MULTICULTURAL PLAN

Rookwood
General Cemeteries Reserve Trust
Respect - Reflect - Remember

Effective from December 2016

Contents

1   Version Control

Version	Edit Updated	Edit By	Edit Details
Version 1	December 2016	Marketing & Communications	Initial document development
Version 1.1	January 2017	Executive Team & Administrator	Initial document review
Version 2	May 2017	Marketing & Communications	Document amended to incorporate feedback from Multicultural NSW

2. Introduction

New South Wales (NSW) is one of the most culturally and linguistically diverse states in the world.

This Multicultural Plan has been developed by Rookwood General Cemeteries Reserve Trust (RGCRT) to ensure equity for the culturally diverse community groups within NSW that use Rookwood Cemetery.

In accordance with Multicultural NSW and the *Multicultural NSW Act 2000 (the Act),* this plan enables RGCRT to implement the multicultural principles by defining strategies that will ensure Rookwood's Community groups have equal access to interment and memorialisation services.

This plan is effective for three years. The initial document (version 1) was developed, with a number of key components implemented in December 2016. Following feedback from Multicultural NSW, the amended multicultural plan (version 2) is effective from 1 June 2017 through to 1 June 2020.

2.1 Multicultural Principles

Within *the Act*, the multicultural principles are defined as follows:

a. all individuals in New South Wales, irrespective of their linguistic, religious and ancestral backgrounds, should demonstrate a unified commitment to Australia, its interests and future,

b. all individuals in New South Wales should recognise the importance of shared values governed by the rule of law within a democratic framework,

c. the people of New South Wales are of different linguistic, religious and ancestral backgrounds who, either individually or in community with other members of their respective groups, are free to profess, practise and maintain their own linguistic, religious and ancestral heritage,

d. all individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language,

e. all individuals in New South Wales should have the greatest possible opportunity to:
    i.   contribute to, and participate in, all aspects of public life in which they may legally participate, and
    ii. make use of, and participate in, relevant activities and programs provided or administered by the Government of New South Wales,

f. all institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

3.   About Rookwood General Cemeteries Reserve Trust

3.1   Our Role and Purpose

Rookwood General Cemeteries Reserve Trust (RGCRT) was established in 2012 to unite Rookwood's former Anglican, General, Independent, Jewish and Muslim Trusts, each of which had previously managed parts of the cemetery.

This amalgamation was part of significant reforms across the NSW cemetery industry, with the Department of Primary Industries (DPI) restructuring Crown cemeteries to effectively manage resources, strengthen governance and ensure the interment needs of the future Sydney metropolis are met.

RGCRT is responsible for managing over 190 hectares of Rookwood, which equates to two-thirds of the cemetery. The remaining one-third is managed by the Rookwood Necropolis Trust (RNT), the Catholic Metropolitan Cemeteries Trust (CMCT), Rookwood Memorial Gardens and Crematorium (InvoCare), and the Office of Australian War Graves (AWG).

Since the Trust was formed, we have improved interment services for the multicultural community groups that use Rookwood, we have endeavoured to understand and adapt to our stakeholder's needs, and we have started reshaping our historic cemetery to meet the needs of the evolving Sydney community.

Official Responsibilities

Reserve Numbers - In accordance with the *Crown Lands Act 1989*, RGCRT was appointed trustee of Rookwood Necropolis' former:

- Anglican portion (Reserve Number: D500912)
- Independent portion (Reserve Number: D500906)
- General portion (Reserve Number: D500913)
- Jewish portion (Reserve Number: D500903)
- Muslim portion (Reserve Number: D500904)

Primary Dedicated Use - As per the *Auburn Local Environmental Plan 2010*, Rookwood Necropolis is classified as Zone Special Purpose 1 (SP1), with its primary use to be dedicated to cemetery activities.

Other Permitted Uses - Other activities are permitted if they have direct correlation to cemetery activities.

