



# Stakeholder Engagement Council Terms of Reference

## 1 Background and context

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After further consolidation of Crown cemetery operators in June 2021, Catholic Cemeteries and Crematoria Trust under the Business Name of Catholic Cemeteries and Crematoria (CCC), is one of three major cemetery operators in Greater Sydney made up of one private operator (InvoCare) and two Crown operators (CCC and Metropolitan Memorial Parks).

Given the impending burial shortage Metropolitan Memorial Parks faces, CCC will play a more prominent role in providing interment services for Greater Sydney. The opening of Macarthur Memorial Park in early 2025 means that CCC will provide burial services for a greater and more diverse population base.

To this end, CCC is committed to ensuring burial and cremation products and services are sustainable, accessible, affordable, and meet our clients' cultural and religious requirements.

CCC's success in delivering tailored interment service solutions for the communities we serve is based on a continued open dialogue and engagement with these communities. This critical exchange of information and ideas informs the design of our products, services, and business processes.

CCC recognises that community and consumer representation, including close partnerships with faith, cultural and other community groups, is critical as we look forward to the challenge of serving a more extensive community base.

## 2 Purpose

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Our vision and mission are to provide sacred, affordable, and accessible burial and cremation options to all communities we serve. The CCC Board recognises that community, faith, and consumer representatives are vital partners and are crucial to our ability to deliver on this vision.

The Board has determined to convene a Stakeholder Engagement Council consisting of members who will represent the greater Sydney's consumer, community, cultural, religious, and social diversity.

The Stakeholder Engagement Council will meet to exchange ideas to help CCT deliver the best possible interment services for the community of Greater Sydney. In addition, the SEC:

- Provides a formal mechanism for consumer and community engagement in CCC's services.
- Advocate on behalf of consumers and the community to ensure that community and consumer views are considered in the planning and delivery of cemetery services.
- Provide advice from consumer and community perspectives about CCC's new and existing services, including major initiatives and changes.
- Advises CCC on community issues relating to its communication and marketing strategies.

The Stakeholder Engagement Council fulfills the requirement for CCC to establish a community advisory committee to liaise with communities to which CCCT provides cemetery services, as prescribed by the *Cemeteries and Crematoria Act 2013 No 105 (Part 5, Division 2, Subdivision 6, Section 103)*.

### 3 Objective

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The Stakeholder Engagement Council (SEC) is appointed in an advisory capacity to ensure that the diverse views of all our communities and consumers are considered in the development of products, services, and policies.

The decision-making process of SEC will have a macro community perspective focusing on the best outcome for the wider community.

The objectives of SEC meeting outcomes will be to ensure:

- Provision of relevant knowledge, expertise pertaining to cultural burial needs
- Provide feedback to inform product development and cemetery planning.
- The right of all individuals to a dignified interment is preserved.
- Interment practices and beliefs of all religious and cultural groups are respected.
- That one group is not advantaged over other groups.
- The range of products and services meet the cultural and religious interment requirements of the communities we serve.
- The quality of products and services meet community expectations.
- Affordable and accessible interment practices are available for all, particularly for those of limited means.

### 4 Functions and Scope

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The SEC will be an official channel for CCC Executives and Board to engage with community representatives. To ensure the SEC achieves its objectives (mentioned above), the scope of the SEC will include:

- Exchange of ideas and information between community representatives and CCC to promote mutual understanding of critical issues.
- Providing SEC members with an understanding of policy, legal and operational restrictions that need to be considered in final decision-making processes.
- Provide information on new and emerging issues in the community to identify systemic issues and opportunities at a policy level.
- To provide feedback and alternative viewpoints from a community perspective on CCC initiatives and to help inform CCC decisions on a range of service, product, and policy matters respecting all cultural and religious requirements.
- Providing an opportunity for representatives to provide feedback on proposed solutions and implementation of the CCC Strategic Plan.
- Facilitate active participation by community representatives in specific areas where there is a need for the community, CCC and government to work together to deliver successful outcomes.
- To disseminate relevant information to communities regarding CCC's strategy, products, and services.

## 5 Structure

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The Stakeholder Engagement Council is a non-statutory, independent council that provides advice to CCC. The advice is non-binding on CCC executive or CCC Board.

SEC membership will be drawn from faith, cultural or consumer groups to represent the religious, cultural, and social diversity of the greater Sydney population we serve.

