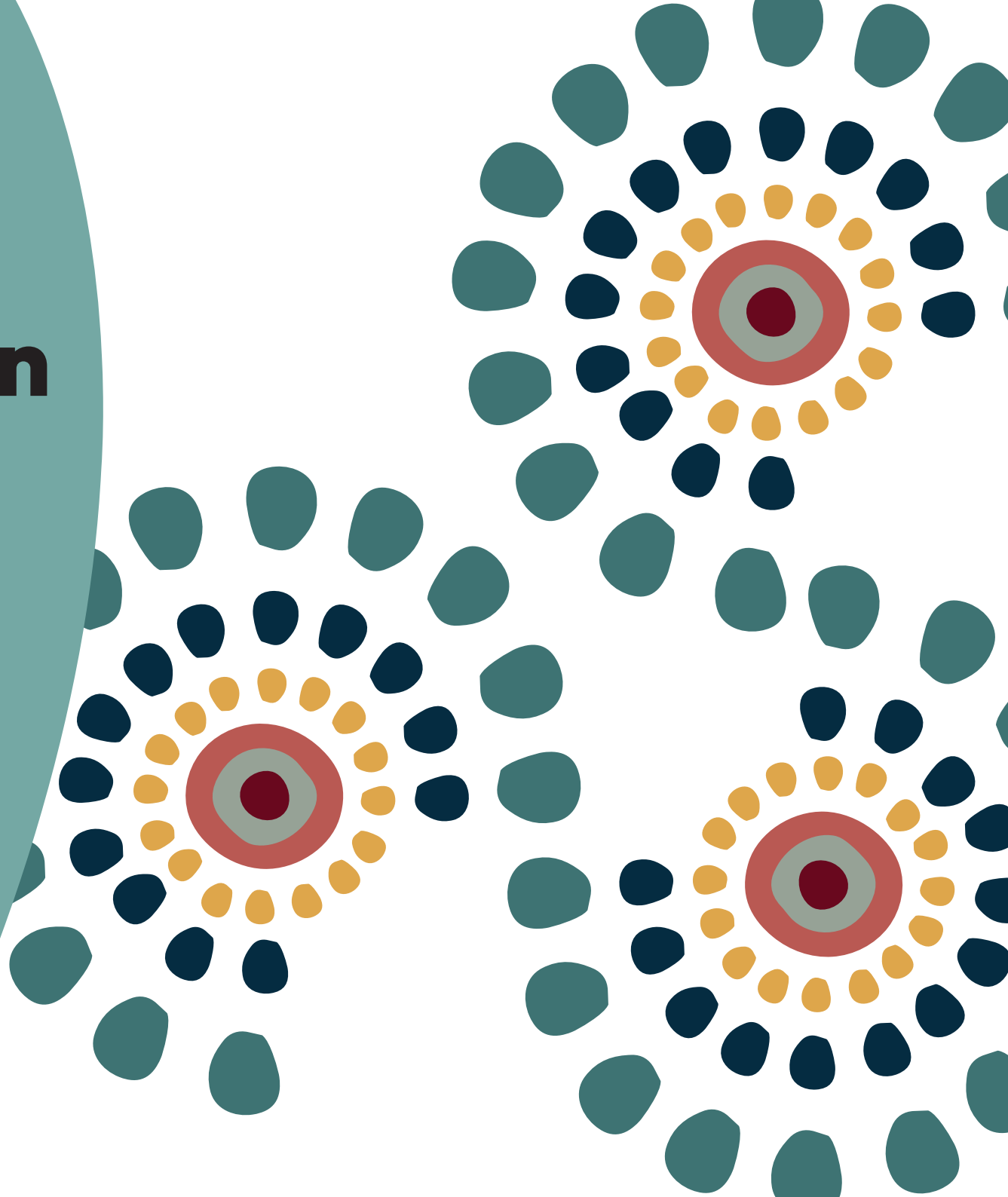


Innovate Reconciliation Action Plan.

August 2023–August 2025





Acknowledgement of Country

We at Churches of Christ acknowledge the traditional custodians of the lands on which we live and work and pay our respects to Elders past, present and emerging for they hold the memories, traditions, cultures, hopes and aspirations of First Nations People.

We acknowledge and recognise the resilience of generations of First Nations People and will be with you now and always.

We are committed to walking alongside First Nations People to establish a foundation of trust and to taking meaningful action to preserve, affirm and promote the world's oldest living culture.



Message from the Interim CEO.

