



SOUTHERN  
METROPOLITAN  
CEMETERIES TRUST

Trust, Agility & Purpose

Strategic Plan 2019–2023

# Vision, Purpose & Values

Honouring and Celebrating Life

## Vision

**Our beautiful, iconic locations empower all communities to honour and celebrate life.**

**We support the living throughout their grief journey, through our innovative approach of personalised care and compassion.**

## Purpose

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

## Values – Performing with PRIDE

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

<b>PASSION</b>	<b>commitment in heart and mind</b>
<b>RESPECT</b>	<b>by valuing every voice</b>
<b>INTEGRITY</b>	<b>doing what is right</b>
<b>DEDICATION</b>	<b>to the needs of our clients and our people</b>
<b>EMPATHY</b>	<b>to listen and reflect with sensitivity</b>

## Acknowledgement of Country

Southern Metropolitan Cemeteries Trust acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge these traditional custodians of the lands on which our cemeteries and memorial parks are located and where we conduct our business. We pay our respects to ancestors and Elders, past and present.

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**Note:** References made in this document to the community, in context refers to the Victorian Community.

# Message from the Trust Chairman and CEO

*“Greatness is not in where we stand, but in what direction we are moving. We must sail sometimes with the wind, and sometimes against it – but sail we must and not drift, nor lie at anchor.”*

– Oliver Wendell Holmes

The Southern Metropolitan Cemeteries Trust (SMCT) Strategic Plan 2019-2023 has been developed in collaboration with the Trust, key organisational leaders and is narrated by the Victorian community.

The featured quote from Oliver Wendell Holmes reinforces the importance of constantly scanning the horizon, trimming the sails based on conditions and maintaining a long-term focus to ensure new opportunities are identified and captured. This is a philosophy that guides SMCT and ensures we maximise opportunities for the Victorian community.

We have significantly transformed our multi-use facilities, creating an international reputation as a sector leader. SMCT is an organisation that cares for the dead, yet is focused on supporting the living as they navigate loss.

Our organisational philosophy is simple - the Victorian community is the heartbeat of our **purpose** and, as such, care, compassion and companionship underpin all our strategic decisions. It is through listening to the Victorian community that the organisation has evolved, enabling us to respond to its everchanging needs and expectations.

As a **purposed organisation**, our actions are congruent with our corporate social responsibility to ensure that we are a trusted public organisation that supports and cares for all Victorians.

SMCT's 2016-2020 Strategic Plan focused on listening to the Victorian community. This included understanding and interpreting social changes, assessing the services we provide today and what is required into the future. We have established rigorous stakeholder engagement frameworks, developed customer focused systems and processes and successfully introduced new services that underpin our organisational philosophy.

This includes the development of our Centre for Care & Wellbeing, which supports members of the community as they navigate grief and embodies our Five Freedom Pillars, which state you have the freedom to:

- Take your time
- Ask the questions you need to
- Question common practices
- Decide what is right
- Honour the life of your loved one in the way that you choose

We have learnt that 'change' is the continual cycle of life. The services and experiences we offer underpin and support those who are grieving. With these foundations in place, SMCT is now positioned to further support and care for the Victorian community, offering further transparency and choice.

In remaining agile to changing conditions, our new five-year **Strategic Plan 2019-2023** will continue to focus on core priorities, including Information and Communication Technology, delivering operational excellence, strengthening our customer-centric culture and sustainable financial growth.

To ensure ongoing relevance and sustainability, our multi-use assets are positioned as destinations, designed for wider community use and enjoyment. The introduction of sculptures, walking tracks, barbecues and events has seen increased visitation. SMCT's intention is to reposition and develop its key locations as multi-purpose memorial parks.

The overarching strategic objective of this Plan is for SMCT to further provide our customers with choice and empower them in their decision making. To achieve this, we need to remain relevant and agile. With the current trend towards efficiency and occasionally, the commercialisation of services, SMCT believes the community needs be treated with genuine respect; to be given the opportunity to pause, reflect and be aware of their choices. Thus, the successful delivery of SMCT's Strategic Plan 2019-2023 will facilitate community empowerment.

SMCT operates in a multi-stakeholder environment and understands that each stakeholder must co-exist, complement and add value to our mutual networks. SMCT's stakeholders include the Victorian community, government, business partners (such as funeral directors) and service providers.

The key to a flourishing organisation is the ongoing commitment and development of our people and our network. Recognising that our people are our greatest asset, a key objective of this strategic plan is to focus on nurturing our employees' capabilities. This will facilitate a creative, innovative, agile and high-performance culture which will, in turn, enable the delivery of our strategy and the long-term sustainability of SMCT.