3.2 Our Market Reach

Rookwood Cemetery is located in Sydney's west, approximately 30 minutes from the Sydney Central Business District (CBD).

Due to the multicultural nature of the Sydney community, our market reach is defined by both geography, and religious and cultural community groups.

3.2.1 Geographic Reach

Proximity to one's place of residence is a big influence when it comes to choice of cemetery, therefore, due to Rookwood's location, the Western Sydney Local Government Area (LGA) is a key area of focus for RGCRT.

3.2.2 Religious and Cultural Reach

With RGCRT offering culturally specific interment lawns for the vast majority of Sydney's communities, many families select Rookwood for religious and cultural reasons, thus increasing our market reach to include Greater Sydney as whole.

Cultural Diversity in NSW

According to the Australian Bureau of Statistics (ABS) in 2011, the total population for NSW was 6,917,601, of which 1,775, 543 (25.7%) were born overseas.

When these figures are broken down into RGCRT's area of market reach, being Greater Sydney, statistics indicate that of the 1,775,543 people living in NSW that were born overseas, 84.5% of them were located in Greater Sydney – **making Greater Sydney the most multicultural area in NSW**.

3.3 Our Target Audience

Our market reach can be further broken down by specific target audiences. Due to the multicultural nature of Rookwood's surrounding geographic area, these target audience consists of industry, community and public stakeholders from across a number of religious and cultural groups.

Industry and Community Stakeholders		Public Stakeholders
• Religious and Cultural Community Representatives • Funeral Directors • Stonemasons • Government • Friends of Rookwood	**Religious and Cultural Community Groups**	• Grave Owners (Existing and Potential) • Cemetery Visitors • Community Activists and Special Interest Groups • Volunteer Groups and Associations • Environmental Groups • Arts Community • School Groups • Recreationalists • Local Businesses • Media • Staff

3.3.1 Religious and Cultural Community Groups

Our community stakeholders represent the multicultural Sydney community as a whole, as follows:

Groups we Engage Daily	Groups we Regularly Engage	Groups that Remain an Area of Focus
• Chinese • Jewish • Muslim • Italian • Orthodox (Greek, Macedonian, Russian, Serbian) communities	• Aboriginal • Armenian • Assyrian • Buddhist • Catholic • Cuban • Druze • Estonian • Korean • Syrian Orthodox	• Anglican / Church of England • Asian Other (Vietnamese, Indochinese, Khmer) • Baptist • Hindu • Latvian • Lutheran • Maori • Non-Denominational • Orthodox Other (Lebanese, Coptic, Ukrainian, Croatian, Romanian, Yugoslavian, Albanian) • Pacific Islander (Samoan, Tongan, Fijian) • Pentecostal / Hill Song • Presbyterian • The Salvation Army • Uniting (non-continuing Presbyterian, Methodists and Congregationalist)

3.4   Our Services

3.4.1   Interments Services

RGCRT offers over 130 culturally specific and non-denominational interment locations throughout Rookwood, from monumental and lawn areas, through to above-ground crypts and a mausoleum. These locations cater for both coffin and ash interments, and from a multicultural perspective our interment practices meet the needs of the many religious and cultural groups that we work with.

Complimentary to all interment services we provide a concierge service, which includes greeting funeral directors and families, assisting them with legal documentation and guiding them to the interment location. All interments also receive branded canopies, chairs, tables, bottled water and tissues.

3.4.2   Monumental Services

To assist families to create a lasting memorial, RGCRT offers stonemasonry services. We also provide heritage conservation services both inside and outside the gates of Rookwood to ensure the longevity of historic monuments and memorials.

3.4.3   Funeral and Condolence Venues

RGCRT offers a number of chapels and culturally specific pavilions throughout Rookwood that cater for memorial services and gatherings.

Furthermore, in order to provide families with an on-site location for condolence services, we have developed a number of contemporary function rooms. Complementary to these function rooms, we partner with Fresh Catering to provide quality food and beverage options.