## 6 Membership, Appointment and Terms

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The Chair of SEC will be appointed by the CCC CEO and Head of Engagement & Operations. The appointment of SEC members will be made through a selection process.

The selection of SEC members will be made by an Appointments Panel comprising of the SEC Chair and two members of the CCC Executive team.

The SEC may have up to 10 members, including the Chair and two other CCC representatives. If considered necessary, CCC may nominate and appoint additional members with relevant expertise. The total number of members will not exceed 12.

Representation from key faith and communities' groups within CCC's operating catchment will be prioritised including, but not limited to:

1. Bengali / Bangladesh
2. Buddhism
3. Catholic (inc. Maronite and Chaldean)
4. Chinese
5. Christian faiths
6. Filipino
7. Hinduism
8. Indigenous Australian
9. Islam
10. Judaism
11. Melkite and Assyrian religions
12. Muslim
13. Orthodox Religions
14. Pacific Islander

Appointments will be for a period of up to three years with staggered terms. The Appointments Panel may extend the appointment of any SEC member by up to two years. There is no limit to the number of times a member's term may be extended.

The selection criteria of SEC members will be skills and experience-based and may include:

- Membership (past or present) of boards, organisations, or committees
- Community involvement
- Knowledge of or active participation in community or faith group activities
- Aptitude for strategic and macro-level decision making.

Each successful SEC member will be required to meet specific requirements in relation to confidentiality and privacy and will be expected to uphold the values of honesty and integrity and commit to the highest standards of governance and probity.

## **7 Meetings**

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The SEC will meet quarterly. Additional meetings may be held as required.

The venue for the meetings will rotate between CCC locations. To foster engagement and collaboration, face to face attendance is preferred, however hybrid meetings will be accommodated upon request. With the Chair's endorsement, the meeting venue may be changed as required.

A quorum for the SEC meetings will be formed if 50% or more members are present. The function of the SEC is not affected if the numbers fall below 50% for less than six months or if there is a vacancy in the position of Chair.

In the absence of the appointed Chair in a meeting, CCC will appoint a Chair for the meeting. CCC will provide secretariat support for the SEC meetings to record actions and recommendations of the meetings.

A schedule of confirmed meetings dates will be provided in advance to the SEC committee. A reminder notice of each meeting confirming the venue, time, and date together with an agenda and supporting documents, will be forwarded to each SEC member no later than five working days before the date of the meeting.

The Chair or SEC may invite industry or other subject matter experts to attend all, or part of meetings based on subject matter under consideration.

The SEC may from time to time collaborate with a subcommittee of the CCC board which may include detailed reports with recommendations for full Board consideration.

## **8 Duties and Responsibility of SEC Members**

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There are a number of duties and responsibilities which need to be fulfilled by SEC members to ensure the smooth and efficient operation of the SEC, which include:

- prepare for meetings and be well informed on issues before the Council and seek additional information if required.
- Contribute to meetings and work collaboratively to develop recommended options and solutions.
- Provide community-related information relevant to SEC meetings promptly.
- Where possible, provide reasonable notice for proposed matters for discussion.
- Ensure that the interest of the wider community is at the forefront of all discussions and decisions.
- Declare all conflict of interest.
- Ensuring all discussions at SEC meetings are kept confidential unless approved for public knowledge by the CCC Board
- Act as ambassadors for CCC and disseminate relevant information to communities of interest.

## 9 Conduct and Disclosure of Interest

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Each member will ensure that they will not make decisions or take actions that will place their interest ahead of CCC and the purpose and objectives of the SEC.

Each member of the SEC will be required to disclose their interest and declare their conflict of interest before the topic relating to the conflict of interest is discussed and may not be entitled to vote on that topic. The Chair will have the final ruling on whether a member is entitled to vote.

Members must not make a press release, announcement or other public statements or communications of any kind related to the SEC unless they have prior written approval of CCC.

## 10 Remuneration

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SEC members serve on a volunteer basis and are not remunerated as members of the SEC. However, all members will be reimbursed for reasonable travel-related expenses to attend meetings.

## 11 Resignation or Termination

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A member can resign from SEC via written notice to the Chair. Given the volunteer nature of the membership, there is no minimum notice period.

The Chair may also terminate the appointment of an SEC member per their appointment conditions, which will contain confidentiality provisions.

The SEC can decide to replace or not a vacant position resulting from resignation or termination.

## 12 Review

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The SEC Terms of Reference may be amended, modified, or varied after consultation with SEC members and upon approval by CCC Board.

## 13 Details

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