Our four key Strategic Priorities are:

- Embracing Customer Centricity
- Pursuing Strategic Growth
- Enhancing Strategic Engagement
- Investing in People Development

Whilst this Plan will provide SMCT a broad framework to operate within, a key learning in developing this Plan has been that SMCT needs to remain agile, innovative, outward looking and dynamic across all levels of the organisation. This will allow the organisation to capture and explore strategic opportunities, as well as identify and manage strategic risks as they emerge. We will continue to serve and provide meaningful experiences to the Victorian community.

SMCT's Strategic Plan 2019-2023 will be used as the basis for establishing our Annual Plans and Objectives.



**Sue Renkin** Trust Chairman

A stylized, handwritten signature in black ink, appearing to be 'SR'.



**Jane Grover** CEO

A handwritten signature in black ink that reads 'Jane Grover'.



# 1

## Introduction to SMCT

### SMCT's Corporate Profile

The Southern Metropolitan Cemeteries Trust (SMCT) was created under the *Cemeteries and Crematoria Act 2003*. Since 1 March 2010, SMCT has been responsible for the cemeteries previously under the governance of the Trustees of the Necropolis Springvale and the Cheltenham & Regional Cemeteries Trust. In 2017 SMCT amalgamated with Sorrento Cemetery Trust and became responsible for the care of Sorrento Public Cemetery.

SMCT's corporate office is located within the grounds of Springvale Botanical Cemetery, 600 Princes Highway, Melbourne, Victoria.

SMCT is a purposed organisation accountable to the Minister for Health and responsible for the care and maintenance of nine distinctive cemetery locations dedicated to honouring and celebrating life:

- Brighton General Cemetery
- Bunurong Memorial Park
- Cheltenham Memorial Park
- Cheltenham Pioneer Cemetery
- Dandenong Community Cemetery
- Melbourne General Cemetery
- Springvale Botanical Cemetery
- Sorrento Public Cemetery
- St Kilda Cemetery

Please refer to Appendix 1 for SMCT Organisational Structure and Appendix 2 for Current Profile of SMCT and Associated Operational Statistics.

## Achievements to Date

SMCT is a purposed organisation operating in a time of social change and industry disruption. Genuine care for the Victorian community is demonstrated and reflected by the services we provide. Since the implementation of our 2016-2020 Strategic Plan, SMCT's success has centred on exploring and demonstrating our purpose. Through the monitoring and understanding of the changing social landscape, coupled with ongoing research and stakeholder engagement, we have enhanced our value proposition.

The introduction of high quality food and beverage selections and the availability of bespoke service offerings demonstrates our care and consideration for the diversity of multi-cultural communities' customs and traditions. In addition, the Centre for Care & Wellbeing embodies our commitment to supporting the living as they navigate loss.

## Community Context

SMCT recognises the social, environmental, technological and economic changes occurring, and those which are imminent. It is through the power of observation and understanding of local and global conditions that we steward the organisation. We will ensure that the services offered to the Victorian community today are meaningful, whilst continuing to innovate for tomorrow.

IBISWorld forecasts that the number of Australians aged 70 years and over will grow by an annualised 4% from 2017-2021<sup>1</sup>. There has been, and will continue to be, significant changes to migration patterns, resulting in a rich and diverse multi-cultural community. It is vital that SMCT responds to the changing societal fabric, traditions and customs of the Victorian community.

SMCT serves the Victorian community with pride and passion. The commitment to genuine community engagement and insights ensures the representation of our community's voice.

To this end, SMCT will keep our purpose front and centre in all we do. A just society involves listening to all voices within the community. Our commitment is to continue to listen and to maximise choice and empowerment, through care and compassion.

## Community Choice and Accessibility of Service

As a trusted organisation SMCT is committed to informing and educating the community of their choices, by offering transparency of information when they are most vulnerable and disorientated. Our aim is to demystify and empower.

As a customer-centric organisation, we aim to personalise the service experience and are committed to providing digital solutions with a key focus on enhancing choice and transparency. We believe this will empower our customers and foster community trust.

Additionally, SMCT will continue to create multi-purpose facilities for community recreation and provide services that will assist the living through their grief.

Contemporary memorial parks provide services that support the living and reflect changing societal conditions. As an industry thought leader we will continue to challenge the status quo, where there is value in doing so, to ensure we provide services that reflect changing community needs.

## Fees and Regulatory Environment

As a purposed organisation, SMCT is responsible for the care and long-term maintenance of nine distinctive cemetery locations and is committed to serving the needs of the Victorian community. Historic and iconic, SMCT seeks to ensure the cemeteries and memorial parks within its care are beautiful, tranquil and distinctive multi-use community assets, designed to honour and celebrate life.

