



METROPOLITAN  
CEMETERIES BOARD



# REFLECT RECONCILIATION ACTION PLAN

July 2022 – December 2023



## Acknowledgement of Country

We acknowledge that our cemeteries are on Aboriginal land. We recognise the strength, resilience, and capacity of the Noongar people in this land, and we acknowledge and respect their continuing culture and the contributions they make to the life of this city and this region.



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# MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia welcomes Metropolitan Cemeteries Board (MCB) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

MCB joins a network of more than 2,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables MCB to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations MCB, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# CEO'S FOREWORD



The Metropolitan Cemeteries Board (MCB) acknowledges Aboriginal and Torres Strait Islander peoples as Australia's First Peoples. We pay tribute to the spiritual beliefs and cultural practices of Aboriginal and Torres Strait Islander peoples and the positive and valued contribution they make to the communities in which we all live.

This Reflect Reconciliation Action Plan (RAP), which is the MCB's first RAP, is intended to guide us in our collective journey to reconciliation through the implementation of agreed actions and deliverables which have been designed to build awareness, acknowledgement and appreciation of Aboriginal and Torres Strait Islander people's culture and enduring connection to country. This RAP will allow the MCB to build upon, and measure the effectiveness of, our existing efforts towards reconciliation. We strive for opportunities to better understand their culture through working together and sharing unique perspectives and experiences to inform policy development and practices.

We celebrate the contribution of Aboriginal and Torres Strait Islander peoples and embrace their ongoing practice of lore, languages, and knowledge. We recognise past actions have caused pain and suffering to Aboriginal and Torres Strait Islander peoples, and accept that previous Federal and State laws, practices, and policies have deeply impacted the lives of Aboriginal and Torres Strait Islander peoples.

We acknowledge that we are still challenged by unconscious prejudice in our society and to that end the MCB pledges to work with Aboriginal and Torres Strait Islander peoples on laws and policies that directly impact them, enabling us to work collaboratively in developing safe and inclusive services.

The MCB is privileged to be able to assist with the repatriation of ancestral remains back to country through the Aboriginal Keeping Place at Karrakatta Cemetery, and in providing burial services and site management for the Gngangara Aboriginal Cemetery. This RAP will enable us to strengthen these partnerships by working collaboratively with the community to ensure the needs of Aboriginal and Torres Strait Islander peoples is accommodated in our service offerings.

Our Reflect RAP is our statement of genuine commitment to reconciliation and provides opportunity for us to build and strengthen our relationships with Aboriginal and Torres Strait Islander peoples. Now that our Reflect RAP has been registered, we embark on the important journey of implementing the agreed actions so that we can achieve meaningful progress on our reconciliation journey.

**Kathlene Oliver**  
Chief Executive Officer

# MESSAGE FROM THE CHAIR OF THE BOARD



I am delighted to endorse the Metropolitan Cemeteries Board's Reflect Reconciliation Action Plan.

The MCB has already made significant progress on its reconciliation journey through its commitments to procuring services from Aboriginal businesses and to recruiting Aboriginal and Torres Strait Islander team members, apprentices and trainees. This plan sets a foundation upon which the MCB can prepare for future RAPs and reconciliation initiatives. The RAP is an important step in consolidating and strengthening the MCB's respect for Aboriginal and Torres Strait Islander peoples. The MCB's actions under this Reflect RAP will help achieve MCB's mission to be a leader in cemetery management and delivering a caring and sensitive experience with burial, cremation and memorialisation services that reflect the community's values and beliefs. It will also help ensure that our cemetery management and service delivery is culturally sensitive and inclusive of First Nations people.

I would like to thank the MCB's Reconciliation Action Plan Working Group for establishing the Reflect Plan and I look forward to the Plan's implementation.

**Joe O'Dea**

Chair, Metropolitan Cemeteries Board



## OUR BUSINESS

The MCB is a fully self-funded statutory authority, managing seven cemetery and memorial park sites throughout metropolitan Perth: Fremantle, Karrakatta, Midland and Guildford Cemeteries, Gngara Aboriginal Cemetery, Pinnaroo Valley and Rockingham Regional Memorial Parks.

