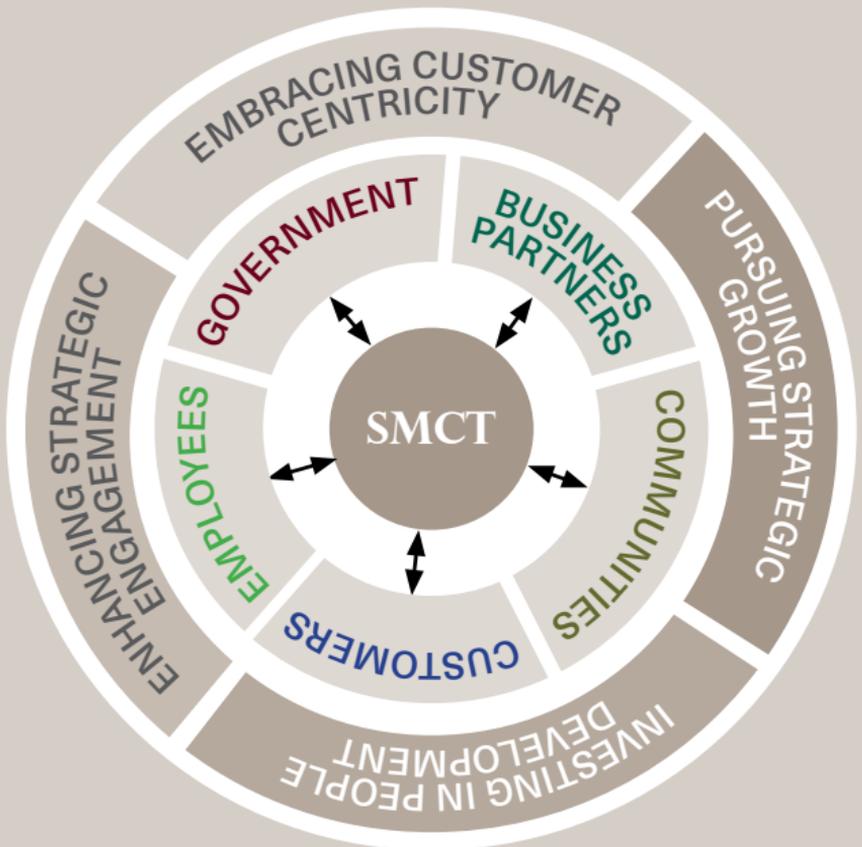
4. Investing in People Development

To build a culture of creativity, innovation and high-performance, we will:

- Continue to build and embed a customer centric culture across SMCT, through targeted training, workforce planning and embracement of our values.
 - Build on our culture of health and safety awareness by taking a proactive approach to overall wellbeing.
 - Communicate the Employee Value Proposition (EVP), incorporating reward and recognition and to leverage diversity.
 - Continue to focus on leadership development, which promotes the career progression of emerging leaders to build a culture of high-performance.
 - Implement a Strategic Talent Management framework, which includes a focus on retaining high-potential employees, succession planning and talent development that optimises engagement.
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Delivering Value to All Stakeholders

At SMCT we understand our obligation to deliver value to all stakeholders. This ensures that we create and promote an environment that is mutually beneficial and provides our customers with choice, respect and a voice.



Over the past three years, SMCT's success can be attributed to our commitment to listen, understand and respond to our communities' attitudes, beliefs and needs. It can also be attributed to our spirit of innovation and our focus on building a customer centric culture.

As an organisation with the unique and distinct purpose of maintaining the memorial parks within our care for all time, our overarching strategic objective is to provide our customers with:

Choice, Respect and a Voice

Aligned to this, we have identified our **Strategic Priorities for 2016-2020:**

- 1. Embracing Customer Centricity**
- 2. Pursuing Strategic Growth**
- 3. Enhancing Strategic Engagement**
- 4. Investing in People Development**



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