SMCT funds activities through fees charged to generate sufficient revenues to fulfil its obligations under the *Cemeteries and Crematoria Act 2003* and other legislative and public sector requirements. SMCT continually seeks to achieve financial sustainability via diversified revenue streams.

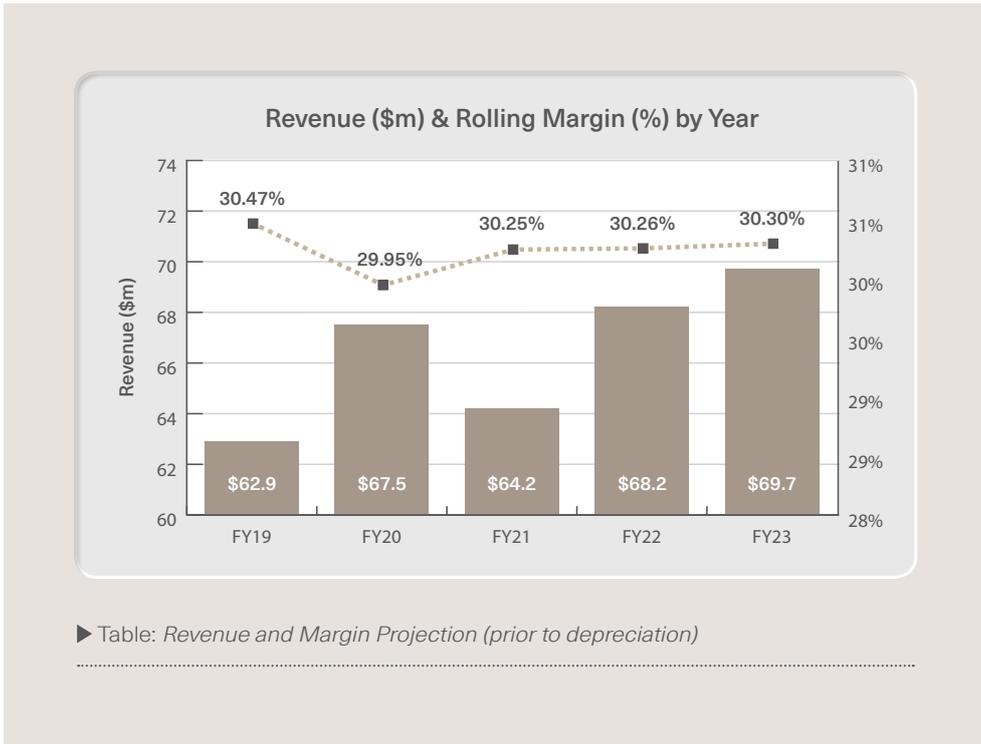
To ensure all SMCT locations will be maintained for future generations and that responsive consumer-focused services are provided, a percentage of revenue is allocated to a Community Perpetual Maintenance Fund (CPMF). This fund ensures that financial resources will be available to maintain all nine cemeteries in perpetuity.

<sup>1</sup> IBIS World, "Golden years: Strong demand for aged care services attracts investor interest" (IBIS World) 2016  
<<https://www.ibisworld.com.au/media/2016/04/26/golden-years-strong-demand-for-aged-care-services-attracts-investor-interest/>>.

# Financial Overview

SMCT's strategy ensures the organisation can continue to sustainably grow its cemetery revenue over the next five years whilst maintaining a strong financial position. The key contributors for this positive trend include the anticipated release of the next stages of mausoleum at Springvale Botanical Cemetery, the ongoing activation of the recently released mausoleum at Melbourne General Cemetery, continued community acceptance of the extended Song He Yuan area, ongoing growth from hospitality services and driving growth through the re-developed Bunurong Memorial Park. Importantly, this positive revenue trend comes despite many of our cemeteries reaching the 'perpetual stage' of the cemetery sales life cycle.

The cemetery operating margin is projected to remain steady, achieving a margin prior to depreciation of 30% as indicated below.



The projected capital works over the next five years is estimated to be in the range of \$90m, as SMCT strives to provide exceptional customer service underpinned by fit for purpose multi-use community facilities.



