

Churches of Christ in Queensland  
**Innovate Reconciliation Action Plan**  
October 2017–October 2019



Churches  
of Christ  
in Queensland



RECONCILIATION  
ACTION PLAN  
**INNOVATE**

# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I acknowledge the Traditional Custodians of the lands on which we work, walk and live. I pay my respects to Elders past and present and acknowledge the young people who are the future Elders, who will carry with them the stories, history and wisdom of our world's oldest living culture.

I am proud to present our second Innovate Reconciliation Action Plan (RAP) and the actions Churches of Christ in Queensland will take as we continue on our journey of reconciliation.

Since the launch of our first RAP in 2015, which began a new era of recognition and commitment to Aboriginal and Torres Strait Islander peoples for our organisation, we have successfully implemented a range of actions across our business. We have built stronger relationships with communities and new partnerships with Aboriginal and Torres Strait Islander organisations. We procured \$1.3 million worth of goods and services from businesses accredited by Supply Nation in the 2015-16 financial year and \$2.2 million in 2016-17 financial year.

We have been working towards greater recruitment and retention of Aboriginal and Torres Strait Islander staff, have established an Inclusion and Diversity team, identified community engagement roles, and piloted cultural capability training for our staff.

But we still have a long way to go. As we implemented the first Reconciliation Action Plan, we were challenged by the need to listen more deeply to Aboriginal and Torres Strait Islander people and better understand that we must change how we do things if we are to achieve our goals. To address these challenges, our second Innovate RAP has an even stronger focus on building respectful relationships. It explores how we include Aboriginal and Torres Strait Islander peoples' views and voices across all levels of our organisation and services. We will also be doing more to increase cultural learning opportunities for all staff, provide tailored information and support for Aboriginal and Torres Strait Islander employees and volunteers and will continue to review our core service delivery models to be progressively more culturally inclusive. We also understand the importance of improving our

built environment so that the places in which we work and provide services are welcoming and offer a sense of cultural safety to Aboriginal and Torres Strait Islander peoples.

As we implement our second Innovate RAP, our commitment to reconciliation has not faded and our determination remains strong. We have the foundations we need to stay focused over the next two years as we walk towards reconciliation along with Aboriginal and Torres Strait Islander Elders, communities, colleagues and friends.



A handwritten signature in black ink, appearing to read 'Paul Scully', written in a cursive style.

**Dr Paul Scully**  
Chief Executive Officer



*Bringing the light of Christ into communities*

# MESSAGE FROM COUNCIL AND BOARD

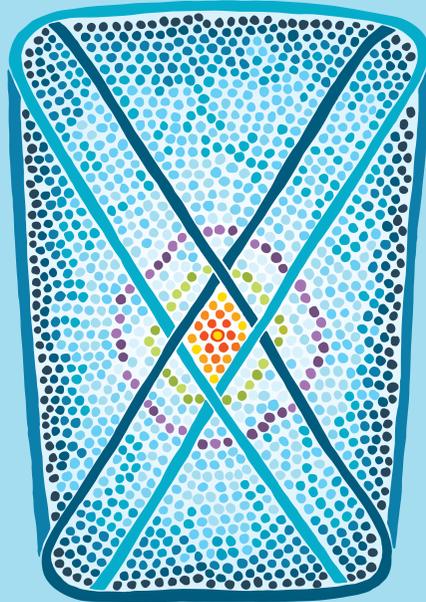
## Our Artwork – 'Bringing the Light'

This artwork has been created by Jenna Lee, Larrakia descendant and Senior Artist from creative agency **Gilimbaa**, who specialise in creating Indigenous designs and campaigns.

It was commissioned to represent how Churches of Christ in Queensland supports those in our care.

At the centre sits an individual – happy, healthy and whole. Surrounded and embraced by their family and primary carers, whose warmth keeps the individual's fire bright. Protecting the individual and their family from the darkness are their community, represented by the green ring. Supporting everyone is Churches of Christ in Queensland, represented in purple.

The happy and supported individual has light radiating out, slowly taking over the darkness, bringing light to all those they come in contact with.



Connecting the artwork is the representation of a string game. This game was and is played as a part of some Aboriginal and Torres Strait Island cultures and is played by boys and girls, as well as adults. It is a mechanism for storytelling and bonding as it is almost always played by two people. In this artwork, the string game also represents the pathways and connections that link and lead to the individual we support.

On behalf of the Council and Board of Churches of Christ in Queensland, it gives me great pleasure to express our strong support and ongoing commitment to the reconciliation process via this, our second Innovate RAP. Whilst recognising the past injustices of our shared histories, this RAP reaffirms our commitment to reducing the effects of the inequalities experienced by Aboriginal and Torres Strait Islanders in the areas of health, housing, education and employment. Churches of Christ in Queensland acknowledges the unique strengths and richness of the Aboriginal and Torres Strait Islander communities and values the opportunities provided by our Innovate RAP to develop lasting beneficial relationships.

We are grateful to Reconciliation Australia for the leadership they provide in assisting us to develop and launch our second Reconciliation Action Plan (2017-2019).

**Geoff Charles**  
Chair of Council,  
Conference President

**Gary Edwards**  
Chair of the Board

# OUR VISION FOR RECONCILIATION

Churches of Christ in Queensland exists to bring the light of Christ into communities. For us this means building safe, inclusive, respectful and compassionate communities where individuals experience belonging and have opportunities to reach their potential.

Our Council, Board and Executive Team are strongly committed to reconciliation and lead the organisation towards greater inclusion, understanding and engagement of Aboriginal and Torres Strait Islander peoples.

Engagement in the process of reconciliation builds on our vision, guiding our staff and volunteers to learn from Aboriginal and Torres Strait Islander peoples – to develop friendships, share culture, and provide a space for deep listening and growing respect.

By harnessing the expertise of our Aboriginal and Torres Strait Islander employees, getting to know local Elders and communities in the areas we live and work, and by learning from the individuals, families and seniors we support we will become well placed to respond to the many opportunities and challenges that we face together.

## The next steps

We know there is no single path to reconciliation, nor is there a finish line. What we do know is our Innovate RAP points us in the right direction, and that if we are doing a good job, we can expect to see the following outcomes:

- We attract and retain an increasing number of Aboriginal and Torres Strait Islander employees who have access to training and development leading to improved career options.
- Aboriginal and Torres Strait Islander employees and volunteers feel valued, listened to and confident in the cultural knowledge and skills they provide to the organisation.
- Aboriginal and Torres Strait Islander staff members are professionally supported and engaged in the development and implementation of an Aboriginal and Torres Strait Islander Employee Support Network.

