



METROPOLITAN CEMETERIES BOARD

RECONCILIATION ACTION PLAN

February 2026 to February 2027

REFLECT



METROPOLITAN
CEMETERIES BOARD



JOURNEY DREAMING

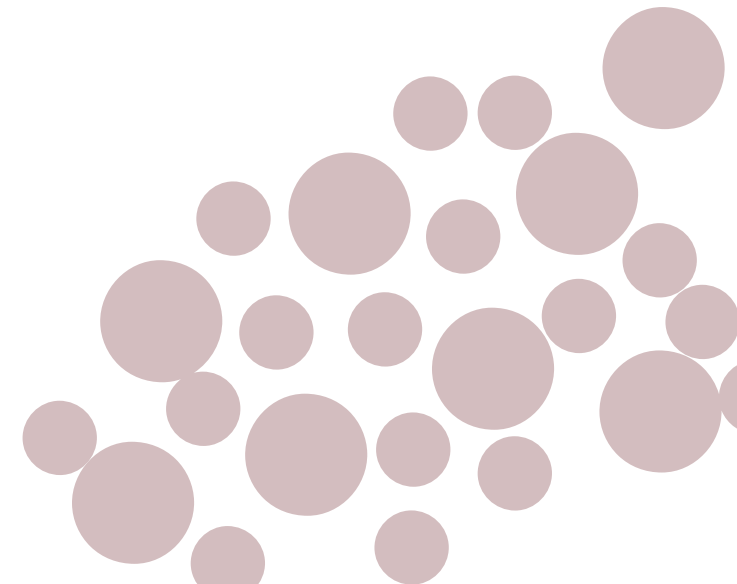
“This artwork depicts families connecting and supporting one another on Country during sorry business.

The community circles represent the Metropolitan Cemetery Board sites, and the compassion and support they provide to families during grief. At these sites there are pops of colour that represent flowers.

The kangaroo and goanna tracks represent some of the native animals that surround these sacred sites. The brown represents the ground, Country, and the blue represents a journey of healing.”

About the artist

Rickesha Burdett is a Noongar artist from Albany, WA. She runs her own business, Makuru Designs, which shares Noongar stories through bold, contemporary art.



ACKNOWLEDGEMENT OF COUNTRY

The Metropolitan Cemeteries Board acknowledges the Whadjuk Noongar people as the Traditional Custodians of the Lands on which our cemeteries are located, including:

- Karrakatta Cemetery
- Fremantle Cemetery
- Pinnaroo Valley Memorial Park
- Midland Cemetery
- Guildford Cemetery
- Rockingham Regional Memorial Park
- Gnangara Aboriginal Cemetery
- East Rockingham Pioneer Cemetery

We recognise and respect their deep and enduring connection to land, waters, skies, and community. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

As custodians of sacred spaces for remembrance and reflection, we honour the cultural significance of burial grounds and spiritual practices. We are committed to fostering inclusive, respectful environments across all our sites and to working in genuine partnership with Aboriginal communities as part of our reconciliation journey.

Did you know?

Within the grounds of Karrakatta Cemetery, the Keeping Place serves as a culturally significant holding space for the ancestral remains of Aboriginal people. These remains may be awaiting repatriation to Country or may have previously been held in institutions such as museums, where identification for repatriation has not been possible. The Keeping Place is the first of its kind in Australia and reflects a commitment to dignity, respect, and cultural healing.

Adjacent to the Keeping Place stands a War Memorial dedicated to Aboriginal servicemen who served in World War I and World War II, and who were killed in conflict and buried overseas. This memorial honours their service and sacrifice and acknowledges the often-overlooked contributions of Aboriginal Australians to the nation's military history.



CHIEF EXECUTIVE OFFICER STATEMENT

As Chief Executive Officer of the Metropolitan Cemeteries Board (MCB), I am deeply honoured to introduce our Reflect Reconciliation Action Plan (RAP). This is our second RAP and represents a significant step in our ongoing commitment to reconciliation and our responsibility as caretaker of sites of profound historical and cultural significance. We acknowledge that the Lands on which our cemeteries reside are First Nations Lands, and we recognise the enduring strength, resilience, and deep connection of Aboriginal and Torres Strait Islander peoples to this Country. We value their continuing cultures and the vital contributions they make to our society.