# 2

## SMCT

### at a Glance\*

*“A measure of a good society is how well it cares for those in need. We believe that we have a responsibility to care for those transitioning through grief. We provide a safe haven for mourning, an environment where care is anchored in compassion, where rituals and customs are honoured and preserved, where families are able to navigate their journey at their own pace, as they come to terms with their new reality.”*

– Jane Grover, CEO SMCT



#### CORE BUSINESS

We operate 365 days a year

<b>3,589</b>	<b>9,135</b>	<b>271</b>
BURIALS	CREMATIONS	MAUSOLEA INTERMENTS

<b>2,445</b>	<b>3,937</b>
FUNCTIONS	CHAPEL/REFLECTION SERVICES

**75% OF THE STATE'S FREE CREMATIONS/ BURIALS** for disadvantaged members of the community

**WAR VETERANS'** remains transferred to perpetuity free of charge



#### CUSTOMER CENTRICITY

Our customers are the heart of everything we do

<b>8,886</b>	<b>70,939</b>
CUSTOMER APPOINTMENTS	TABLES SERVED AT CAFÉ VITA

**78% OF VISITORS** would highly recommend SMCT to family and friends

**23 COMMUNITY EVENTS**

# Care Anchored in Compassion

## COMMUNITY ENGAGEMENT

We create memorial parks for the living

1,050\*  
visitors



\$13  
million

TO THE CENTRE FOR  
CARE & WELLBEING  
(\*Opened Feb 2017)

INVESTED IN  
COMMUNITY ASSETS

**78% OF VISITORS** would highly recommend  
SMCT to family and friends

**2,331** visitors attended community and historical tours



## EMPLOYEE ENGAGEMENT

Our people are our greatest asset

3,943  
hours

INVESTED IN  
EMPLOYEE TRAINING

1,492  
employees

ATTENDED ACTIVATE  
HEALTH PROGRAMS

**82%** employee engagement score

**NATIONAL FINALIST** IN THE 2017 NSCA  
FOUNDATION'S National Safety Award of Excellence

**54% MALE/46% FEMALE/29%** aged under 35,  
54% between 35-55 years, 17% over 55 years



## SUSTAINABILITY

We are custodians of land and history

359  
hectares

MAINTAINED

\$0.172  
million

RAISED TO RESTORE  
HISTORICALLY SIGNIFICANT  
MONUMENTS

**1,200** new native trees planted

**3.1 MILLION** genealogy searches

**120 KG HONEY** produced and bottled from 12 bee hives





# 3

## Conditions Analysis, Challenges and Risks

The following conditions analysis provides an overview of current trends on a global, industry and organisational scale that impact SMCT, the sector and the community. These conditions outline both opportunities and risks that have been considered in developing our strategic priorities.

### Global Conditions

- The concept of 'disposability' and consumers surrendering to the pressure of convenience has emerged. There is a growing customer segment that prefers 'no-service-cremations'.
- The community is becoming less aware of the value of a funeral service as part of the grieving process, with an increasing prevalence of unresolved grief.
- A significant unforeseen impact on US cemeteries has been the emergence of 'Cremation Societies'. A Cremation Society is a mobile operator (with minimum overheads) offering the client the service of collecting the deceased and returning the cremated remains (no funeral service held).
- There is a widespread move from religion towards generalised spirituality.
- Baby Boomers<sup>2</sup> are growing users of social media and mobile applications. Research reveals their need and demand for personalised services.
- Global financial markets continue to be volatile, impacting returns on the Community Perpetual Maintenance Fund.

<sup>2</sup> Baby Boomers is a term referred to people born between 1946 and 1964.



## Industry Conditions

- The Australian funeral industry is dominated by a publicly listed organisation accounting for over one third of the total industry market share<sup>3</sup>. The second largest funeral director accounts for 4% and continues to grow their market share through acquisitions nationally.
- Current trends indicate families are choosing cremation over burials, with 63% of Victorian's preferring to cremate<sup>4</sup>. Our research also shows 51% of families who choose cremation will scatter outside a cemetery.
- 2016 Census data shows non-religious Australians have increased by 41% in the past 10 years, now making up more than 31% of the total population.<sup>5</sup> Religion is a common indicator for traditional funeral practices and therefore this data indicates an emerging trend away from traditional to a wide variety of ceremonies and memorialisation.

## SMCT Conditions

- SMCT operates in the experience economy, where customers value personalised service offerings.
- SMCT serves over 230 diverse communities in the South-Eastern corridor of Melbourne ensuring contemporary and culturally specific services are available.
- The current SMCT site portfolio consists of nine locations, six of which are reaching the end of their saleable life. As such, there is a significant and imminent need for new land to be identified and acquired to meet the growing population demands.<sup>6</sup>
- With the rising rate of mental health issues in the workforce, proactively managing stress is a critical consideration for organisations today. Similarly, SMCT will continue to invest in developing resilience and the emotional wellbeing of all employees.
- SMCT operates in a regulated environment within the *Cemeteries and Crematoria Act 2003*, which provides a framework where the Trust can carry out the delivery of services.

<sup>3</sup> "IBISWorld Industry Report S9520 Funeral Directors, Crematoria and Cemeteries in Australia", (IBIS World 2017, page 18)

<sup>4</sup> Births Deaths and Marriages, Deaths occurred in Victoria, March 2015 – December 2017, unpublished raw data.