3.4.4   Annual Care Services

RGCRT endeavours to keep all areas of Rookwood presentable and accessible at all times. We also provide a number of Annual Care Services for families that would like additional maintenance carried out on a loved one's grave.

3.4.5   Genealogy Services

To assist genealogists and historians, RGCRT offers a genealogy service that provides information on the interments that have taken place at Rookwood. This service is available via our website, via a dedicated research centre, and via our Client Services team.

3.4.6   Exhumation Services

RGCRT provides an exhumation service, whereby a grave can be re-opened and the remains removed or transferred to another site. This service occurs as per family or courts requests and must be approved by the NSW Department of Health.

3.5 Our Workforce (by People from Culturally and Linguistically Diverse Backgrounds)

From a workforce perspective, RGCRT continues to focus on existing diversity groups, such as Aboriginal people, people from culturally and linguistically diverse backgrounds, women and people with a disability. Further to this, we also encompass a broader spectrum of diversity, including mature workers, young people and carers.

Our diverse workforce enables us to:

- Benefit from a broader range of backgrounds to help us make well informed decisions
- Harness a wider range of skills and perspectives to increase creativity and innovation
- Create an ethos of greater tolerance of different cultures and perspectives
- Engage with a more diverse range of clients who are drawn to us because we understand their views, which in turn can help open up new markets and opportunities

3.6 Our Political Environment

The NSW cemetery industry is made up of Crown, local Government and private sector cemeteries. Crown cemeteries are governed by the Department of Primary Industries (DPI) and managed by government appointed Trusts. Local Government cemeteries are managed by Councils. Private cemeteries are managed by religious Trusts, community organisations and private companies.

In 2012 the DPI initiated a reform to streamline the cemetery industry. The purpose of this reform, which is being implemented in four phases, is to provide a sufficient number of graves and cremation facilities to meet the needs of the growing Sydney community.

- **Phase 1**: Involved a restructure of Crown cemeteries, with RGCRT established to unite the former Anglican, General, Independent, Jewish and Muslim Trusts that managed Rookwood

- **Phase 2**: Involved the implementation of the *Cemeteries and Crematoria Act 2013*

- **Phase 3**: Included the establishment of Cemeteries and Crematoria NSW (CCNSW), a business unit of the DPI, responsible for administering the *Cemeteries and Crematoria Act*

- **Phase 4:** Will include the implementation of renewable interment rights within new interment locations. Perpetual interment rights will still be available in addition to renewable rights

3.7　Our Internal Governance

3.7.1　Board and Committee Structure

RGCRT is overseen by a Government appointed Administrator. The Administrator acts as the Trust Board.

In accordance with the *Cemeteries and Crematoria Act*, RGCRT has a number of Board driven sub-committees in place to support the Board and Executive. Committee members provide critical insights within their area of expertise.

These committees include:
- Audit and Risk Committee
- Finance Committee
- Heritage Advisory Committee
- Community Advisory Committee

At a board and committee level this Multicultural Plan is governed by the Community Advisory Committee.