I am proud to present our third Reconciliation Action Plan (RAP) and the actions Churches of Christ will take on our enduring reconciliation journey.

The launch of our first Reflect RAP in 2015 heralded a new era of recognition and commitment to Aboriginal and Torres Strait Islander peoples for our organisation and we have continued this focus with our two subsequent Innovate RAPs.

Through a range of activities on our journey so far, we have embedded our commitment to Aboriginal and Torres Strait Islander peoples. We have celebrated and respected their culture, acknowledged their contribution, and built lasting relationships and partnerships.

I have been fortunate to take part in a number of culturally-guided events and activities. As part of Reconciliation Week 2022, our Executive Team, Elders, Cultural Engagement Officers and members from our community participated in a Yarning Circle. Through this, we discussed what reconciliation means to us, and how Churches of Christ can move toward reconciliation in a meaningful way. In 2022, we also released our updated *Bringing the Light* artwork and shared this with our services as a visual representation of our commitment to reconciliation.

With the development of this third Innovate RAP, we have reflected on how far we have come, while whole-heartedly acknowledging the work we still need to do to achieve reconciliation.

We have actively listened to Aboriginal and Torres Strait Islander peoples to better understand what we must change to achieve our goals. This is something that we must continue as we build relationships and continually strive to understand how we can embed reconciliation across all that we do.

In this plan, we build on our second RAP and address a number of initiatives that we were unable to deliver. We will deliver clear governance and reporting processes in this third RAP to ensure we are intentional and accountable in delivering the actions.

We will also focus on increasing awareness amongst our almost 4000 team members that we are committed to walking a path of reconciliation with Aboriginal and Torres Strait Islander peoples, and that this is led by our RAP.

As we implement our third Innovate RAP, we remain steadfastly committed to reconciliation and implementing the actions and deliverables set out in this plan.



Mike Folland
Interim CEO Churches of Christ
March 2023

Message from the Board and Council.

On behalf of the Council and Board of Churches of Christ, we provide our upmost support for this third RAP, and the organisation's ongoing commitment to reconciliation.

This RAP strengthens our resolve to address the effects of inequalities experienced by Aboriginal and Torres Strait Islander peoples, while celebrating the unique strengths and the richness of Aboriginal and Torres Strait Islander culture and communities. Embedded in our values, our third RAP will guide us for the coming years as we continue on our enduring commitment to reconciliation.

Thank you to Reconciliation Australia for the leadership and guidance they have provided in the development of our third Reconciliation Action Plan (2023–2025).

Nigel King
Board Chair

Kevan Denny
Council Chair

**"From little things
big things grow."***

Reconciliation is a
journey to which there
is no finish line.

Statement from Karen Mundine CEO of Reconciliation Australia.

Reconciliation Australia commends Churches of Christ Queensland on the formal endorsement of third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Churches of Christ Queensland continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—**Reflect, Innovate, Stretch** and **Elevate**—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Churches of Christ Queensland will continuously draw upon to create RAP commitments rooted in experience and maturity.

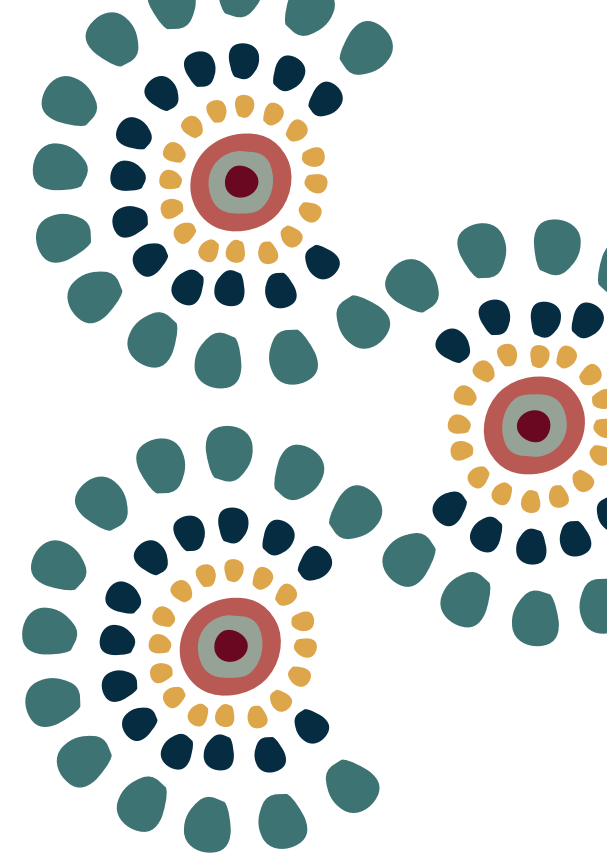
These learnings extend to Churches of Christ Queensland using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Churches of Christ Queensland to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Churches of Christ Queensland will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Churches of Christ Queensland's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Churches of Christ Queensland on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



Our vision for reconciliation.