The MCB has a unique privilege in assisting with the repatriation of ancestral remains through the Aboriginal Keeping Place at Karrakatta Cemetery and in the management of the Gnangara Aboriginal Cemetery in partnership with the Noongar Community Aboriginal Corporation. This new RAP provides a framework to strengthen these crucial relationships and to work even more closely with Aboriginal and Torres Strait Islander communities to ensure our services are culturally safe, inclusive, and meet their needs with respect and understanding.

We recognise the importance of learning from one another and sharing unique perspectives to inform our policies and practices. This RAP is more than a document; it is a statement of our genuine commitment to building stronger, more meaningful relationships with Aboriginal and Torres Strait Islander peoples. It provides us with a clear pathway to further develop our understanding, enhance respect for cultures and histories, and create more opportunities within our organisation and our broader sphere of influence.

As we embark on the important journey of implementing the actions outlined in this RAP, I want to assure you of the MCB's unwavering dedication to achieving meaningful and measurable outcomes. This is a collective effort, and we are committed to fostering a workplace where reconciliation is embedded in our daily practices.

I wholeheartedly endorse this Reconciliation Action Plan and look forward with anticipation to the positive impact it will have on our organisation and the communities we serve.



Kathlene Oliver
Chief Executive Officer



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

Joe O'Dea
Chair

STATEMENT FROM CHIEF EXECUTIVE OFFICER OF RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates Metropolitan Cemeteries Board on continuing its reconciliation journey by formally endorsing Metropolitan Cemeteries Board's second Reflect Reconciliation Action Plan (RAP).

Through this plan, Metropolitan Cemeteries Board continues to play an important role in a network of more than 3000 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 over 5.5 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 continues the journey and primes 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.

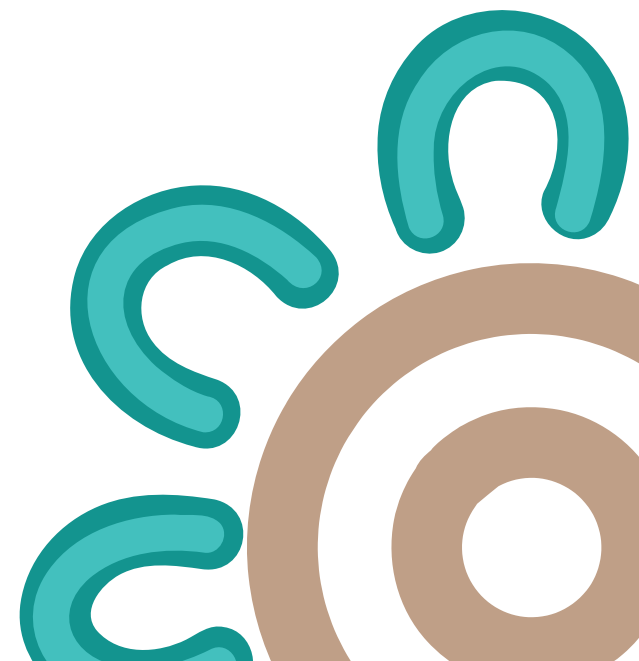
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

This Reflect RAP enables Metropolitan Cemeteries Board 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Metropolitan Cemeteries Board on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine
Chief Executive Officer



OUR BUSINESS

The Metropolitan Cemeteries Board (MCB) is a fully self-funded statutory authority responsible for the care and management of eight cemetery and memorial park sites across metropolitan Perth:

- Karrakatta Cemetery
- Fremantle Cemetery
- Midland Cemetery
- Guildford Cemetery
- Gnangara Aboriginal Cemetery
- Pinnaroo Valley Memorial Park
- Rockingham Regional Memorial Park
- East Rockingham Pioneer Cemetery

These sites provide a comprehensive range of services including burial, cremation, memorialisation, and entombment, all within respectfully maintained and landscaped environments.

Our cemeteries are the final resting place for approximately 600,000 Western Australians, including Aboriginal and Torres Strait Islander peoples. We acknowledge the cultural and spiritual significance of these grounds and are committed to ensuring they remain inclusive and respectful spaces for all communities.

At Karrakatta Cemetery, the Keeping Place is a nationally significant facility that provides a culturally appropriate holding space for ancestral remains, including those returned from museums, awaiting repatriation to Country. This initiative reflects our commitment to honouring Aboriginal heritage and supporting cultural healing.

We also manage the Gnangara Aboriginal Cemetery under a Memorandum of Agreement with the Noongar Community Aboriginal Corporation, ensuring the site remains a culturally safe and appropriate burial place for Aboriginal people and their families.