3.7.2　Departmental Structure
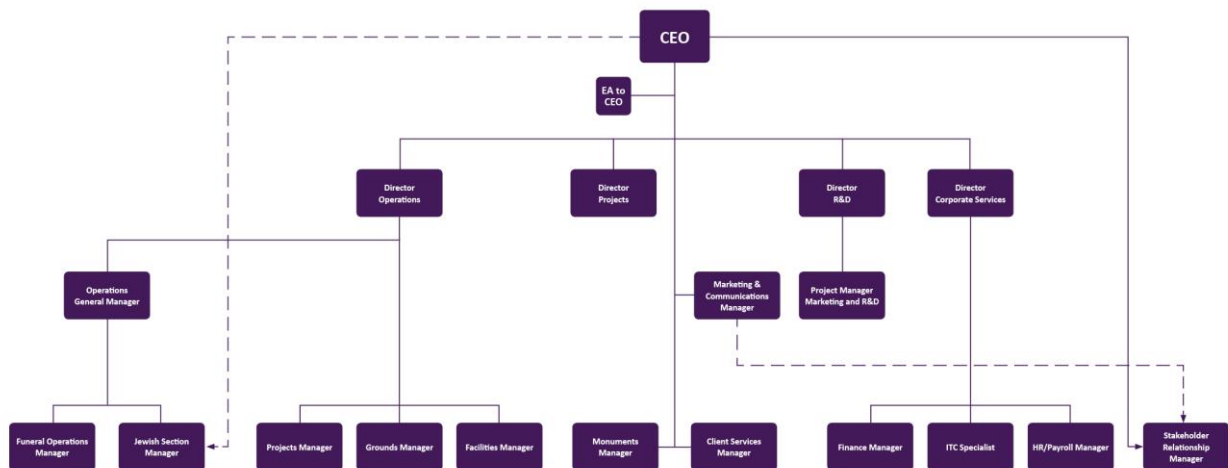
At a departmental level this Multicultural Plan is governed by the Chief Executive Officer, with all departments having a role in its implementation.

4. Our Commitment to People from Culturally Diverse Backgrounds

Following the 2012 amalgamation of the former Anglican, General, Independent, Jewish and Muslim Trusts at Rookwood, RGCRT has remained committed to the many religious and cultural groups that use Rookwood Cemetery.

At RGCRT we understand that our religious and cultural groups have different beliefs that are unique to their communities. We value these beliefs and as an organisation we strive to:

- Respect the interment practices of our communities, by customising procedures accordingly

- Ensure the availability of interment locations, by developing new interment locations as required

- Detect and adapt to changing community needs, by regularly engaging with stakeholders

Our vision in relation to people from culturally diverse backgrounds, is to ensure that RGCRT is forever capable of meeting the interment needs of the multicultural Sydney community. This includes finding additional burial space both inside and outside the gates of Rookwood and expanding our interment related service offerings, while keeping pricing affordable for our communities.

In order to do this we have identified the need to develop this Multicultural Plan, which will guide RGCRT to effectively recognise, understand and collaborate with stakeholders.

5.   Plan

Multicultural NSW has developed a Multicultural Policies and Service Program (MPSP) to guide public authorities to effectively implement the multicultural principles set out in the *Multicultural NSW Act*.

As a Crown Cemetery Trust, responsible to the Department of Primary Industries (DPI), the 2016 MPSP framework has been used to guide the development of this plan.

5.1   Targets

In context to RGCRT, the targets within this plan are in alignment with the focus-outcomes based approach outlined in the MPSP framework.

- **FOCUS 1 – SERVICE DELIVERY**
  Outcomes:
  o   Mainstream services deliver for everyone
  o   Targeted programs fill the gaps
  o   People from Culturally Diverse Backgrounds are Aware of Services, Programs and Functions

- **FOCUS 2 – PLANNING**
  Outcomes:
  o   Strong plans to deliver services
  o   Evidence driven planning

- **FOCUS 3 – LEADERSHIP**
  Outcomes:
  o   Demonstrated leadership in culturally inclusive practices
  o   Increased recognition of the value of cultural diversity

- **FOCUS 4 – ENGAGEMENT**
  Outcomes:
  o   Collaboration with diverse communities
  o   Understanding the needs of people from diverse backgrounds

The strategies to implement these targets are detailed in the following tables.

Policy and Planning Context

The major commitments that have a bearing on this plan include the MPSP, along with RGCRT's common policies and systems.

MPSP Objectives
- The overall aim is effective **service delivery** for diverse client groups
- Supported by high quality **planning**
- In turn supported by effective **leadership** in valuing diversity and equitable access to opportunity
- With all other objectives supported by effective **engagement** with diverse communities, both in communicating actions and provision of services, and in seeking input into service and policy design.