These cemeteries and memorial parks offer a range of facilities and services including burial, cremation, memorialisation and entombment.

The MCB's cemeteries hold the remains of approximately 600,000 Western Australians, including Aboriginal and Torres Strait Islander Australians.

As at June 2021, the MCB employed 162 staff, of which five have identified as an Aboriginal and/or Torres Strait Islander person.

## OUR RAP

The MCB recognises that our past and present policies and practices may impact Aboriginal and Torres Strait Islander peoples.

The MCB plans to develop and strengthen its relationships with Aboriginal and Torres Strait Islander stakeholders to build a shared understanding of cultural practices, and to inform the MCB's policy development processes and practices to be culturally respectful.

Through our RAP Working Group and reconciliation partners, we are committed to achieving the actions and deliverables in our RAP over the next 18 months and preparing for future commitments to reconciliation guided by the Reconciliation Australia framework.

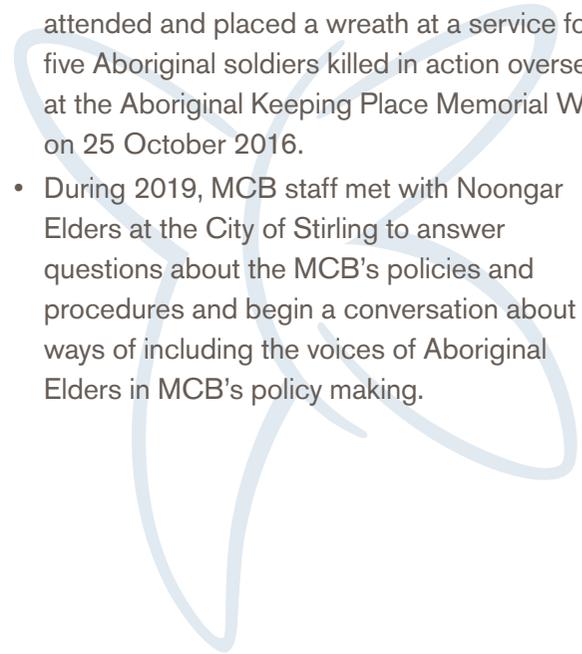


# OUR PARTNERSHIPS AND CURRENT ACTIVITIES

The MCB has had engagement with reconciliation and Aboriginal and Torres Strait Islander peoples to date through our association with the (former) Honouring Indigenous War Graves organisation, the Gnangara Aboriginal Cemetery (and previously the Noongar Community Inc.) and the MCB's management of the Aboriginal Keeping Place at Karrakatta Cemetery.

- The 'Keeping Place' was the first of its kind in Australia. It is a holding place for the remains of Aboriginal peoples which have been previously stored in museums around the world and other sources. It was designed as a large, walk-in vault with shelving used for the safe storage of repatriated remains. If the original tribal area of the deceased can be determined, the remains are removed from the Keeping Place for interment in the traditional burial ground. The MCB maintains the facility and surrounding burial area in keeping with a traditional Aboriginal burial ground. The facility is integral to preserving our unique Aboriginal heritage for current and future generations.

- Co-located with the Keeping Place is the Indigenous War Memorial which honours the war service of Aboriginal and Torres Strait Islander peoples who have served Australia.
- The Gnangara Aboriginal Cemetery was created as a burial area within a natural bushland setting and is intended to be a place where Aboriginal people of the Noongar community can be buried.
  - On 17 December 2018 the MCB signed a Memorandum of Agreement (MOA) with the Noongar Community Aboriginal Corporation to vest the cemetery with the MCB. The MOA sets out the expectation to show respect for the land and Aboriginal cultures and customs, the cemetery will be retained in as natural a state as possible while providing for appropriate burial requirements and management.
  - With Gnangara Aboriginal Cemetery being vested with the MCB, there is ongoing need and opportunity for the MCB to respectfully engage with the Noongar Community Aboriginal Corporation.
- The MCB had a positive working relationship with Honouring Indigenous War Graves, a now-disbanded voluntary, non-profit organisation which sought to ensure all returned Aboriginal servicemen and women had a headstone on their grave. This led to the MCB's Honouring Indigenous War Graves Policy. The policy related to the MCB Board's resolution on 30 April 2015 to recognise and acknowledge military service by Aboriginal peoples from Western Australia. MCB staff attended and placed a wreath at a service for five Aboriginal soldiers killed in action overseas at the Aboriginal Keeping Place Memorial Wall on 25 October 2016.
- During 2019, MCB staff met with Noongar Elders at the City of Stirling to answer questions about the MCB's policies and procedures and begin a conversation about ways of including the voices of Aboriginal Elders in MCB's policy making.