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- Our staff and volunteers across all locations demonstrate a knowledge and understanding of Aboriginal and Torres Strait Islander peoples, histories, and cultures.
  - Our staff and volunteers across all locations have the knowledge, capacity and desire to build strong working relationships with Aboriginal and Torres Strait Islander peoples – including colleagues, clients and community members.
  - Our staff and volunteers participate in activities to share and promote Aboriginal and Torres Strait Islander cultures and encourage reconciliation.
  - Services and groups across all of our locations seek to connect with local Elders in order to develop knowledge and understanding of Aboriginal and Torres Strait Islander communities in the area in which they operate.
  - Aboriginal and Torres Strait Islander peoples see Churches of Christ in Queensland as an organisation with which they wish to be associated.
  - Aboriginal and Torres Strait Islander peoples feel safe and have a sense of belonging when they access our services.
  - Our staff and volunteers across all locations recognise and celebrate significant days for Aboriginal and Torres Strait Islander peoples.
  - We are a workplace that supports Aboriginal and Torres Strait Islander businesses and initiatives as well as like-minded organisations working towards reconciliation.
  - Our internal documentation, policies and procedures are culturally inclusive.

# OUR BUSINESS

Churches of Christ in Queensland has been an active part of the community for more than 130 years. We have a significant presence with over 300 services in more than 100 communities in Queensland from Cairns in the north, the Tweed Coast in the South, Mt Isa and Cunnamulla in the West and numerous locations on the Eastern seaboard; also in greater Melbourne, Victoria and in Vanuatu. Thanks to the support of over 3,300 staff and 1,500 volunteers, we positively impact thousands of lives each year. We operate a range of missional and community care services to assist families, the elderly and people in need through church communities and our care services operated through Churches of Christ Care and Churches of Christ Housing Services.

Our core business is in the areas of children, youth and family services, community housing, retirement living, home and community care and residential aged care services providing Christ-inspired care and compassion to vulnerable people at different stages of life. We also provide missional services including children's, youth and women's ministries, Second Half Ministry, chaplaincy support in community and

residential aged care services, mission action partnerships and global mission projects.

Currently 75 employees identify as Aboriginal and/or Torres Strait Islander and we are seeking to increase both the numbers and the support we provide to them through the implementation of our second Innovate RAP.

At any point in time across Churches of Christ in Queensland, we are working with Aboriginal and Torres Strait Islander peoples as:

- Seniors – through our housing services, seniors and supported living and community and home care programs
- Children and young people – through our early childhood, housing, family support and out-of-home care services
- Carers – through our kinship care services
- Families – through our housing, family support and out-of-home care programs and services
- Christian groups and church communities
- Organisations – including community services, peak bodies, Recognised Entities and business partners.

An exciting development over recent years has been the establishment of our Strategic Action Leadership Teams (SALTs). A SALT is an innovative concept that brings together members from Churches of Christ in Queensland management and staff, local churches, and local community and business leaders to create strategies which address the needs of a particular cohort, local area or region. There are approximately 30 SALTs, with over 200 active members working to find answers on how to bring the light of Christ into our communities. Over the next two years our SALTs have committed to engage with Aboriginal and Torres Strait Islander Elders in each of the respective areas in which the SALT is active.

Our formal and informal partnerships are growing each year across all our service teams. The Moreton Bay Intensive Family Support – Families Together service organised and held a Reconciliation Morning Tea to recognise National Reconciliation Week. Elders from the community attended the Families Together office. We were also able to share the event with some of our local partners including the

Institute for Urban Indigenous Health, Family and Child Connect and the Centre Against Domestic Abuse. A Child and Family Support Worker from the Torres Strait Islands spoke about the landmark Mabo decision and the brave battle of Eddie Mabo to establish native title. A local Indigenous Artist, Michael McPherson, painted a picture for the event that the Elders placed their hand prints upon.

Rockingham Aged Care Service held a special morning tea to recognise National Reconciliation Week. Guest speaker, Marcie, from the Gidamay people from Murray Upper shared stories and culture of her people with the Rockingham residents.

At our Kenmore Head Office Aunty Flo Watson, a respected Elder, spoke to staff about her people, her culture and her life story. She passed onto us a copy of the documentary, *Like Rubies in the King's Crown*, which tells the story of the Yarrabah Mission in far north Queensland. Since then approximately 60 staff members have viewed this documentary and we continue to provide more opportunities for our employees to learn about our history through this and other means.

Through the initiative of our Children, Youth and Families team, we partnered in 2016 with Digi Youth Arts, an Indigenous not-for-profit arts organisation, to produce and stage *Dislocated* at the Brisbane Powerhouse for three nights, providing an important opportunity for Indigenous young people in our care to tell their own stories. We are currently working with Digi Youth Arts on a new collaborative work, called *Unsettle* which gives our young people opportunities in street art, music, theatre and film.

Churches of Christ Care in Townsville has been working in partnership with Uncle Alfred's Men's Group for over two years to deliver the Weeburra Giyu program. The group provides men's counselling, support, and "a place to go" for those struggling with life issues such as fatherhood, drug and alcohol addiction and anger issues. When the men attend this group, their session is facilitated by a skilled, experienced Elder or significant person from the Townsville community. The men share their own experiences at the meeting and relate to each other with little fear or shame. This forum provides them with an opportunity to reconnect with lore and work towards their healing.

## Working With Supply Nation

As part of our first RAP, our procurement team investigated how we could increase our use of Aboriginal and Torres Strait Islander suppliers and enhance diversity in our supply chains. They learnt about Supply Nation, the leading directory of Indigenous businesses, which would allow the organisation access to a comprehensive list of Aboriginal and Torres Strait Islander products and services. Churches of Christ in Queensland became a Supply Nation member in June 2017.

Pleasingly, we found that seven of our major vendors are also active Supply Nation members. Through our commitment to the RAP process we encourage prospective contracted parties to explore the development of their own RAPs.