Our cemetery records, dating back to 1899, form a valuable archive of Western Australia's social and cultural history. These records support genealogical and historical research and contribute to broader community understanding.



To enhance public engagement and education, the MCB offers heritage walk trails at several sites, including three at Karrakatta and one at Fremantle Cemetery, each featuring interpretive signage. We also provide catering services to support families during funeral gatherings, recognising the importance of community and connection in times of grief.

As of December 2024, the MCB employed 184 staff, with five employees (2.7%) identifying as Aboriginal and/or Torres Strait Islander people. We are actively working toward a target of 3.7% First Nations representation in our workforce, reflecting our commitment to equitable employment, cultural inclusion, and reconciliation

OUR VISION

Our vision for reconciliation is an Australia where the histories, cultures, and rights of Aboriginal and Torres Strait Islander peoples are deeply understood, valued, and respected by all.

For the MCB, this vision means leading by example within our sector - fostering genuine partnerships, promoting cultural understanding, and embedding inclusive and culturally safe practices across all aspects of our operations.

We are committed to ensuring our services respond meaningfully to the needs of Aboriginal and Torres Strait Islander communities and contribute to a more unified, respectful, and equitable society.

Our vision aligns with and supports Australia's national reconciliation movement, as defined by the five dimensions of reconciliation.

THE FIVE DIMENSIONS OF RECONCILIATION

Historical Acceptance: Acknowledging the past injustices and their impact on Aboriginal and Torres Strait Islander peoples.

Race Relations: Building respectful relationships based on trust and respect, free from racism.

Equality and Equity: Ensuring Aboriginal and Torres Strait Islander peoples participate equally in life opportunities.

Institutional Integrity: Supporting reconciliation through political, business, and community structures.

Unity: Promoting a shared identity that values Aboriginal and Torres Strait Islander cultures and heritage.



OUR COMMITMENT

This Reconciliation Action Plan (RAP) represents a meaningful milestone in the Metropolitan Cemeteries Board's (MCB) ongoing journey toward reconciliation. Through this RAP, we formalise and strengthen our commitment to building respectful relationships, deepening cultural understanding, and creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples - both within our organisation and across the communities we serve.

Our approach to implementing this RAP is guided by the core pillars of Relationships, Respect, Opportunities and Governance, as defined by Reconciliation Australia.

We are committed to listening deeply, learning continuously, and embedding cultural awareness into our policies, practices, and everyday operations. This journey will be collaborative, involving our RAP Working Group, staff across all levels, and external partners. We aim to lay a strong foundation for future reconciliation initiatives that are sustainable and contribute to long-term, positive change.

To support and champion our commitment to reconciliation, we have appointed the Chief Human Resource Officer as our RAP Working Group Chair and the Chief Customer Experience Officer as our Executive RAP Champion.

In their respective leadership roles, they will work collaboratively to ensure reconciliation is a strategic priority across the organisation. The RAP Working Group Chair will lead the coordination and governance of our RAP, foster accountability and drive progress. The Executive RAP Champion will advocate for reconciliation at the executive level, promote cultural inclusion, and ensure RAP actions are embedded in our business strategy and operations.

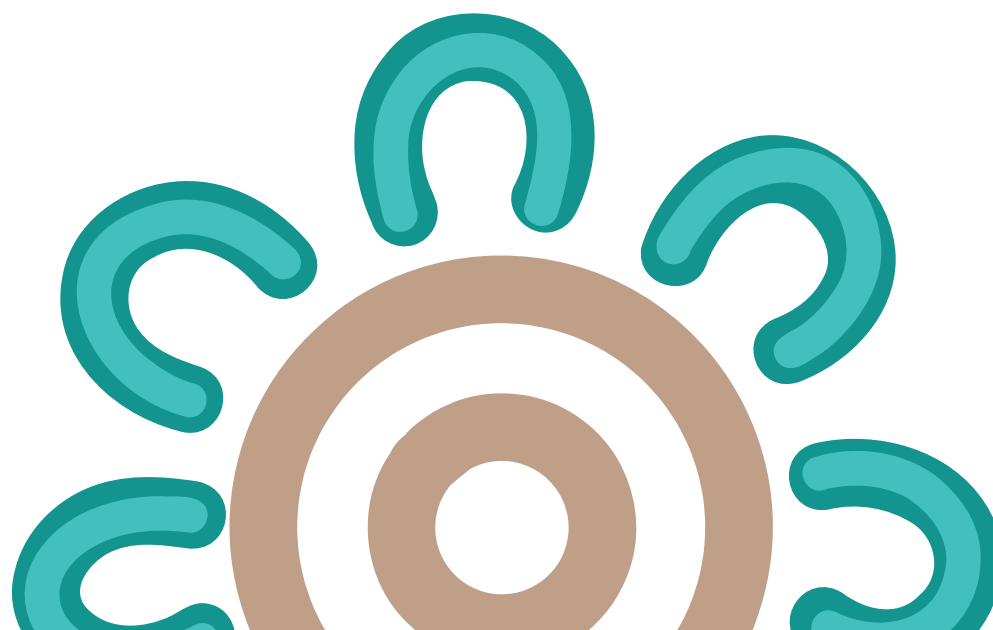
Together, they will help cultivate a workplace culture that values Aboriginal and Torres Strait Islander peoples, histories, cultures, and rights.