RGCRT Policies
RGCRT's common policies and systems have been developed to enable us to meet the objectives of the *Cemeteries and Crematoria Act 2013*. These policies take into account our multicultural community groups and ensure the integrity of our operations

The following overarching policies, form the structure of our framework:
- Communications
- Finance
- Governance
- Interments
- Personnel
- Risk
- Stakeholder Engagement
- Work Health and Safety (WHS)

5.2 Strategies

5.2.1 Service Delivery

Outcome 1 – Mainstream Services Deliver for Everyone
Definition: The goals of stakeholders are achieved proportionately for people from culturally diverse backgrounds

Strategy	Action	Project Team
• Employ **specialist staff** for engaging with culturally diverse communities	• Seek advice about the Equal Employment Opportunity (EEO) implications of faith based Section Managers • Implement Section Managers (where required) that understand the diverse needs of key community groups and will engage effectively	• Chief Executive Officer • Human Resources Manager

Outcome 2 – Targeted Programs Fill the Gaps
Definition 1: Develop and implement targeted programs to address specific needs

Strategy	Action	Project Team
• Conduct **innovative research** to extend the life of Rookwood Cemetery	• Research and review initiatives to extend the life of Rookwood (such as the soil project and opportunities outside the gates)	• Chief Executive Officer • Director of Research & Development • Director of Projects • Director of Corporate Services
• Develop programs that provide multicultural community groups with **development opportunities** both internally and externally to Rookwood	• Review funding opportunities (such as Arts NSW) that enable RGCRT to offer programs to multicultural community groups • Provide multicultural community groups with the opportunity to deliver workshops/seminars at RGCRT events	• Marketing & Communications Manager • Director of Research & Development • Director of Projects
• Support multicultural community groups with **commemorative events**	• Work with multicultural community groups to develop and execute a religious and cultural community events calendar	• Stakeholder Relationship Manager

Outcome 2 (Continued) – Targeted Programs Fill the Gaps

Definition 2: Ensure mainstream services adequately serve the needs of people from culturally diverse backgrounds

Strategy	Action	Project Team
• **Evaluate services** to ensure they meet the needs of key multicultural community groups	• Undertake a full Product and Service review • Work with communities to understand cultural and religious burial practices, and redevelop burial policies accordingly • Work with our catering partner to develop a menus that reflects religious and cultural dietary requirements	• Director of Research & Development • Director of Projects • Director of Corporate Services • Stakeholder Relationship Manager • Fresh Catering
• **Evaluate our operating environment** to ensure we continually meet the needs of multicultural community groups	• Research what communities want, taking into consideration how our industry might look in the future • Develop a plan for current and future interment products	• Director of Research & Development • Director of Projects • Client Services Manager • Stakeholder Relationship Manager
• Collect feedback from clients and stakeholders to **evaluate levels of satisfaction**	• Develop a feedback mechanism and analyse compliments and complaints data collated in order to evaluate sales processes • Develop a feedback mechanism to evaluate feedback following stakeholder engagement activities	• Client Services Manager • Marketing & Communications Manager • Stakeholder Relationship Manager

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Outcome 3 – People from Culturally Diverse Backgrounds are Aware of Services, Programs and Functions

Definition: Communicate effectively with culturally diverse client groups, including using multiple communication channels

Strategy	Action	Project Team
Provide information to industry and community stakeholders about RGCRT/Rookwood	• Oversee the coordination of the Stakeholder Engagement Plan (to be developed as part of the multicultural planning process) • Engage with industry and community stakeholders to provide relevant information about RGCRT/Rookwood • Update all industry and community stakeholders on our strategy, including adapting the Radar Lock into a mission and vision for wider communication • Develop information that is relevant to industry and community stakeholders, and available through appropriate mediums and in relevant languages	• Stakeholder Relationship Manager • Marketing & Communications Manager
Provide information to wider community groups about RGCRT/Rookwood	• Develop an engagement program to ensure frequent communications with new community groups, such as Churches, Clergy, Schools, History Societies, etc.	• Stakeholder Relationship Manager • Marketing & Communications Manager
Provide information to public stakeholders about RGCRT/Rookwood	• Develop a public events calendar to promote RGCRT/Rookwood • Develop innovative approaches to engaging and communicating with the public, such as showcasing RGCRT/Rookwood at external events • Create collateral, advertisements and website content that is relevant to public stakeholders, and available through appropriate mediums and in relevant languages	• Marketing & Communications Manager