<sup>5</sup> 2016, 2016 Census data reveals "no religion" is rising fast, Census, <<http://www.abs.gov.au/AUSSTATS/abs@.nsf/mediareleasesbyReleaseDate/7E65A144540551D7CA258148000E2B85?OpenDocument>>

<sup>6</sup> DELWP, Victoria in Future, 2015.



# 4

## Our Strategic Priorities 2019-2023

### Introduction

SMCT has identified the following key Strategic Priorities to be pursued:

- Embracing Customer Centricity
- Pursuing Strategic Growth
- Enhancing Strategic Engagement
- Investing in People Development

In pursuing strategic opportunities and managing related risks (or in converting a potential risk to an opportunity), SMCT understands the need to generate sustainable value for all stakeholders.

Whilst the Strategic Plan 2019-2023 will provide SMCT a broad framework to operate within, the key learnings in developing this Plan have been the need for SMCT to remain agile, innovative, outward looking and dynamic across all levels of the organisation. In doing so, SMCT will capture strategic opportunities and identify risks as they emerge. Agility, innovation and the seamless delivery of services, enabled by our people capabilities, will ensure the long-term sustainability of the organisation.

## 4.1 Embracing Customer Centricity

### Objective

In line with our Purpose, this strategic priority is a clear demonstration of our commitment to supporting the Victorian community as they journey through grief. Providing choice, equality, respect and greater transparency, SMCT will empower the community to honour and celebrate life as *they* choose.

### Strategy

SMCT will continue to create and deliver experiences that generate meaning and value to the community.

SMCT will provide innovative service offerings that support the diverse communities in the South-Eastern corridor of Melbourne, allowing them to customise their experience and observe traditions and ceremonies.

### Strategic Imperatives

- I. Empower customers by providing accessibility to information and greater awareness, through increased touchpoints and multiple channels of communication, resulting in informed decisions.
- II. Further explore values, motivations and changing needs of Baby Boomers to continue delivery of innovative, contemporary and relevant service offerings.
- III. Continue to create awareness and educate the community of the value of memorialisation and the necessity of journeying through grief well.
- IV. Develop dedicated multi-use facilities to promote holistic service offerings and companionship for all navigating through grief and the trauma of loss.
- V. Engage with mutually aligned community organisations (i.e. mental health organisations, palliative care, public/private hospitals, aged care facilities and senior advocacy groups) to promote awareness of the benefits of pre-planning.

## 4.2 Pursuing Strategic Growth

### Objective

SMCT is currently operating in an environment of significant social, technological, environmental and economic change. It is imperative that we remain relevant and agile to be able to respond to these changing environments. To ensure we remain sustainable over the long-term, we balance our organisational philosophy and commercial sustainability. We continue to develop viable and sustainable strategies that will optimise the Community Perpetual Maintenance Fund, maintaining SMCT locations into perpetuity.

### Strategy

SMCT will pursue a multi-faceted approach:

- growth achieved through greater customer reach;
- expansion of memorial park portfolio and related services offered; and
- seeking diversification with alternate revenue streams.

### Strategic Imperatives

- I. Delivery of customer-centric digital solutions to expand the reach of pre-need audience, through targeted content delivered at different stages of customer/community engagement.
- II. Explore opportunities to further develop service offerings that will meet the needs of emerging community segments (eg. natural burials).
- III. Determine strategic location/s suitable for designing and developing memorial parks to meet the growing needs of the community.
- IV. Inspired by environmentally sustainable design, continue to design and develop 'fit for purpose' facilities and multi-use infrastructure, that incorporates responsive long-term planning.
- V. Delivery of technology that continues to enhance the customer experience and allow for business process optimisation.
- VI. Further enable business model innovation and diversification through complementary non-core revenue streams.
- VII. Continue to monitor and manage SMCT's Community Perpetual Maintenance Fund for optimal returns, ensuring that the Trust's long-term financial objectives are met.

## 4.3 Enhancing Strategic Engagement

### Objective

SMCT considers strategic engagement to be critical in a multi-stakeholder environment and as such, have developed robust stakeholder engagement frameworks.

Our objective is to continue to listen and understand the social changes that impact today's multi-faith, multicultural and multigenerational community. Pivotal to our success is our ability to engage, influence and support relationships to generate mutual value.

### Strategy

SMCT will further strengthen our community and stakeholder engagement frameworks through listening and consultation.

SMCT will continue to create shared value and positive social impact for our customers, communities, suppliers, business partners and government.

### Strategic Imperatives

- I. Enable and empower the community through a multi-faceted approach of forums, partnerships and online community-conversations.
- II. Develop and nurture relationships with values-aligned organisations whose purpose is to deliver a positive social impact across the Victorian community.
- III. Develop mechanisms to clearly identify and engage with diverse and emerging community groups to allow for a deeper understanding of relevant cultural, religious and community needs.
- IV. Continue to collaborate with key stakeholders in meeting the needs of our mutual customers that ensures the sustainability of cemeteries and crematoria in Victoria.