We have already taken important steps on this journey.

These include:

- The long-standing stewardship of the Keeping Place at Karrakatta Cemetery, a nationally significant facility for the respectful holding of ancestral remains awaiting repatriation.
- The care and management of the Gnangara Aboriginal Cemetery, delivered in partnership with the Noongar Community Aboriginal Corporation, ensuring culturally appropriate burial practices.
- Previous efforts to support Aboriginal and Torres Strait Islander employment and procurement, reflecting our commitment to inclusive economic participation.

This RAP builds on these foundations, enabling us to take a more strategic and coordinated approach to reconciliation.



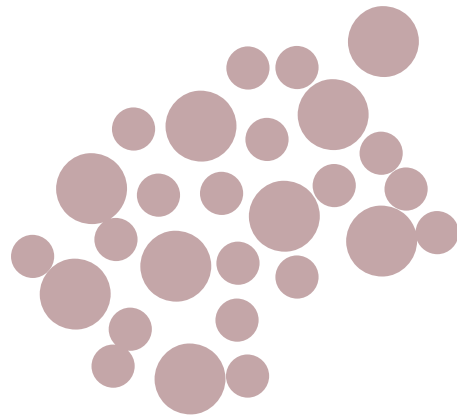
OUR FOCUS AREAS

Through this RAP, we aim to:

- Strengthen respectful and reciprocal relationships with Aboriginal and Torres Strait Islander individuals, communities, and organisations within our sphere of influence.
- Deepen cultural understanding and respect through ongoing learning, observance of cultural protocols, and recognition of Aboriginal and Torres Strait Islander histories, cultures, and rights.
- Create meaningful opportunities in employment and procurement for Aboriginal and Torres Strait Islander peoples, contributing to improved social and economic outcomes.

By pursuing these objectives, we will continue to lead in cemetery management by delivering compassionate, culturally inclusive services that reflect the values of our diverse communities.

This RAP will guide our actions, ensure accountability, and support genuine, lasting progress on our reconciliation journey.



PARTNERSHIPS AND CURRENT ACTIVITIES

The MCB has a strong foundation of engagement with Aboriginal and Torres Strait Islander communities, which informs and strengthens this RAP. Our ongoing initiatives and partnerships include:

- **Aboriginal Keeping Place:** Located at Karrakatta Cemetery, this nationally significant site is the first of its kind in Australia. It respectfully holds repatriated ancestral remains, including those returned from museums worldwide. The MCB maintains the site in accordance with traditional Aboriginal burial practices, preserving cultural heritage for future generations.
- **Gnangara Aboriginal Cemetery:** Managed under a Memorandum of Agreement with the Noongar Community Aboriginal Corporation since 2018, this partnership ensures culturally appropriate burial practices. The Corporation approves burial applications, requiring ongoing respectful collaboration.
- **Previous RAP and Employment Initiatives:** The MCB has previously implemented a RAP focused on Aboriginal and Torres Strait Islander employment. We remain committed to recruitment, retention, and professional development through targeted programs.
- **Traineeships and Apprenticeships:** We actively participate in the Public Sector Commission's Solid Future's Aboriginal Traineeship Program and encourage Aboriginal and Torres Strait Islander participation in our apprenticeship pathways.
- **Aboriginal Procurement:** In alignment with the WA Government's Aboriginal Procurement Policy, the MCB sets targets for contracting Aboriginal businesses, reviews procurement processes to remove barriers and fosters commercial relationships with Aboriginal and Torres Strait Islander suppliers.