5.2.2 Planning

Outcome 4 – Strong Plans to Deliver Services

Definition: All plans and processes include effective consideration of culturally diverse communities (corporate, business and strategic plans)

Strategy	Action	Project Team
• Develop, maintain, evaluate a **Multicultural Plan** that reflects RGCRT's multicultural community groups and abides by the requirements established by Multicultural NSW	• Establish a three year Multicultural Plan • Monitor the Multicultural Plan on a quarterly basis and provide updates to the Community Advisory Committee (CAC) • Provide updates to RGCRT internal and external stakeholders • Report on the Multicultural Plan in the RGCRT Annual Report, with report to be submitted to Multicultural NSW	• Chief Executive Officer • Marketing & Communications Manager
• Develop, maintain, evaluate a **Strategic Plan** that reflects RGCRT's multicultural community groups	• Establish a three year Strategic Plan • Monitor the Strategic Plan on a quarterly basis and provide updates to the CAC • Provide updates to RGCRT internal and external stakeholders • Report on the Multicultural Plan in the RGCRT Annual Report	• Chief Executive Officer • Leadership Team
• Develop, maintain, evaluate a **Stakeholder Engagement Plan** that reflects RGCRT's multicultural community groups	• Establish an annual Stakeholder Engagement Plan, which is in addition to client services, marketing and promotion • Monitor the Stakeholder Engagement Plan on a quarterly basis and provide updates to the CAC	• Stakeholder Relationship Manager
• Develop, maintain, evaluate a **Marketing Plan** that reflects RGCRT's multicultural community groups	• Establish an annual Marketing Plan that defines the Marketing components of the Strategic Plan • Monitor the Marketing Plan on a quarterly basis and provide updates to the CAC	• Marketing & Communications Manager

Outcome 5 – Evidence Driven Planning

Definition: Collate and analyse data about culturally diverse communities and use evidence in planning services and designing policies

Strategy	Action	Project Team
• Research and analyse the **geographic locations** in which our key multicultural community groups reside	• Conduct cultural analysis on all Greater Sydney Local Government Areas (LGAs) to determine where RGCRT's key multicultural community groups are geographically located • Utilise this research to better understand the needs of key multicultural community groups • Conduct targeted marketing and engagement activities within key geographic areas	• Director of Research & Development • Director of Projects • Stakeholder Relationship Manager • Marketing & Communications Manager
• Collect data to better detect the **future interment needs** of multicultural communities and implement strategies accordingly	• Conduct cultural analysis on multicultural community groups to determine future interment trends • Identify and develop interment locations within and outside the RGCRT grounds to ensure future needs are met	• Director of Research & Development • Director of Projects • Director of External Operations
• Improve the collection and analysis of client and stakeholder information to determine the **need for material translation and/or interpreter services**	• When collecting data from clients following the sales process, include questions about language spoken at home • When collecting data from stakeholders following industry, community and public events, include questions about language spoken at home	• Marketing & Communications Manager • Client Services Manager • Stakeholder Relationship Manager

5.2.3 Leadership

Outcome 6 – Demonstrated Leadership in Culturally Inclusive Practices
Definition: Senior management leads and is accountable for building a culture that promotes diversity and all staff demonstrate skills in culturally inclusive practices