## 4.4 Investing in People Development

### Objective

SMCT strongly believes that our employees are our greatest assets.

To ensure successful delivery of our strategy, we will continue to invest and focus on nurturing our employee capabilities to foster a creative, innovative, agile and high-performance culture required for the long-term sustainability of SMCT.

The continuous development of our people is critical to ensure high performance in all aspects of service delivery and operational excellence.

### Strategy

SMCT will continue to embed a customer-centric culture, attracting and retaining high performing individuals, developing leadership that is inspiring and unlocking employee potential, whilst focusing on the overall health and wellbeing of all our employees.

### Strategic Imperatives

- I. Further embed the Strategic Talent Management Framework which includes leadership development, career progression, succession planning and optimising high performer engagement.
- II. Further strengthen our culture of health and safety by taking a proactive approach to physical and emotional wellbeing to respond and adapt to changing conditions.
- III. Further embed a safety leadership culture to deliver improved safety results for employees and contractors.
- IV. Continue to embed a high-performance culture across all functions through targeted change programs that focus on improved external and internal customer experience standards.



# 5

## Delivering Value to Victorians

In delivering our vision of supporting the living in their journey through grief, SMCT is committed to creating shared value through strong relationships with customers, communities, stakeholders, government and industry.

To this end, SMCT will keep our **Purpose** front and centre in all that we do.

Our narrative is driven by listening to the Victorian community – our commitment is to empower through choice, accessibility and care.

### Measures of Performance

As a measure of performance, SMCT will continue to report on the Operational Data and Key Performance Indicators for the Sector (provided by the Department of Health & Human Services) as set out in Appendix 3.

*Death ends a life,  
but only alters a relationship,  
moving it from one of presence  
to remembrance.*

– Dr A. Wolfelt



# 6

## Governance

SMCT acknowledges that strong governance and accountability are critical to the successful achievement of our strategic imperatives.

SMCT considers financial sustainability, strategic risk management and effective corporate governance to be fundamental principles that underpin this strategy.

### Financial Sustainability

SMCT is responsible for the care and long-term maintenance of nine cemeteries within our custody through the allocation of funds to the Community Perpetual Maintenance Fund.

To ensure sustainable growth and short and long-term financial obligations are met, SMCT will:

- I. Establish financial targets for projects, allowing for the recovery of costs to contribute towards our perpetual maintenance obligations, in accordance with our financial performance targets. The financial performance target is expressed as a minimum cemetery operating margin (EBITDA) over a rolling five-year average.
- II. Allow for cross-subsidisation in pricing to bridge the funding shortfalls of 'end of life' cemeteries, based on the latest valuation of our perpetual maintenance obligations.
- III. Enhance complementary non-core revenue streams (such as hospitality) to contribute to the Community Perpetual Maintenance Fund.
- IV. Continue to invest in capability to optimise the performance of our Community Perpetual Maintenance Fund, in strict accordance with our Investment Management Policy.

### Risk Management

In order to deliver value to the Victorian community, SMCT must understand and manage risk as it applies to the whole business.

SMCT is committed to operating an effective enterprise risk management system across all aspects of the organisation, to inform decision making and ensure that strategic objectives are met.

Our embedded risk management culture, thinking and processes provide for an efficient business, with less likelihood of disruptions and losses and provides a method of continually capturing value.

Our Enterprise Risk Framework is closely integrated with our strategic framework, ensuring that strategic risks and opportunities are core considerations in our decision making.

### Corporate Governance

Effective governance is essential to SMCT's ability to fulfil its purpose, duties and responsibilities to the satisfaction of the Victorian community.