- **Cultural Awareness and Learning:** Staff and board members undertake cultural awareness training, including specialised sessions on Aboriginal perspectives around death, funerals, and cultural protocols. These sessions support respectful service delivery and workplace inclusion.
- **Cultural Protocols:** Acknowledgement of Country is now standard at key meetings, including those with external stakeholders, the Corporate Executive, and the Board. Welcome to Country ceremonies are held at public events hosted by the MCB.
- **Engagement with Reconciliation Australia:** Our RAP Working Group, established in 2020, contributes to RAP development and attends Reconciliation Australia workshops. We report reconciliation progress annually in the MCB Annual Report.
- **Honouring First Nations War Graves:** The MCB developed a policy in collaboration with Honouring First Nations War Graves and recognises Aboriginal service through the First Nations War Memorial co-located with the Keeping Place.

These activities reflect our ongoing commitment to reconciliation and provide a strong platform for the continued development and implementation of this RAP.





THIS MEMORIAL ERECTED BY IHW & Co. AND FUNDED BY
DEPARTMENT OF INDIGENOUS AFFAIRS AND LOTTERYWEST
UNVEILED ON THE 14th FEBRUARY 2005
THESE AUSTRALIAN VETERANS WHO ANSWERED THE CALL
AND PAID THE ULTIMATE SACRIFICE AND NOW LIE IN GRAVES
IN A FOREIGN LAND.
AUSTRALIA AND YOUR FAMILIES SAY THANKYOU.
"LET US NOT FORGET"

WW1

WW2

- [Plaque 1: Name, Service, Dates, and Sacrifice]
- [Plaque 2: Name, Service, Dates, and Sacrifice]
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FIRST NATIONS WAR MEMORIAL - KARRAKATTA CEMETERY

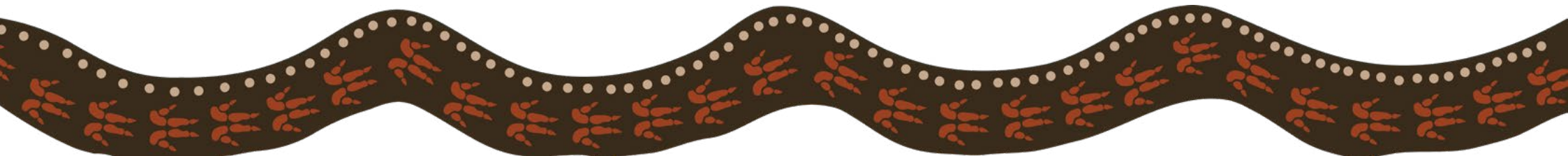
BUILDING STRONG RELATIONSHIPS

Building respectful and enduring relationships between Aboriginal and Torres Strait Islander peoples and other Australians is central to the Metropolitan Cemeteries Board's (MCB) reconciliation journey and core operations. As custodians of sacred spaces and providers of sensitive services during times of grief and remembrance, we recognise the importance of genuine connection with all communities we serve.

Our commitment to relationship-building is guided by four key principles:

- **Connecting People and Sharing Experiences** - MCB's spaces for reflection and commemoration bring together peoples from diverse cultural backgrounds. We recognise the significance of death and mourning in Aboriginal and Torres Strait Islander cultures and strive to ensure our services are inclusive, respectful, and responsive to these needs.
- **Respectful Governance and Management** - The MCB manages sites of profound cultural significance, such as the Gngangara Aboriginal Cemetery and the Aboriginal Keeping Place. Strong relationships, particularly with the relevant Aboriginal corporations like the Noongar Community Aboriginal Corporation, are essential for the respectful governance and management of these sites in accordance with cultural protocols and community expectations.
- **Effective Communication and Engagement** - Culturally safe service delivery begins with authentic engagement. We prioritise respectful communication with Aboriginal and Torres Strait Islander communities to understand their needs and adapt our services, accordingly, recognising that trust is built through transparency and consistency.
- **Meaningful and Enduring Partnerships** - Reconciliation is strengthened through genuine partnerships. MCB works with Aboriginal and Torres Strait Islander stakeholders across employment, procurement, cultural awareness, and heritage initiatives. These relationships are long-term commitments to shared growth and mutual respect.

Strong relationships are essential to MCB's ability to serve the community with integrity and cultural sensitivity. They enrich our understanding, strengthen our services, and ensure our cemeteries and memorial parks remain places of dignity, inclusion, and cultural significance for all.