During this time Uncle Alfred Smallwood and Churches of Christ Care have built a strong partnership leading to greater awareness of cultural protocols and procedures for our clients and staff. Both parties are keen to extend this partnership and have again together made application for further Australian government funding to provide services to people in the community, particularly those areas where there is greater disadvantage and vulnerability. Both agencies will work alongside each other to ensure that Aboriginal and Torres Strait Islander engagement and strong partnerships are continued.

Churches of Christ Community Care in Townsville has succeeded in becoming the preferred provider of Indigenous Community Aged Care Services by standing out as a culturally competent service within a continuous improvement framework.

Over the past six months, the number of Indigenous clients has risen by 60% with the expectation of a further five clients to be referred in the immediate future.

With an increasing physical presence at the Townsville Aboriginal and Islander Health Service, we have expanded our reach to allied networks within government agencies, including Townsville General Hospital, the Aged Care Assessment Team and The Kirwan Community Health Centre, creating opportunities to provide further information and education across a broader spectrum of Indigenous Health related services.

Churches of Christ Housing Services actively seek opportunities to partner with Aboriginal and Torres Strait Islander organisations. Two of our current partnerships are with Kambu Progress and Umpi Korumba Aboriginal and Torres Strait Islander Corporation. Kambu Progress is an Indigenous Family and Child

Support Service in Ipswich that we work with to bring about better outcomes for our social and affordable housing clients. Recognising that by working collaboratively we can be more successful, we have entered into an MOU that will add strength and knowledge to projects addressing Indigenous housing needs and homelessness support in the region. This is a first step to bring about collaborative and supportive working arrangements, which will focus on better housing outcomes for the Aboriginal and Torres Strait Islander peoples of Ipswich. Additionally, we welcomed the opportunity to engage with Umpi Korumba Aboriginal and Torres Strait Islander Corporation to provide project management services. This partnership met the specific objective contained within our first RAP to investigate opportunities to increase supplier diversity and to encourage the use of Aboriginal and Torres Strait Islander businesses. This has offered opportunities

for the employment and training of Aboriginal and Torres Strait Islander peoples on the construction and upgrade projects that were proposed for Umpi Korumba's government-funded properties.

For NAIDOC week, Uncle Des Sandy and Uncle Max Conlon, acting CEO, David Swain, and approximately 150 Head Office employees, acknowledged and celebrated the achievements of Aboriginal and Torres Strait Islander peoples. Uncle Des Sandy, a respected Elder, shared his detailed knowledge of and respect for Aboriginal places of significance in the Kenmore area.

## Community engagement in our Children, Youth and Families services

The Children, Youth and Families team recognises the value and need for community and stakeholder engagement as an essential part of service development, project planning and decision-making. This is particularly in recognition of the increasing over-representation of Aboriginal and Torres Strait Islander peoples across all social support systems. The proportion of Indigenous children within the child protection system is growing, now sitting at over 40%.

Community engagement and development is an important part of our work, and needs to be considered a core deliverable of service provision. Local engagement and development is critically important because it directly impacts on outcomes for marginalised

children, young people and families, who have been disconnected from family, kin, culture and community, both historically through the ongoing impacts of the Stolen Generation and through current statutory intervention resulting from abuse and neglect.

We are committed to embedding a stronger understanding of Aboriginal and Torres Strait Islander cultures within our service models and approaches. A workshop was held over two days in May 2017 to consider our Sanctuary Model of Care. Aboriginal and Torres Strait Islander staff, community representatives and Elders were actively involved. Recommendations have been provided to the Sanctuary Core Team for consideration and action.

# OUR RAP

## What our staff think of the RAP

I feel it gives Aboriginal and Torres Strait Islander people a sense of belonging within the organisation and is a great step in the right direction to closing the gap. RAPs are able to assist in giving a sense of connectedness for those who are struggling.

I myself have seen the benefits of having a RAP in my workplace in terms of Churches of Christ Care linking in with external agencies, such as Digi Youth Arts, to assist our young people in telling their stories through performing arts. We've also formed new connections for both our young people and staff, actively engaging in community events such as NAIDOC celebrations and working with external partners to develop culturally appropriate case plans for Aboriginal and Torres Strait Islander clients.

**Staff member from  
Semi Independent Living Service –  
Children, Youth and Families**

We developed our first and second Reconciliation Action Plans due to the breadth of our work with Aboriginal and Torres Strait Islander peoples and communities. Within our second Innovate RAP, Churches of Christ in Queensland makes commitments to increasing its Aboriginal and Torres Strait Islander workforce, and the support we provide. We believe that delivering on these commitments will build understanding and respect, allowing us to create trust and move towards reconciliation together.

Our work with Aboriginal and Torres Strait Islander children, families and seniors helps us to understand and respect cultural practices around birth, family, kinship, growing up, and passing on culture and rituals for the end of life. We are learning also to respect and acknowledge the importance of the land and sea in Aboriginal and Torres Strait Islander cultures and spirituality.

Our Innovate RAP is championed internally by members of our Executive Team, led by the CEO and Chief Operating Team and our RAP

Working Group. The working group includes representatives from the following areas, including, at time of launch, four Aboriginal and Torres Strait Islander staff:

- Children, Youth and Families
- Housing Services
- Seniors and Supported Living
- Mission Development
- Human Resources
- Public Relations and Communications
- Procurement, Fleet and Sustainability.

This Innovate RAP was developed by our Inclusion and Diversity team in conjunction with the RAP Working Group and many teams and individuals across the organisation in collaboration with Reconciliation Australia. In 2017, our working group has continued to meet monthly to oversee the delivery of each of the actions included in our first RAP and to provide advice and feedback on the development of our second Innovate RAP.