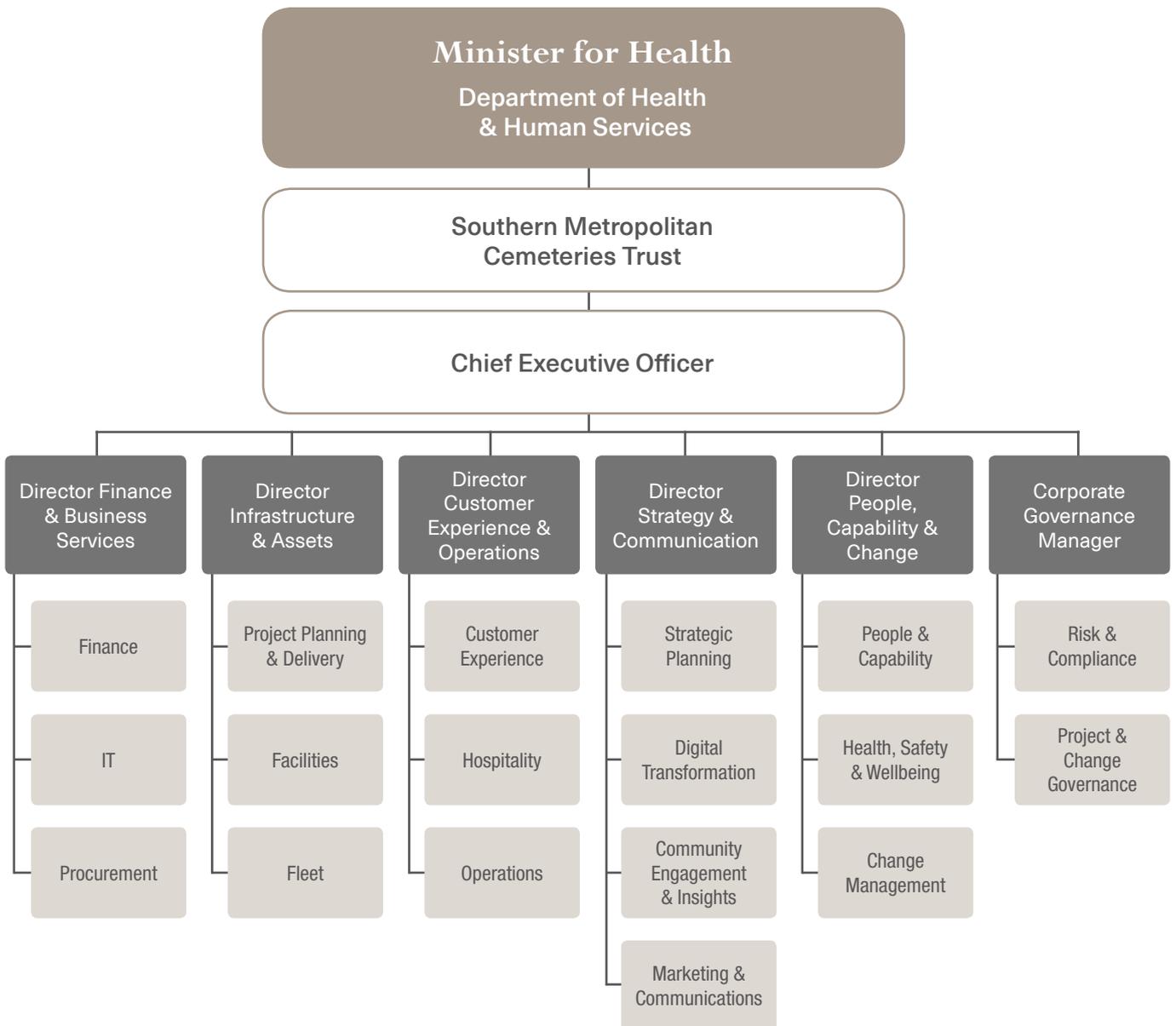
Our Corporate Governance Framework demonstrates our commitment to best practice, and ensures the organisation is managed in an accountable and responsible way where we:

- Understand our roles and responsibilities;
- Consider the community needs in all decision making;
- Recognise the importance of stakeholder engagement to collaboratively build our business; and
- Meet our legal and statutory obligations and demonstrate our corporate social responsibility.

# APPENDICES

- **Appendix 1** – SMCT Organisational Structure
- **Appendix 2** – Current Profile of SMCT and Associated Operational Statistics
- **Appendix 3** – Operational Data and Key Performance Indicators for the Sector  
*(provided by the Department of Health & Human Services)*

## APPENDIX 1 • SMCT ORGANISATIONAL STRUCTURE



## APPENDIX 2 • CURRENT PROFILE OF SMCT

### including associated operational statistics

	Broad Product Range					Employees	
	Crematorium	Cremation Memorials	New Graves	Mausoleum	Community Events	Onsite External/ Grounds	Onsite Internal/ Admin.
Brighton General Cemetery	N	Y	Limited	Y	Y	N	Y
Bunurong Memorial Park	Y	Y	Y	Y	Y	Y	Y
Cheltenham Memorial Park	N	Y	Limited	Y	Y	Y	Y
Cheltenham Pioneer Cemetery	N	Y	Limited	N	Y	N	N
Dandenong Community Cemetery	N	Y	Limited	N	N	N	N
Melbourne General Cemetery	N	Y	Limited	Y	Y	Y	Y
Springvale Botanical Cemetery	Y	Y	Y	Y	Y	Y	Y
Sorrento Cemetery	N	Y	Y	N	N	Y	Y
St Kilda Cemetery	N	Y	Limited	N	Y	N	N

The operational structure, range of products and services offered, and level of community interaction vary across the nine sites. In turn, each site is also at a different stage of its life cycle.