## Our journey – awareness raising activities

- Two senior MCB staff attended the following events in 2019 and 2020:
  - **International Association for Public Participation breakfast seminar, “Ngalla waanginy: The power of Aboriginal-led engagement”** which presented the experience of the team working to transform the future of the Wadjemup Aboriginal Burial Ground on Western Australia’s holiday island, known to most as Rottnest Island, and showcased how genuine Aboriginal-led consultation achieves powerful results for truth-telling, healing and reconciliation (May 2019).
  - **The Healing Foundation’s Western Australian Stolen Generation records forum on improving access to records for Stolen Generations survivors and their descendants** (August 2019).
  - **Reconciliation Australia’s National RAP Conference: Walking Together, Working Together**, November 2019.

- Aboriginal Culture Awareness Workshop in early 2020.
- During 2021, all staff and Board Members have been progressively completing the Aboriginal and Torres Strait Islander Cultural Awareness online training.
- The MCB promotes awareness of NAIDOC Week each year.
  - **In 2019 the MCB celebrated NAIDOC Week with a bush-tucker inspired morning teas for employees using First Nations caterers.**
  - **In 2020, due to COVID-19 restrictions, awareness of National Reconciliation Week was promoted on the MCB’s intranet and by email. The MCB also commenced National Reconciliation Week 2020 with the first meeting of its Reconciliation Action Plan Working Group (RWG).**

## Our journey and ongoing commitments – RAP, Employment and Procurement

### MCB RAP 2009:

The MCB’s last RAP was developed in 2009. The 2009 RAP focussed on Aboriginal and Torres Strait Islander employment initiatives. The MCB has continued its commitment to actively encourage recruitment, retention and professional development of Aboriginal and Torres Strait Islander employees.

The 2009 RAP also contained a commitment to improve communications with Aboriginal and Torres Strait Islander customers and develop protocols for Aboriginal and Torres Strait Islander burials.

### Employment:

The MCB is committed to offering employment opportunities to Aboriginal and Torres Strait Islander peoples and has been actively seeking to recruit Aboriginal and Torres Strait Islander peoples in all job vacancies on the WA Government jobs board, Recruitment Advertising Management System (RAMS), are also posted to Aboriginal Employment Services website.

## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

The MCB is working towards meeting the Public Sector Commission's (PSC) new diversity target of 3.7% of the workforce being Aboriginal and Torres Strait Islander employees.

- In June 2018, 3.2% of the MCB's workforce identified as Aboriginal and/or Torres Strait Islander peoples.
- In June 2020, this figure dropped to 2.6%, following the retirement and resignation of 2 Aboriginal staff members in 2019.
- In June 2021, 3.13% of the MCB's workforce identified as Aboriginal and/or Torres Strait Islander peoples.

### Employment – Aboriginal Traineeship programs:

The MCB has actively been seeking to recruit Aboriginal and Torres Strait Islander employees in Aboriginal traineeship positions.

- In 2013, the MCB established an Indigenous Employment Strategy 2013-2018 to facilitate First Nations traineeship opportunities.
- In 2014, the MCB hosted six Aboriginal and Torres Strait Islander trainees for a 12-week paid placement in a grounds role at Karrakatta Cemetery, partnering with an Aboriginal Employment Service to source suitable trainees, assist with workplace

induction, cultural awareness training for MCB employees, and mentoring during the traineeship. Three of these trainees were successfully recruited into permanent Cemetery Worker (Grounds) positions with the MCB.