As part of our regular meetings, all RAP Working Group Members provide updates and activities occurring in their services. Members of the RAP Working Group who have contributed to developing this Innovate RAP include:

- **Max Conlon**, Mission Action Partner, Mission Development Team, descendant of Gubbi and Kullili people
- **Colleen Power**, Aboriginal and Torres Strait Islander Support Worker, South East Fostering Service, descendant of the Juru people and Torres Strait Islander on her father's side and Jangga and Birriah on her mother's side
- **Dorothy Smith**, Aboriginal and Torres Strait Islander Engagement Officer, descendant of the Bindal people (Townsville area) part of the Birri Gubba Nation and Bwgcolman (Palm Island) and Murray Island descent
- **Kalana Norton**, Manager, Aboriginal and Torres Strait Islander Engagement, Children Youth and Families, descendant of the Jarra people Bendigo, Victoria
- **Corie Taylor**, Project Officer-Reconciliation Action Plan, Kamilaroi/Gomeroi man (Co-Chair)
- **Rodney Holmes**, Senior Service Support Officer, Housing Services
- **Jessica Tatzenko**, Group Manager Marketing, Churches of Christ in Queensland
- **Mark Bradley**, General Manager, Human Resources (Co-Chair)
- **Howard Riach**, Service Manager, Central West Area, Residential Aged Care
- **Rachel Robinson**, Regional Manager, Children Youth and Families
- **Lindy Drew-Tsang**, A/Group Manager Inclusion and Diversity
- **Mark Bunny**, Senior Procurement Officer, Procurement, Fleet and Sustainability
- **Phil Bignill**, Mission Action Partner, Northern Queensland
- **Lynda Summers**, Area Manager North, Seniors and Supported Living

Please note, at the time of producing this Innovate RAP, all RAP Working Group members were employees of Churches of Christ in Queensland.

# OUR RAP JOURNEY TO DATE – WHAT WE HAVE LEARNED

## What our staff think of the RAP

Our RAP has been of benefit to all in the workplace as it provides knowledge of the Aboriginal and Torres Strait Islander cultures and assists people to have a greater understanding of how to work together.

It has provided more opportunities for Identified positions in the service to support Aboriginal and Torres Strait Islander children and young people. These staff also support the team in understanding the cultures and responding to the needs of children and young people.

I feel that by implementing a RAP into our organisation we show employees, the young people and their families, external partners and the community that we have an understanding of their feelings and cultures and are willing to make change to create a culturally safe environment for everyone.

**Staff member from Fostering Service –  
Children, Youth and Families**

It requires a significant amount of coordination and effort to take a large, geographically dispersed organisation of almost 5,000 people on a process of change, even when the leaders and many others are already committed and keen to move forward.

We recognise the importance of relationships as the fundamental building block of reconciliation and so have taken opportunities to get to know Elders in communities across many of our regions. Through this we have developed valued partnerships and there are many more to explore. What we have gained from these is a deepening of our understanding of the histories and current lived experiences of many Aboriginal and Torres Strait Islander peoples, particularly across Queensland. We have been enriched by the stories, by the warm-hearted acceptance and patience of the Elders who we have had the honour to get to know. Their generosity cannot be underestimated.

We have become aware that working towards reconciliation requires us to face uncomfortable truths about our nation's history and acknowledge the impacts of past government and institutional policies on Aboriginal and Torres Strait Islander families and communities. We continue to better understand how these histories play out in the experiences of Aboriginal and Torres Strait Islander peoples today, and how it is related to the overrepresentation of Aboriginal and Torres Strait Islander peoples in the criminal justice and child protection systems.

We have also taken opportunities to learn through visiting Aboriginal and Torres Strait Islander communities and organisations; to invite relevant cultural advisors to provide cultural training, particularly with our leaders and managers, to better understand histories, cultural protocols and ways to partner with Aboriginal and Torres Strait Islander communities.



Churches of Christ in Queensland launched our Community Protocols for Engaging with Aboriginal and Torres Strait Islander Communities in June 2017. This document sits alongside our Aboriginal and Torres Strait Islander Engagement Strategy to provide staff and volunteers with appropriate guidance and support as they interact with Indigenous employees, clients and community members. The new administrative building in Kenmore has a plaque that details our commitment to reconciliation.

Churches of Christ in Queensland is an organisation that delivers services to people from broad cross sections of our community, making it imperative that we become agile and responsive to improve the access and quality of our services. Through our first RAP we have worked through a myriad of small changes that we hope will reduce ways in which we might be excluding Aboriginal and Torres Strait Islander people and increase the ways in which we

include, and engage with, them. This has been most evident in the changes we have made to deliver on our recruitment and retention strategy and our community engagement strategy. It has also been evident in the ways service delivery teams have begun to review their models of practice, which help us to build cultural understanding and eventually capability into all that we do.

Of course the more we learn and change, the more opportunities present themselves. We have made many changes to the way we operate but are focusing, through our second Innovate RAP, on creating a more welcoming, supportive and culturally safe environment to Aboriginal and Torres Strait Islander employees, volunteers and the clients we serve.

# RELATIONSHIPS

Respectful and trusting relationships are at the heart of the reconciliation process, supporting the development and implementation of our Innovate RAP. Such relationships are at the heart of all Churches of Christ in Queensland endeavours to do.

Relationship building is not simple and we still have much to learn. This has led us to develop protocols to guide us in the way we build trust and respect with Aboriginal and Torres Strait Islander peoples, including employees and volunteers, the families and communities we serve, and with those with whom we partner or do business.

As we continue to be faithful to the reconciliation process we expect to:

- Have confidence, understanding and desire to build strong working relationships with Aboriginal and Torres Strait Islander peoples – be they colleagues, clients or community members – across all our locations.
- Be proud and respectful of Aboriginal and Torres Strait Islander cultures, and participate in activities to share and promote culture and encourage reconciliation.
- Recognise and celebrate significant and special days for Aboriginal and Torres Strait Islander peoples.

## How relationships relate to the strategic priorities of Churches of Christ in Queensland:

- Building our capacity by investing in our people and promoting practical reconciliation between non-Indigenous and Indigenous Australians;
- Connecting with Christ through working with Churches to reimagine what might be possible in being God's people in the community; and
- Strengthen and grow the work of Strategic Action Leadership Teams (SALTs) across communities.

