



SOUTHERN
METROPOLITAN
CEMETERIES TRUST

Honouring and celebrating life

Strategic Plan

2025 – 2027

Create Better Together

SMCT provides places and services for cremation, interment and memorialisation in our communities. In 2028, we will be more environmentally and financially sustainable and will continue to maintain capability and capacity to meet our customers' needs. We will do this through our expertise, trusted relationships and products and services.



Our Vision

Be a sector leader in cemeteries and memorial parks and in supporting our diverse communities as they grieve, honour and celebrate life.

Our Purpose

We create and maintain cemeteries and memorial parks where people can honour and celebrate their loved ones.

Our Values

Passion: commitment in heart and mind.

Respect: by valuing every voice.

Integrity: by doing what is right.

Dedication: to the needs of our community and people.

Empathy: to listen and reflect with sensitivity.





Our Strategic Priorities



Growth



Relationships



People



Pillar 1

Growth

We will grow capacity to meet community needs through product and service offering, innovation and optimising land use.

Initiatives:

- Implement the Land Strategy and Master Plan of all sites to ensure our ability to meet growing demand.
- Continue to implement environmental and sustainability measures including efficiency upgrades, a Biodiversity Strategy and Future Environmental Strategy.
- Implement geo-location and way-finding methods to improve our site maps.
- Modernise our systems including strengthening cyber security measures, cloud contact centre solution, and hospitality and retail point of sale.
- Explore new products and services to meet the evolving needs of customers.
- Explore complementary revenue opportunities to ensure the financial sustainability of our work.





Pillar 2

Relationships

We will build stronger relationships with an understanding of our customers, communities and stakeholders.

Initiatives:

- Continued implementation of Project Cultivate across Melbourne General Cemetery and commence works at St Kilda Cemetery.
- Implement the Reconciliation Action Plan to improve our relationship with Indigenous communities.
- Improve customer experience through digital channels with an updated website, CRM and Customer and Funeral Director portal.
- Implement measures to understand our customers and communities and uplift our engagement on an ongoing basis.



Pillar 3

People

Our people are at the heart of everything we do. We will attract and retain talent, build the capability of our people and be a leader in health, safety and wellbeing.

Initiatives:

- Develop and implement our Diversity, Equity and Inclusion Plans to build on our inclusive workplace.
- Improve safety by implementing initiatives to reduce the instance of external violence or aggression against team members.
- Implement ongoing succession planning and adjusting our structure where needed.