- In 2015, the MCB hosted a further two First Nations trainees for a 12-week paid placement in a grounds role at Karrakatta Cemetery, with a two week placement at Pinnaroo. The MCB again partnered with an Aboriginal Employment and Mentoring Service for this process.
- In 2015-2016, the MCB hosted an Aboriginal youth trainee through the PSC 12-month Public Sector Trainee – Aboriginal or Torres Strait Islander Program. This trainee was successful in completing a Certificate III in Government (Public Administration) and was recruited to a permanent Client Liaison Officer role in the Client Services Directorate.
- In 2017-2018, the MCB hosted a second Aboriginal youth trainee through the same PSC 12-month Government Indigenous Traineeship Program. This trainee also successfully completed a Certificate III in Government (Public Administration) and was offered a trainee transitional position with the MCB.

- In 2021 the MCB hosted an Aboriginal Youth Trainee through the PSC Government Indigenous Traineeship Program and employed an Aboriginal Horticultural Apprentice at Karrakatta Cemetery.

### Procurement

The MCB is committed to supporting improved economic and social outcomes for Aboriginal and Torres Strait Islander peoples through increased Aboriginal and Torres Strait Islander supplier diversity.

The MCB is also committed to supporting Aboriginal and Torres Strait Islander owned businesses and organisations through the introduction of the WA State Government's Aboriginal Procurement Policy. This will increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. The State Government has set targets that apply to all government agencies when purchasing goods, services, community services and works. The targets are: 1% in 2018/19, 2% in 2019/20 and 3% in 2020/21.

## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

- In 2018/19 the MCB awarded 4 contracts to Aboriginal and Torres Strait Islander businesses, which was 33% of contracts awarded. In addition, the MCB spent approximately \$18,000 with other Aboriginal and Torres Strait Islander businesses for ad hoc purchases. This high percentage of contracts was boosted by three one-off contracts worth a combined total of just over \$215,000.
- 2019-2020 was a quieter year, contracts with Aboriginal and Torres Strait Islander businesses were 5.26% of all contracts awarded. In addition, the MCB spent approximately \$90,000 in ad hoc purchases with Aboriginal and Torres Strait Islander businesses.
- 2020-2021 was also a quiet year, contracts with Aboriginal and Torres Strait Islander businesses were 5.88% of all contracts awarded. In addition, the MCB spent approximately \$70,303 in ad hoc purchases with Aboriginal and Torres Strait Islander businesses.

### Current and completed activities – New Reflect RAP

A new Reflect RAP has been developed to continue the MCB's journey towards reconciliation. This new RAP outlines the Reflect Deliverables which maps out the MCB's proposed journey towards reconciliation. It includes Deliverables that have or are being implemented, and some additional MCB specific deliverables that are or will be implemented.

Since the commencement of the development of a new RAP for the MCB, the following activities have been implemented, completed, or in some cases are ongoing:

- A new MCB's RAP Working Group (RWG) was established in 2020 and were consulted on the development of the new Reflect RAP.
- Terms of Reference for the RWG were established in 2020 and implemented.
- RWG members attended the Reconciliation Australia's Perth RAP Starter Workshops which was held online in August 2020 due to COVID-19.

- Aboriginal and Torres Strait Islander stakeholders and organisations appropriate to our industry have been identified and included in the MCB Stakeholder Engagement Plan to ensure it contains guiding principles and appropriate methodology and approach for effective stakeholder engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Acknowledgement of Country is now a standing introduction at the commencement of important meetings with external stakeholders, at all Corporate Executive and Board meetings, and a Welcome to Country is undertaken at public events organised by the MCB at its cemeteries.
- The MCB EEO (anti-discrimination) policy has been reviewed and updated to include substantive equality provisions.
- Arrangements were made for all employees to undertake the PSC on-line Aboriginal and Torres Strait Islander Cultural Awareness Training course in 2021 to increase their understanding, knowledge and recognition of Aboriginal and Torres Strait Islander histories, experiences, knowledge, cultures and rights within our organisation / community / country.

## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

- The MCB continued to implement its Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.
- Job vacancies are advertised with Aboriginal Recruitment Agencies via the WA Government Jobs Board (RAMS) to encourage Aboriginal applicants for advertised jobs.
- The Western Australian Aboriginal Procurement Policy (ATSI Procurement Strategy) has been implemented in accordance with the targets set to award contracts to businesses registered on the Aboriginal Business Directory WA or the Supply Nation Indigenous Business Directory.
- Opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses have been developed and communicated to staff.
- Procurement practices have been reviewed and updated to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.
- Maintained commercial relationships with Aboriginal and Torres Strait Islander businesses.
- Reporting our reconciliation progress and achievements in the MCB Annual Report since June 2020.

### RAP Champion

The MCBs RAP Champion is Kathlene Oliver, Chief Executive Officer.



# ACTIONS AND DELIVERABLES

## MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



### Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	a) Review the implementation of the MCB Stakeholder Engagement Plan.	November 2022	Manager CS
	b) Establish best practice policies that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2023	Manager CS Manager P&O
2. Build relationships through celebrating National Reconciliation Week (NRW)	a) RAP Working Group members to participate in an external NRW event.	May 2023	Chair RWG
	b) Promote Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2023	Manager HR, Manager M&C
	c) Organise an event, activity, or morning tea for staff to recognise and celebrate NRW.	May 2023	Manager HR, Manager M&C
	d) Encourage and support staff and senior leaders to participate in at least one internal, external or online event to recognise and celebrate NRW.	May 2023	Chair RWG, Manager HR

## MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



### Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	a) Identify organisations in the RAP network and/or other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2022	Chair RWG
	b) Communicate our commitment to reconciliation to all staff.	May 2023	Corporate Executive
	c) Identify other external stakeholders that we could approach to collaborate with, or engage with, on our reconciliation journey.	October 2022	Manager CS
	b) Develop and maintain relationships with Reconciliation Australia and Reconciliation WA (RWA).	Jul 2022, Oct 2022, Dec 2022, Mar 2023, Jul 2023, Oct 2023	Chair RWG
4. Promote positive race relations through anti-discrimination strategies.	a) Identify best practice policies and strategies in the area of race relations and anti-discrimination.	December 2022	Manager HR
	b) Review HR policies and procedures to identify and eliminate any discrimination provisions.	December 2022	Manager HR

MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a) Develop a plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation (the MCB).	February 2023	Chair RWG (in consultation with the Manager HR, Manager CS, CS & P&O Coordinators)
	b) Conduct a review of cultural learning needs for the MCB.	October 2022	Chair RWG (in consultation with the Manager HR, Manager CS, CS & P&O Coordinators)
	c) Aboriginal Cultural Awareness training to completed by all new employees.	Jul 2022, Oct 2022, Dec 2022, Mar 2023, Jul 2023, Oct 2023	Manager HR
	d) Promote the internet link to the Cultural Calendar of dates that reflects significant Aboriginal and Torres Strait Islander milestones and events through history and the present day, on MCB Intranet.	Annually January 2023	Manager HR, Manager M&C

MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a) Develop a protocol guide for Acknowledgement of Country and Welcome to Country.	August 2022	Lead RWG Chair Manager HR, Manager M&C
	b) Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2022	Chair RWG, Manager HR
	c) Develop and communicate a cultural protocol document to guide death, funeral and burial practices that respect the beliefs and practices of Aboriginal and Torres Strait Islander peoples.	March 2023	Chair RWG, (in consultation with Manager CS, Manager M&C, CS Coordinators & P&O Coordinators)
	e) Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within MCB operational areas.	December 2022	Coordinator P&P

## MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



### Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect and awareness among staff of Noongar environmental knowledge and land management practices.	a) Increase staff awareness of the Noongar six seasons calendar, its influence on horticultural practices, and its relationship to the flowering of many different plants.	June 2023	Lead Manager HR CPDO P&O Coordinators
	b) Increase staff awareness of Aboriginal names of flora in our cemetery grounds.	June 2023	CPDO P&O Coordinators
	c) Investigate the feasibility of Aboriginal fire management practices as part of the management of cemetery bushlands.	March 2023	Director P&O Coordinator PMG
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a) Raise awareness and share information with staff about the meaning of NAIDOC Week.	Annually (July 2022, 2023)	Lead Manager M&C Manager HR,
	b) Promote online and local external NAIDOC week events celebrations via a calendar of local events to staff	Annually (July 2022, 2023)	Lead Manager M&C Manager HR,
	c) Encourage RWG to participate in an external NAIDOC Week event.	Annually (July 2022, 2023)	Chair RWG, RWG

## MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



### Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	a) Continue to offer Aboriginal and Torres Strait Islander employment opportunities within the MCB through administrative and grounds traineeships, with the opportunity for permanent employment upon successful completion of their traineeship.	Annually (Jun 2022, 2023)	Manager HR
	b) Build a greater understanding of current Aboriginal staffing to inform future employment and professional development opportunities.	October 2022	Manager HR
	c) Continue to implement the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy in consultation with Aboriginal and Torres Strait Islander staff.	September 2022	Manager HR
	d) Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander recruitment agencies (via RAMS).	Ongoing (Review Jun 2023)	Manager HR
	e) Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 3.7%.	November 2023	Manager HR
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	a) Revisit the Western Australian Aboriginal Procurement Policy to ensure the policy is effective and barriers continue to be removed to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Ongoing Review (Sep 2022)	Director Finance Procurement and Contracts Officer
	b) Maintain commercial relationships with Aboriginal and Torres Strait Islander businesses.	Ongoing (Review Jun 2023)	Director Finance Procurement and Contracts Officer

MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) drive the governance of the RAP.	a) Establish a RWG by inviting employees from across the MCB to become members of the group and include Aboriginal and Torres Strait Islander peoples and decision making staff from across our organisation.	July 2022	Manager HR
	b) RWG to meet regularly to govern RAP implementation.	Sep 2022, Dec 2022, Mar 2023, Jun 2023, Sep 2023	Chair RWG RWG
	c) Review and apply Terms of Reference for RWG.	August 2022	Chair RWG
	d) Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2022	Lead Chair RWG Manager HR



MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Provide appropriate support for effective implementation of RAP commitments.	a) RWG and Corporate Executive to drive and monitor RAP implementation.	Ongoing (Review Sep 2022, Mar 2023)	Corporate Executive
	b) New RWG members to attend a Reconciliation Australia RAP Information Webinar and/or Office Hour to build knowledge and skills of RAP's	September 2022	Lead Chair RWG RWG Manager HR
	c) Engage senior Managers, Coordinators and Team Leaders in the delivery of RAP commitments and embed the work of the RAP in MCB practice.	August 2022	Corporate Executive
	d) Define appropriate systems and capability to track, measure and report on RAP commitments and achievements in the MCB Annual Report.	August 2022	Chair RWG, Manager HR, Governance Officer
	e) Maintain an internal RAP Champion from the Corporate Executive.	May 2023	Corporate Executive

MCB Reconciliation Action Plan 2022 – 2023 – Actions and Deliverables



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a) Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Deadline: 30 September Annually	Chair RWG, Manager HR and Governance Officer
	b) Continue to report our RAP progress and achievements in the MCB Annual Report.	July Annually	Chair RWG, Manager HR Governance Officer
	c) Follow up Reconciliation Australia if we have not received our unique link to report in the RAP Impact Measurement Questionnaire.	1 August Annually	Chair RWG
14. Continue our reconciliation journey by developing our next RAP.	a) Register via Reconciliation Australia’s <a href="#">website</a> to begin developing our next RAP.	August 2023	Chair RWG

## ACTIONS AND DELIVERABLES

### Responsible Officers

The following table outlines the key responsible officers for the proposed deliverables outlined in this RAP.

Chair RWG	Chair of the RAP Working Group	CS Coordinators P&O	Client Services Coordinators
RWG	RAP Working Group	Coordinators	Planning & Operations Coordinators
Manager HR	Manager Human Resources	PMG Coordinator	Operations Coordinator Pinnaroo, Midland & Guildford
Manager CS	Manager Client Services	Coordinator P&P PPO	Coordinator Planning & Projects
Manager M&C	Manager Marketing & Communications	CPDO	Planning & Projects Officer
GO	Governance Officer		Cemetery Planning & Development Officer
P&CO	Procurement & Contracts Officer		

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