Cemetery	Size	Status
Brighton General Cemetery	29 acres 12 hectares	Burial stock near end of life
Bunurong Memorial Park	250 acres 101 hectares	Approximately 50-70 years burial stock available
Cheltenham Memorial Park	43 acres 17.2 hectares	Burial stock near end of life except for mausolea
Cheltenham Pioneer Cemetery	10 acres 4.1 hectares	Burial stock near end of life
Dandenong Community Cemetery	10 acres 4 hectares	Burial stock near end of life
Melbourne General Cemetery	106 acres 43 hectares	Very limited final burial sites available, however new mausoleum built in 2018
Springvale Botanical Cemetery	420 acres 170 hectares	Approximately 12-15 years burial stock available
Sorrento Cemetery	8 acres 3.2 hectares	Burial stock available with new developments planned
St Kilda Cemetery	20 acres 8 hectares	Burial stock near end of life

## APPENDIX 3 • OPERATIONAL DATA

### including Key Performance Indicators for the Sector

Provided by the Department of Health & Human Services

Operational data and key performance indicator reporting sheet	
Cemetery trust name	
Reporting period	

Table 1: Sales data							
Type	Description	Number sold	Number used	Total income	Average fee	Lowest fee	Highest fee
Right of Interment (ROI)	Pre purchased below ground interment						
	At need below ground interment						
	Pre purchased mausolea interment						
	At need mausolea interment						
	Pre purchased cremated remains interment (25 year)						
	At need cremated remains interment (25 year)						
Interment/ disposal	Pre purchased cremated remains interment (perpetual)						
	At need cremated remains interment (perpetual)						
	Interment of bodily remains - below ground						
	Interment of bodily remains - mausolea						
	Interment of cremated remains						
	Cremation service (disposal)						
Memorials	Monuments						
	Plaques						
	Vaults						

Table 2: Employee data			
Employee type	Total number of employees	Total costs	Average cost
Administrative			
Operational			
Executive			
Other			
Total	0	\$ -	

**Table 3: Key performance indicator data**

Data required	Additional information	Result
Operations income this period	Excludes grant income, disposal investment income and other miscellaneous income not directly attributable to core services.	
Operations income previous period	Excludes grant income, disposal investment income and other miscellaneous income not directly attributable to core services. Refer to result reported in previous annual report.	
Net profit this period	Operating result excluding investment income, investment management fees and cemetery levy.	
Total maintenance costs this period	Includes maintenance costs for all lawns, monument areas, gardens, common areas and building, and all expenses coded to grounds maintenance.	
Total land area (ha.)	Includes all lawns, monument areas, gardens, common areas and buildings.	
Number of interments of bodily remains sold previous period	Refer to result reported in previous annual report.	
Number of cremation services (disposals) sold previous period	Refer to result reported in previous annual report.	
Number of deaths in Victoria this period	“Excludes deceased persons who were transported out of Victoria. To be provided by the Department.”	

**Operational data and key performance indicator reporting sheet**

Cemetery trust name			
Reporting period			
<b>KPI 1 – Operations income growth rate</b>	Operations income this period	\$0	
	Operations income previous period	\$0	
<b>KPI 2 – Return on sales</b>	Net profit this period	\$0	
	Operations income this period	\$0	
<b>KPI 3 –Market share</b>	Number of cremation services (disposals) and interments of bodily remains performed this period	0	
	Number of deaths in Victoria this period (excluding deceased persons who were transported out of Victoria)	0	
<b>KPI 4 – Average maintenance costs per hectare</b>	Total maintenance costs this period	\$0	
	Total land area (ha.)	0.00	
<b>KPI 5– Interment of bodily remains market growth rate</b>	Number of interments of bodily remains sold this period	0	
	Number of interments of bodily remains sold previous period	0	
<b>KPI 6 – Cremation services market growth rate</b>	Number of cremation services (disposals) sold this period	0	
	Number of cremation services (disposals) sold previous period	0	



SOUTHERN  
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Honouring and celebrating life

Telephone (03) 9546 9377

Princes Highway Springvale – PO Box 1159, Clayton Vic 3169

Website [smct.org.au](http://smct.org.au) | Email [enquiries@smct.org.au](mailto:enquiries@smct.org.au)

The Southern Metropolitan Cemeteries Trust is a not-for-profit, community-based organisation that cares for Brighton General, Bunurong Memorial Park, Cheltenham Memorial Park, Cheltenham Pioneer, Dandenong Community, Melbourne General, Springvale Botanical, Sorrento and St Kilda cemeteries.