BULGALLA WALK, A NEW MEMORIAL AREA AT PINNAROO VALLEY MEMORIAL PARK
BULGALLA IS THE NOONGAR NAME FOR THE LOCAL FIREWOOD BANSKIA, FOUND IN THIS AREA

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ACTIONS AND DELIVERABLES

RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2026	Chief Customer Experience Officer
	Continue to research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	March, June, September and December, annually	Chief Customer Experience Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026	Chief Customer Experience Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June, annually	RAP Working Group Chair (CHRO)
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, annually	RAP Working Group Chair (CHRO)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, annually	RAP Working Group Chair (CHRO)
	Organise at least one NRW event each year.	27 May – 3 June, annually	RAP Working Group Chair (CHRO)
	Register all our NRW events on Reconciliation Australia's NRW website	27 May – 3 June, annually	RAP Working Group Chair (CHRO)

ACTIONS AND DELIVERABLES

RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2026	Chief Customer Experience Officer
	Deliver a communication plan that shares our reconciliation commitment and promotes key events.	31 March, annually	RAP Working Group Chair (CHRO)
	Communicate our commitment to reconciliation publicly.	March 2026	Chief Customer Experience Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026	Chief Customer Experience Officer
	Identify & collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March, June, September and December annually	Chief Customer Experience Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2026	RAP Working Group Chair (CHRO)
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2026	RAP Working Group Chair (CHRO)
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2026	Chief Customer Experience Officer and RAP Working Group Chair (CHRO)
	Develop, implement, and communicate an anti-discrimination policy for our organisation	June 2026	RAP Working Group Chair (CHRO)
	Educate senior leaders on the effects of racism.	March, annually	CEO

ACTIONS AND DELIVERABLES



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2026	RAP Working Group Chair (CHRO)
	Conduct a review of cultural learning needs within our organisation.	June 2026	RAP Working Group Chair (CHRO)
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2026	RAP Working Group Chair (CHRO)
	Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2026	RAP Working Group Chair (CHRO)
	Provide opportunities for RAP Working Group members, HR and other key leadership staff to participate in formal and structured cultural learning.	March, June, September and December, annually	RAP Working Group Chair (CHRO)
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2026	Chief Operating Officer
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2026	RAP Working Group Chair (CHRO)
	Develop (with consultation), implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2026	RAP Working Group Chair (CHRO)
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	1 March, annually	RAP Working Group Chair (CHRO)
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings as they occur (daily).	March 2026	CEO



ACTIONS AND DELIVERABLES



Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June, annually	RAP Working Group Chair (CHRO)
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June – July, annually	RAP Working Group Chair (CHRO)
	RAP Working Group to participate in an external NAIDOC Week event.	June – July, annually	RAP Working Group Chair (CHRO)
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2026	RAP Working Group Chair (CHRO)
	Promote and encourage participation in external NAIDOC events to all staff.	June – July, annually	RAP Working Group Chair (CHRO)



ACTIONS AND DELIVERABLES

OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2026	CHRO
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2026	CHRO
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	CHRO
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2026	CHRO
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2026 ongoing	CHRO
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026	CHRO
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2026	Chief Customer Experience Officer
	Investigate Supply Nation membership.	June 2026	Chief Customer Experience Officer
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2026	Chief Customer Experience Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026	Chief Customer Experience Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2026	Chief Customer Experience Officer
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2026	Chief Customer Experience Officer

ACTIONS AND DELIVERABLES

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	March, June, September and December – annually	RAP Working Group Chair (CHRO)
	Draft a Terms of Reference for the RWG.	March 2026	RAP Working Group Chair (CHRO)
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March, June, September and December – annually	RAP Working Group Chair (CHRO)
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September and December – annually	RAP Working Group Chair (CHRO)
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2026	RAP Working Group Chair (CHRO)
	Continue to engage senior leaders in the delivery of RAP commitments.	November 2026	CEO
	Provide support to a senior leader to effectively champion our RAP internally	March, June, September and December – annually	CEO
	Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	March 2026	RAP Working Group Chair (CHRO)

ACTIONS AND DELIVERABLES

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	CHRO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually	CHRO
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September annually	RAP Working Group Chair (CHRO)
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September and December – annually	RAP Working Group Chair (CHRO)
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	RAP Working Group Chair (CHRO)



CONTACT DETAILS

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METROPOLITAN
CEMETERIES BOARD



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Q. Burdett '25