Strategy	Action	Project Team
• **Deliver professional learning opportunities** to develop RGCRT employees in the area of multiculturalism and stakeholder engagement	• Identify multicultural training opportunities for employees • In cooperation with Rookwood's major cultural and faith groups develop cultural competency training material for staff • Train engagement related employees in effective engagement via International Association of Public Participation (IAP2) • In addition to multicultural awareness, provide all employees with comprehensive training in anti-bullying, anti-discrimination and anti-racism education	• Chief Executive Officer • Human Resources Manager • Marketing & Communications Manager
• **Educate employees** on working in multicultural environments	• Maintain a multicultural component in the induction program • Develop material on working in multicultural organisations and include it in induction packs and continually provide education in this area	• Human Resources Manager
• **Utilise the cultural and religious expertise of RGCRT employees** to better meet the needs of stakeholders	• Identify the cultural and religious expertise of multicultural employees and develop a strategy to enables RGCRT to maximise this expertise appropriately	• Human Resources Manager
• **Encourage people from multicultural community groups to apply** for available positions at RGCRT	• Develop job advertisements that demonstrate our enthusiasm for a culturally diverse workplace	• Human Resources Manager

Outcome 7 – Increased Recognition of the Value of Cultural Diversity

Definition: Lead by example by fostering respect for culturally diverse client groups and maintaining community support for diversity

Strategy	Action	Project Team
• **Communicate progress** in implementing the Multicultural Plan	• Ensure Leadership Team communicates Multicultural Plan to employees • Regularly update internal and external stakeholders on the status of the Multicultural Plan	• Chief Executive Officer • Marketing & Communications Manager • Stakeholder Relationship Manager
• **Demonstrate respect and support** for the needs of the stakeholders	• Continue and expand RGCRT's relationship with stakeholders via the dedicated Community Liaison role	• Chief Executive Officer • Stakeholder Relationship Manager
• Implement **strategies to ensure employees comply** with equity and diversity principles	• Develop a code of conduct manual to define the standards of behaviour that are expected of employees	• Chief Executive Officer • Human Resources Manager • Marketing & Communications Manager
• **Promote Harmony Day** (the international day for the Elimination of Racial Discrimination)	• Promote Harmony Day (21 March) to all RGCRT employees and acknowledge the occasion throughout RGCRT's digital marketing program (social media and website)	• Marketing & Communications Manager

5.2.4 Engagement

Outcome 8 – Collaboration with Diverse Communities
Definition: People and communities from culturally diverse backgrounds have meaningful input into services and policies, through a range of mechanisms, such as co-design, working in partnership and effective consultation.

Strategy	Action	Project Team
• Develop **common policies and systems** in consultation with multicultural community groups	• Update the RGCRT policy framework to ensure that all policies and process adequately reflect the needs of multicultural community groups (i.e. Burial policy)	• Director of Corporate Services • Director of Research & Development • Director of Projects • Company Secretary
• Develop a consultation program to guide a **five year pricing strategy** that will ensure financial sustainability for RGCRT, whilst meeting the needs of multicultural community groups	• Conduct an initial pricing consultation with multicultural community groups to ensure 2016/17 pricing covers ongoing operations, whilst keeping services affordable • Analyse RGCRT perpetual maintenance obligations and analyse pricing needs to ensure financial targets are achieved • Develop a report detailing ongoing costings by product • Utilise the costing information as foundation for pricing discussions with multicultural community groups	• Chief Executive Officer • Director of Corporate Services • Director of Research & Development • Director of Projects • Stakeholder Relationship Manager
• Appoint a convener to assist with the **resolution of amalgamation related issues** with key groups	• Work with the convener, the Lebanese Muslim Association (LMA) and the Jewish Board of Deputies (JBD) to document the process agreed to at the time of the amalgamation • Implement the decisions of the amalgamation • Implement a conflict resolution procedure and engage multicultural NSW as a part of escalation process if needed	• Chief Executive Officer • Director of Corporate Services • Director of Research & Development • Director of Projects
• Work with ethnic media to **undertake community education** relating to interment and memorialisation	• Collaborate with ethnic media organisations on key topics • Sponsor ethnic media segments to demonstrate community support and provide relevant information on our business	• Chief Executive Officer • Stakeholder Relationship Manager • Marketing & Communications Manager

Outcome 9 – Understanding the Needs of People from Diverse Backgrounds

Definition: Systematically seek and capture feedback, implement advisory mechanisms and effectively monitor the needs of culturally diverse client groups, following which, analyse and use that data intelligently.