Action	Deliverable	Timeline	Responsibility	
<b>1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting</b>	1.1	Oversee the development, endorsement and launch of the Innovate RAP.	October 2017	Chief Operating Officer RAP Working Group Co-Chairs: General Manager Human Resources and Project Officer – Reconciliation Action Plan
	1.2	Monitor implementation through monthly meetings.	September 2019	
	1.3	Review the Terms of Reference annually with a view to strengthen governance and increase leadership of Aboriginal and Torres Strait Islander members.	February 2018; February 2019	
	1.4	Ensure three or more Aboriginal and/or Torres Strait Islander employees are represented on the RWG, with at least one of the Co-Chairs being Aboriginal and/or Torres Strait Islander.	February 2018; February 2019	
	1.5	Report quarterly to the Executive Team on Innovate RAP implementation, milestones and barriers.	March, June, September, December 2018; 2019	

Action	Deliverable	Timeline	Responsibility
<b>2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</b>	2.1 Develop an annual communication plan for National Reconciliation Week and seek funds as appropriate.	March 2018; 2019	Director, Communications
	2.2 Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	June 2018; 2019	
	2.3 Organise at least one event at our Kenmore Campus each year, including engagement of local Elder/s and a Welcome to Country.	June 2018; 2019	
	2.4 Support regional teams to host events or participate in local events by developing and disseminating a NRW resource kit. This kit will include guidance on organising events and encourage active outreach to Aboriginal and Torres Strait Islander organisations and people in the local community.	May 2018; 2019	
	2.5 Develop a promotional banner for use on organisational emails and our website during NRW.	May 2018; 2019	
	2.6 Register all public facing NRW events on Reconciliation Australia's website.	June 2018; 2019	



Action	Deliverable	Timeline	Responsibility
<b>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</b>	3.1 Explore the implementation of a high level Advisory Group of Aboriginal and Torres Strait Islander Elders and respected professionals to provide cultural and strategic input into reconciliation at Churches of Christ in Queensland.	June 2018	Chief Operating Officer
	3.2 Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. Implement Churches of Christ in Queensland’s Aboriginal and Torres Strait Islander Engagement Strategy. This will be guided by appropriate community protocols and enhanced by positive interactions with Aboriginal and Torres Strait Islander peoples, Service Managers and Strategic Action Leadership Teams (SALTs) which currently operate across Queensland.	October 2018	Chief Operating Officer
	3.3 Develop the Children, Youth and Families’ Aboriginal and Torres Strait Islander Culturally Inclusive Framework at the strategic, regional and local level by: <ul style="list-style-type: none"> <li>● Engaging Aboriginal and Torres Strait Islander communities in what we do and seeking out partnering opportunities with relevant service providers.</li> <li>● Developing culturally appropriate materials to enhance and promote our service.</li> <li>● Participating at the local level and significant cultural events through engagement with community Elders and Traditional Owners.</li> </ul>	September 2018	General Manager, Children, Youth and Families
	3.4 Implement the Children, Youth and Families’ Aboriginal and Torres Strait Islander Culturally Inclusive Framework.	June 2019	General Manager, Children, Youth and Families
	3.5 Evaluate the Children, Youth and Families’ Aboriginal and Torres Strait Islander Culturally Inclusive Framework.	September 2019	General Manager, Children, Youth and Families

Action	Deliverable	Timeline	Responsibility
	3.6 Use a community development approach to working with and engaging Aboriginal and Torres Strait Islander children, young people and families, as guided by our internal Aboriginal and Torres Strait Islander staff.	October 2018	General Manager, Children, Youth and Families
	3.7 Explore developing an Aboriginal and Torres Strait Islander Elders-in-Residence program for Kenmore and other regional centres.	March 2018	Chief Operating Officer
<b>4. Raise internal and external awareness of our Innovate RAP to promote reconciliation across our business and sector</b>	4.1 Oversee the launch and promotion of the Innovate RAP at Head Office and across selected regional service centres, including engagement of Elders and Aboriginal and Torres Strait Islander employees, volunteers and community members.	October 2017	Director, Communications
	4.2 Develop and implement a communication plan for promoting the Innovate RAP following the launch. This will include: <ul style="list-style-type: none"> <li>● Review website to update messaging and publish the Innovate RAP.</li> <li>● Upload the Innovate RAP on SharePoint (internal intranet).</li> <li>● Capture stories as we implement the Innovate RAP and share them in our regular publications including the Annual Report.</li> <li>● Provide Innovate RAP overview in all new employee materials.</li> <li>● Include Innovate RAP short video in orientation and NAIDOC celebration.</li> <li>● Ensure the story behind and meaning of the 'Bringing the Light' artwork is communicated to staff and made available to the public.</li> <li>● Ensure our 'Bringing the Light' artwork becomes the motif for all identified promotional material.</li> </ul>	July 2018	Director, Communications

Action	Deliverable	Timeline	Responsibility
	<p>4.3 Establish mechanisms for ensuring all staff and volunteers are informed about the Innovate RAP vision, actions and outcomes and have opportunity to have input into them. Mechanisms include:</p> <ul style="list-style-type: none"> <li>● Set up an Innovate RAP Page on staff intranet with information and updates.</li> <li>● Make sure all regions are represented on the RAP Working Group.</li> <li>● Develop and utilise an Aboriginal and Torres Strait Islander Employee Support Network to disseminate information.</li> <li>● Ensure all new employees read the Innovate RAP as part of their mandatory induction processes.</li> </ul>	March 2018	General Manager, Human Resources
<b>5. Seek to develop professional relationships with relevant government, business and industry partners to support delivery of our Innovate RAP and expand the core business of Churches of Christ in Queensland</b>	5.1 Join Reconciliation Queensland Incorporated and engage in reconciliation opportunities across Queensland.	November 2017	General Manager, Human Resources
	5.2 Explore opportunities to work with Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP).	June 2018	General Manager, Children, Youth and Families
	5.3 Explore opportunities to partner with Queensland Aboriginal and Torres Strait Islander Partnerships (DATSIP).	December 2018	Chief Operating Officer
	5.4 Explore opportunities to partner with other Aboriginal and Torres Strait Islander organisations who work within the same sectors as Churches of Christ in Queensland.	December 2018	Chief Operating Officer

# RESPECT

At Churches of Christ in Queensland, we value responding to people and communities out of compassion, considering the needs of others before pursuing our own wants, and treating all people as we would like to be treated. At the heart of this value is the notion of respect and listening, which must be our core way of being. This value drives us to develop a deep understanding of Aboriginal and Torres Strait Islander cultures and histories. This will allow us to improve how we work with Aboriginal and Torres Strait Islander peoples including colleagues and clients.

Our Council and Board engage as stakeholders in developing respectful relationships with Aboriginal and Torres Strait Islander Elders and communities.

If we are doing this work well, we would expect to see:

- Services and groups, including Strategic Action Leadership Teams, across all of our locations connected with local Elders and communities with a knowledge of Aboriginal and Torres Strait Islander histories in the area in which they operate.
- Our staff and volunteers across all locations demonstrating a strong knowledge and understanding of Aboriginal and Torres Strait Islander histories, peoples and cultures.
- Aboriginal and Torres Strait Islander people feeling safe and having a sense of belonging when they access our services.
- Our internal documentation, policies and procedures are culturally appropriate and recognise Aboriginal and Torres Strait Islanders as two separate and distinct cultures.



## How respect relates to the strategic priorities of Churches of Christ in Queensland:

- Connecting with Christ through delivering holistic care services that promote dignity and quality of life.
- Growing our core services through consolidating and strengthening around: Children, Youth and Families, Housing Services and Seniors and Supported Living.
- Building our capacity by investing in our people and promoting practical reconciliation between non-Indigenous and Indigenous Australians.

Action	Deliverable	Timeline	Responsibility
<b>6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</b>	6.1 Implement the Aboriginal and/or Torres Strait Islander Cultural Awareness and Capability Strategy to identify priority needs for cultural training across Churches of Christ in Queensland. This will make sure our key staff members move from awareness and understanding through to deeper levels of competency and understanding of cultural safety as it relates to Aboriginal and or Torres Strait Islander peoples. The methods of delivering this include:	September 2019	General Manager, Human Resources
	<ul style="list-style-type: none"> <li>● All Churches of Christ in Queensland staff members have access to participate in cultural awareness and competency training online and where possible face-to-face and immersion training opportunities. This also includes opportunities to connect with locally-based Aboriginal and Torres Strait Islander Elders and communities.</li> </ul>	September 2019	
	<ul style="list-style-type: none"> <li>● Develop e-learn modules including foundational, leadership and service-specific knowledge for relevant staff members.</li> </ul>	December 2018	
	<ul style="list-style-type: none"> <li>● Develop a cultural awareness training package, which is deliverable in-house (consider employing an Indigenous Learning and Development Facilitator in 2018-2019).</li> </ul>	December 2018	
	<ul style="list-style-type: none"> <li>● Seek opportunities for immersion training for senior staff and front-line staff where possible.</li> </ul>	September 2019	
	<ul style="list-style-type: none"> <li>● Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li> </ul>	June 2018	
	<ul style="list-style-type: none"> <li>● Provide opportunities for Council and Board members, RAP Working Group members, RAP champions, HR managers and other key leaders to participate in cultural training.</li> </ul>	June 2018; 2019	

Action	Deliverable	Timeline	Responsibility
6.2	Develop an Aboriginal and Torres Strait Islander cultural awareness and capability component and resource for all management and leadership training including the Management Development Initiative (MDI).	November 2018	General Manager, Human Resources
6.3	<p>Implement changes to the Sanctuary Model of Care to reflect a strong understanding of Aboriginal and Torres Strait Islander peoples and cultures, through:</p> <ul style="list-style-type: none"> <li>Facilitating a two-day intensive workshop to allow an in-depth exploration of cultures and the Sanctuary model, reported to Children, Youth and Families Sanctuary Core Team with set recommendations and strategies.</li> <li>Integrating Aboriginal and Torres Strait Islander cultures into the Sanctuary Model of Care including updating the Sanctuary Training Package and resources.</li> </ul>	September 2018	General Manager, Children, Youth and Families
6.4	<p>Ensure Children, Youth and Families' cultural support plans for service users demonstrate best practice approaches to help nurture and support people to strengthen their cultural identity and connections by:</p> <ul style="list-style-type: none"> <li>Completing a state-wide quality and compliance audit of existing cultural support plans for all Aboriginal and Torres Strait Islander clients.</li> <li>Seeking feedback from service users, internal and external stakeholders, through a comprehensive consultation process, to review and implement appropriate strategies to address gaps in the development and application of cultural support plans.</li> </ul>	November 2018	General Manager, Children, Youth and Families
6.5	Develop and implement a professional development program based on a series of Aboriginal and Torres Strait Islander guest speakers designed to strengthen culturally competent service delivery across all areas of operation of Churches of Christ in Queensland.	March 2019	General Manager, Human Resources



Action	Deliverable	Timeline	Responsibility
<b>7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</b>	7.1 Annually update the Churches of Christ in Queensland Aboriginal and Torres Strait Islander Protocols resource, specifically: <ul style="list-style-type: none"> <li>● Update information and protocols for regional areas in which we operate across Queensland.</li> <li>● Develop cultural protocols for engagement similar to the ones already developed for Queensland, for other states in Australia in which we operate.</li> <li>● Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</li> <li>● Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> <li>● Invite a Traditional Owner to provide a Welcome to Country to at least two significant events, namely NAIDOC Week and National Reconciliation Week.</li> <li>● Include Acknowledgement of Country at the commencement of important internal and external meetings.</li> </ul>	October 2017; October 2018	General Manager, Human Resources
	7.2 Ensure knowledge of and confidence in using appropriate and respectful protocols is embedded in Aboriginal and Torres Strait Islander training modules, both face-to-face and e-learn modules.	June 2018	General Manager, Human Resources
	7.3 Ensure that all managers across Churches of Christ in Queensland are aware of the organisational commitment to appropriate use of protocols both within organisational settings and within external engagement opportunities.	June 2018	Chief Operating Officer
	7.4 A Welcome to Country will be performed at the opening of our new head office buildings in Kenmore and at all other significant events both in head office and in all regional offices.	November 2017	Director, Communications
	7.5 All minuted meeting agenda templates amended to include Acknowledgement of Country.	February 2018	Chief Operating Officer

Action	Deliverable	Timeline	Responsibility
<b>8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week</b>	8.1 Ensure all Aboriginal and Torres Strait Islander and non-Indigenous employees are aware of organisational support to celebrate NAIDOC, including availability and content of cultural leave policy. Please see Leave Policy updated (July 2017) and Cultural Leave Information Sheet (July 2017) located in the appendix.	July 2018; 2019	Director, Communications
	8.2 Provide all services with resource kits for Aboriginal and Torres Strait Islander employees and other staff to participate in local NAIDOC Week events and host their own events to celebrate cultures.	June 2018; 2019	
	8.3 Where relevant, ensure applications for funding are completed for NAIDOC week events for local services.	April 2018; 2019	
	8.4 Host an event at Kenmore Campus and in Townsville and Melbourne each year and encourage all regions to acknowledge and celebrate NAIDOC in partnerships with local Elders and communities.	July 2018; 2019	
	8.5 Use Churches of Christ in Queensland RAP video as part of NAIDOC celebrations.	July 2018; 2019	
	8.6 Review HR Policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	September 2018; 2019	
	8.7 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2018; 2019	