Strategy	Action	Project Team
• Establish a **multicultural and multi faith community liaison group** to provide multicultural community groups with the opportunity to collaborate with each other and RGCRT	• Regularly host focus group meetings, made up of multi faith and multicultural stakeholders, with pertinent topics on the agenda • Develop a mechanism to capture feedback obtained during focus group meetings and analyse this feedback to ensure community needs are met	• Chief Executive Officer • Stakeholder Relationship Manager
• Foster partnerships with and collect feedback from **multicultural community groups** in order to guide product development and quality assurance mechanisms	• Regularly host community stakeholder meetings with key multicultural community groups • Develop a mechanism to capture feedback obtained during community stakeholder meetings and analyse this feedback to ensure community needs are met • Keep stakeholders informed about how we are using their feedback through regular communications and newsletters	• Chief Executive Officer • Stakeholder Relationship Manager • Marketing & Communications Manager
• Foster partnerships with and collect feedback from **industry stakeholders** to enable us to collaboratively meet community needs	• Regularly host industry stakeholder meetings with industry funeral directors and stonemasons • Develop a mechanism to capture feedback obtained during industry stakeholder meetings and analyse this feedback to ensure community needs are met • Keep stakeholders informed about how we are using their feedback through regular communications and newsletters	• Chief Executive Officer • Stakeholder Relationship Manager • Marketing & Communications Manager

6. Reporting

The RGCRT Multicultural Plan will be monitored quarterly, in conjunction with the Strategic Plan, with updates to be provided to the Executive team, the Community Advisory Committee (CAC) and to stakeholders.

The Trust will report on the progress of implementing the Multicultural Plan at the end of each financial year, within our Annual Report. The report will be developed in accordance with the reporting template issued within the 2016 Multicultural Policies and Service Program (MPSP), as follows:

1. Our commitment to people from culturally diverse backgrounds
2. Targets and results (Summary)
3. Results in detail
   3.1. Service delivery
   3.2. Planning
   3.3. Leadership
   3.4. Engagement
4. Key learnings
5. Definitions

6.   Glossary

Glossary of Terms	
Cemetery	A building or place used primarily for the interment and memorialisation of human remains
Crown Land	Land that is vested in the Crown or was acquired under the Closer Settlement Acts as in force before their repeal
Crown Cemetery Trust	A trust established in relation to a reserve or part of a reserve that is dedicated or reserved for the purposes of a cemetery, crematorium or related purpose
Interment	The placement of human remains in the earth or within a structure such as a mausoleum, vault or columbarium

Glossary of Acronyms	
ABS	Australian Bureau of Statistics
AWG	Australian War Graves
CAC	Community Advisory Committee
CBD	Central Business District
CCNSW	Cemeteries and Crematoria NSW
CLAS	Community Language Allowance Scheme
CMCT	Catholic Metropolitan Cemeteries Trust
CRC	Community Relations Commission
DPI	Department of Primary Industries
EEO	Equal Employment Opportunity
IAP2	International Association of Public Participation
InvoCare	Rookwood Memorial Gardens and Crematorium
JBD	Jewish Board of Deputies
LGA	Western Sydney Local Government Area
LMA	Lebanese Muslim Association
MPSP	Multicultural Policy and Service Program
NAATI	National Accreditation Authority for Translators and Interpreters
NSW	New South Wales
RGCRT	Rookwood General Cemeteries Reserve Trust
RNT	Rookwood Necropolis Trust
TIS National	Translating and Interpreting Service

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