Action	Deliverable	Timeline	Responsibility
<b>9. Culturally appropriate internal planning, documentation and policies and procedures</b>	9.1 Ensure all of Churches of Christ in Queensland Housing Services programs and product offerings meet the policy requirements of cultural inclusion and diversity. Actively pursue respectful practices, programs and projects that enhance service delivery to Aboriginal and Torres Strait Islander families through relationship development and consultation with Aboriginal and Torres Strait Islander Elders and community representatives.	December 2018	General Manager, Housing Services
	9.2 Develop home ownership models specifically for Aboriginal and Torres Strait Islander peoples. Churches of Christ in Queensland Housing Services aims to offer a range of housing options for those who are discriminated against in the private housing market including Aboriginal and Torres Strait Islander peoples. Identify barriers and scope models to support new housing options for Aboriginal and Torres Strait Islander peoples.	June 2019	General Manager, Housing Services
	9.3 Evaluate for cultural appropriateness existing Seniors and Supported Living admission processes and tools including through chart review, case review, and discussion with family.	September 2018	Director, Seniors and Supported Living
	9.4 Ensure culturally appropriate end of life planning, traditional food requirements and other traditions are considered through care plans.	September 2018	Director, Seniors and Supported Living



Action	Deliverable	Timeline	Responsibility
	9.5 Acknowledge and celebrate Aboriginal and Torres Strait Islander events and key dates of significance to increase cultural capability and make sure Aboriginal and Torres Strait Islander employees, volunteers and community members are included and engaged.	National Apology (13 February, 2018; 2019) National Sorry Day (26 May, 2018; 2019) National Reconciliation Week (27 May-3 June, 2018; 2019) Mabo Day (3 June, 2018; 2019) NAIDOC (from first Sunday in July for 7 days, 2018; 2019) National Aboriginal and Islander Children's Day (4 August, 2018; 2019)	Director, Communications



Action	Deliverable	Timeline	Responsibility
<b>10. Continuing and respecting culture</b>	10.1 Ensure culturally appropriate branding and communication across all offices which demonstrates a clear commitment to providing culturally safe environments for staff and community including: <ul style="list-style-type: none"> <li>● United Nations Declaration on the Rights of Indigenous peoples.</li> <li>● Appropriate acknowledgement plaques.</li> <li>● Display ‘Bringing the Light’ artwork prominently in all service centre reception areas.</li> <li>● Framed National Apology.</li> <li>● Aboriginal and Torres Strait Islander flags appropriately displayed at all service reception desks and where possible on flagpoles.</li> <li>● Aboriginal and Torres Strait Islander staff and families included in promotional materials and organisational branding.</li> <li>● Local Aboriginal and Torres Strait Islander artwork to be sourced and displayed prominently in all new service centre buildings.</li> </ul>	June 2018 (applies to all actions)	Director, Communications
	10.2 Develop cultural guidelines for designing buildings and landscaping in all construction projects.	June 2019	Chief Financial Officer
<b>11. Advocate for policy and legislative changes that empower Aboriginal and Torres Strait Islander communities</b>	11.1 Promote and support public policy change in areas that are identified as important by Aboriginal and Torres Strait Islander staff, Advisory Group, Peak organisations and Elders through an ongoing engagement process.	March 2018	Director, Communications

# OPPORTUNITIES

Churches of Christ in Queensland seeks to advance the physical, mental, emotional, social and spiritual wellbeing of everyone we work with, striving to bring uplift to every person and situation we encounter. We commit to creating opportunities for Aboriginal and Torres Strait Islander peoples through training, employment and professional development. We take pride in our Aboriginal and Torres Strait Islander staff

members' connections to their communities and cultures, and work to build trust within our workforce, based on a strengthening understanding of Aboriginal and Torres Strait Islander cultures.

If we are doing these things well, we would expect to see Aboriginal and Torres Strait Islander peoples seeing us as an organisation they want to be associated with.

## How opportunities relate to the strategic priorities of Churches of Christ in Queensland:

- Funding our Mission and Growth through engaging more volunteers, families, neighbours and communities in providing care.
- Building our capacity by investing in our people.

Action	Deliverable	Timeline	Responsibility
<b>12. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace</b>	<p>12.1 Develop and implement Churches of Christ in Queensland’s Aboriginal and Torres Strait Islander Recruitment and Retention Strategy including:</p> <ul style="list-style-type: none"> <li>● Continue to record and track Aboriginal and Torres Strait Islander employees and volunteers joining Churches of Christ in Queensland with a view to improve current numbers of employees but also to engage with and support for those Aboriginal and Torres Strait Islander employees and volunteers.</li> <li>● Develop a welcome pack of materials for new Aboriginal and Torres Strait Islander employees including information on cultural leave policy, cultural counselling through Employee Assistance Program, and other organisational supports and opportunities.</li> <li>● Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> <li>● Continue to improve our employer branding to be more inclusive of Aboriginal and Torres Strait Islander peoples in images, stories and use of artwork across multiple platforms.</li> </ul>	June 2019 (applies to all actions)	General Manager, Human Resources

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>● Employ an Identified Recruitment Officer to assist in better recruiting and supporting Aboriginal and Torres Strait Islander employees and trainees.</li> <li>● Initiate an Employee Support Network to provide specialised support, information and advice and where suitable engage in consultation on best practices in Aboriginal and Torres Strait Islander employment.</li> <li>● Continue to develop Identified positions across Churches of Christ in Queensland from senior leadership through to traineeship positions.</li> <li>● Advertise all vacancies in Aboriginal and Torres Strait Islander media or local Aboriginal and Torres Strait Islander networks.</li> <li>● Research and review a scholarship program for Aboriginal and Torres Strait Islander staff to complete tertiary qualifications.</li> </ul>	June 2019 (applies to all actions)	General Manager, Human Resources
<b>13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</b>	13.1 Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2018	Chief Financial Officer
	13.2 Develop a range of procurement activities designed to give Aboriginal and Torres Strait Islander suppliers an improved opportunity to do business with Churches of Christ in Queensland by: <ul style="list-style-type: none"> <li>● Actively providing Aboriginal and Torres Strait Islander businesses non-financial preference in tendering processes.</li> <li>● Collecting information to develop objective evidence of any costs associated with higher levels of engagement with Indigenous suppliers – to establish level of support.</li> </ul>	August 2019	Chief Financial Officer



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>● Look for opportunities, including through Supply Nation, to engage with Aboriginal and Torres Strait Islander suppliers.</li> <li>● Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> <li>● Initiate a process to source Aboriginal and Torres Islander products through our current stationery supplier and seek to extend this to other suppliers.</li> <li>● Develop at least one commercial affiliation with an Aboriginal and Torres Strait Islander owned business.</li> </ul>	August 2019	Chief Financial Officer
	13.3 As a registered Tier 1 Community Housing Provider under the National Regulatory System, Churches of Christ in Queensland Housing will support Aboriginal and Torres Strait Islander community organisations which, due to their limited resources or size, require assistance with specialised projects.	February 2018	General Manager, Housing Services
<b>14. Aboriginal and Torres Strait Islander volunteer opportunities</b>	14.1 Identify areas within the existing community development and service delivery footprint that would benefit from engaging Aboriginal and Torres Strait Islander volunteers.	June 2018	General Manager, Human Resources
	14.2 Link and partner with existing Aboriginal and Torres Strait Islander community networks in the areas identified for potential program development.	June 2019	General Manager, Human Resources
	14.3 Encourage staff to volunteer within Aboriginal and Torres Strait Islander Communities through the establishment of a partnership with Indigenous Community Volunteers.	June 2018	General Manager, Human Resources

# GOVERNANCE, TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
<b>15. Report RAP achievements, challenges and learnings to Reconciliation Australia</b>	15.1 Complete and submit the RAP impact measurement questionnaire to Reconciliation Australia annually.	30 September, 2018; 2019	Reconciliation Action Plan Project Officer
	15.2 Investigate participating in the RAP Barometer.	May 2018	Reconciliation Action Plan Project Officer
<b>16. Report RAP achievements, challenges and learnings internally and externally</b>	16.1 Provide quarterly reports to the Executive team and the Mission and People Committee.	March, June, September, December 2018; 2019	Chair and Co-Chair, RAP Working Group
	16.2 Report on the Innovate RAP outcomes and include key actions included in the annual report.	July 2018; 2019	Chair and Co-Chair, RAP Working Group
<b>17. Review, refresh and update RAP</b>	17.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	April 2019	Group Manager, Inclusion and Diversity
	17.2 Send draft RAP to Reconciliation Australia for review and feedback.	September 2019	Group Manager, Inclusion and Diversity
	17.3 Submit draft RAP to Reconciliation Australia for formal endorsement.	September 2019	Group Manager, Inclusion and Diversity

## Contact Details

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# APPENDICES

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**Appendix 1** Aboriginal and Torres Strait Islander Cultural Leave Information Sheet

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**Appendix 2** Supply Nation Membership Certificate

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**Appendix 3** United Nations Declaration of the Rights of Indigenous People

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**Appendix 4** Annual Reports

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**Appendix 4** The National Apology

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**Appendix 5** Community Protocols for engagement with Aboriginal and Torres Strait Islander Communities

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**Appendix 6** Aboriginal and Torres Strait Islander Engagement Strategy (2017-2019)

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These appendices can be located from our website at [cofc.com.au/rap](http://cofc.com.au/rap)

# RAP GLOSSARY

## Acronyms

<b>CYF</b>	Children, Youth and Families
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CofCQ</b>	Churches of Christ in Queensland
<b>COO</b>	Chief Operating Officer
<b>DATSIP</b>	Department of Aboriginal and Torres Strait Islander Partnerships (Queensland)
<b>EAP</b>	Employee Assistance Program
<b>GM</b>	General Manager
<b>HR</b>	Human Resources
<b>I &amp; D</b>	Inclusion and Diversity
<b>MAP</b>	Mission Action Partner

<b>MDI</b>	Management Development Initiative
<b>MDT</b>	Mission Development Team
<b>NAIDOC</b>	National Aboriginal and Islander Day Observance Committee
<b>NRW</b>	National Reconciliation Week
<b>QATSICPP</b>	Queensland Aboriginal and Torres Strait Islander Child Protection Peak
<b>RAP</b>	Reconciliation Action Plan
<b>RAP WG</b>	Reconciliation Action Plan Working Group
<b>SALT</b>	Strategic Action Leadership Team
<b>SCT</b>	Sanctuary Core Team
<b>SSL</b>	Senior's and Supported Living

## Frequently Used Terms

<b>CYF Sanctuary Core Team</b>	A body comprised of representation from all Children, Youth and Families services who develop ways of implementing Sanctuary within their services. Core Team members work with local action groups to implement the ideas developed at Core Team meetings.
<b>Indigenous Community Volunteers</b>	An organisation that provides access to skilled volunteers and resources to Indigenous communities
<b>Sanctuary Model of Care</b>	A professional framework used by Churches of Christ in Queensland for caring for young children in care environments.
<b>Sanctuary Training Package</b>	A training package delivered to staff in the development of Sanctuary Model of Care implementation.
<b>Strategic Action Leadership Team (SALT)</b>	An innovative concept that brings together members from Churches of Christ in Queensland management and staff, local churches, local community and business leaders to create strategies to address the particular needs of that area or region. There are currently approximately 30 SALTs, with over 200 active members working to find answers on how to bring the light of Christ into our communities.
<b>Second Half Ministry</b>	Age specific ministry developed for those people in the second half of life, aged over 50 years.
<b>United Nations Declaration on the Rights of Indigenous People</b>	An internationally recognised Declaration from the United Nations that details specific rights afforded the world's Indigenous people.
<b>National Apology to the Stolen Generations</b>	For the purposes of this RAP, this refers to the framed text of the speech delivered to the Stolen Generations of Aboriginal and Torres Strait Islander people by way of apology by former Prime Minister Kevin Rudd on February 13, 2008.
<b>Deeply Listening</b>	Deep/Deeply listening is a process of listening to learn. It requires the temporary suspension of judgement, and a willingness to receive new information – whether pleasant, unpleasant or neutral.
<b>National Regulatory System</b>	Since 2014, the national system of registration, monitoring and regulation of community housing providers. It creates a consistent legislative environment across all participating states and territories.

## Contact Details

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Bringing the light of Christ into communities