Churches of Christ exists to bring the light of Christ into communities.

Our behaviour is guided by our organisation's values of Unconditional Love; Mutual Trust; Wise Stewardship; Continual Innovation and Safety. As we live these values in action and not just word, we are confident the individuals, families and communities we serve will experience a sense of Welcome, Home, Community, Wellbeing and Hope. These guiding values and expected outcomes closely align with, relate to, and position us to engage in the important work of reconciliation.

Since we began this journey with our first RAP in 2015, our vision for reconciliation has broadened and deepened. There have been lessons learned, and we remain mindful of how much we have yet to learn and grow to be an organisation that truly embraces and actions reconciliation as part of all that we do. It is with this mindset that we approach our third RAP.

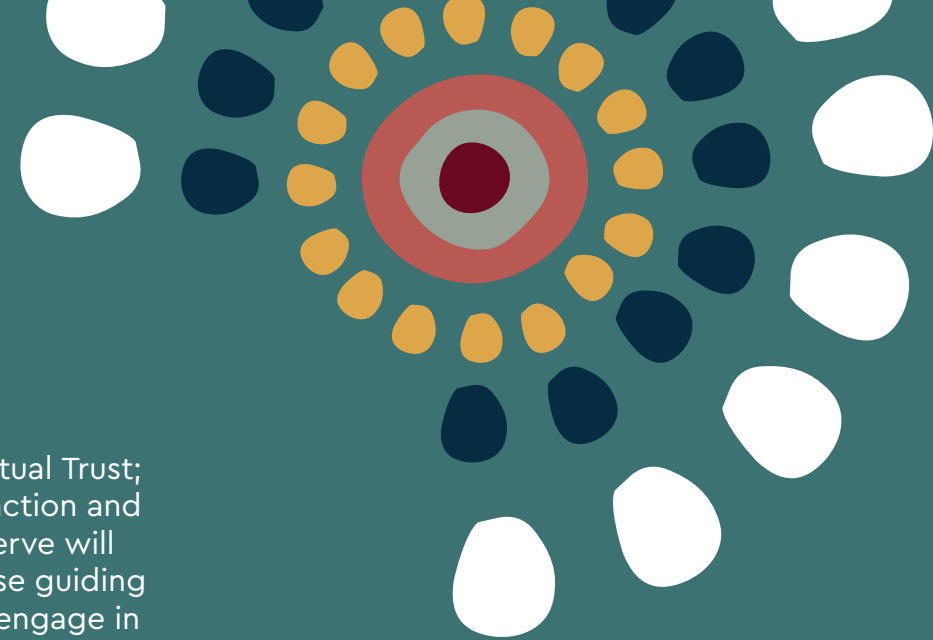
In particular, we acknowledge the truth that reconciliation is a journey to which there is no finish line. We will always have more to accomplish. Working together in the communities we serve, our vision for the future is that Churches of Christ will be:

A place of welcome.

We create a workplace where Aboriginal and Torres Strait Islander peoples are eager to be, and are valued for their cultural understanding, professional contributions and community connections.

A place of wellbeing.

We support and encourage career aspirations and leadership opportunities for Aboriginal and Torres Strait Islander peoples.



A place of truth.

We ensure the history of Australia and in particular the experience of Aboriginal and Torres Strait Islander peoples, is known and understood by all—where stories can be told and heard, and understood for their deeper meaning.

An organisation that doesn't hide.

We openly acknowledge the historic trauma and ongoing intergenerational trauma that has been the experience of Aboriginal and Torres Strait Island peoples through the process of colonisation. We seek to create an environment of healing, understanding, growth and new opportunities.

A place for cultural opportunity.

We create opportunities for all staff and communities to be enriched by Aboriginal and Torres Strait Islander cultures. We develop relationships that grow our capacity to reconcile and trust one another, through cultural training, cultural immersion, and engaging in significant events.

An organisation that seeks guidance from Aboriginal and Torres Strait Islander leadership.

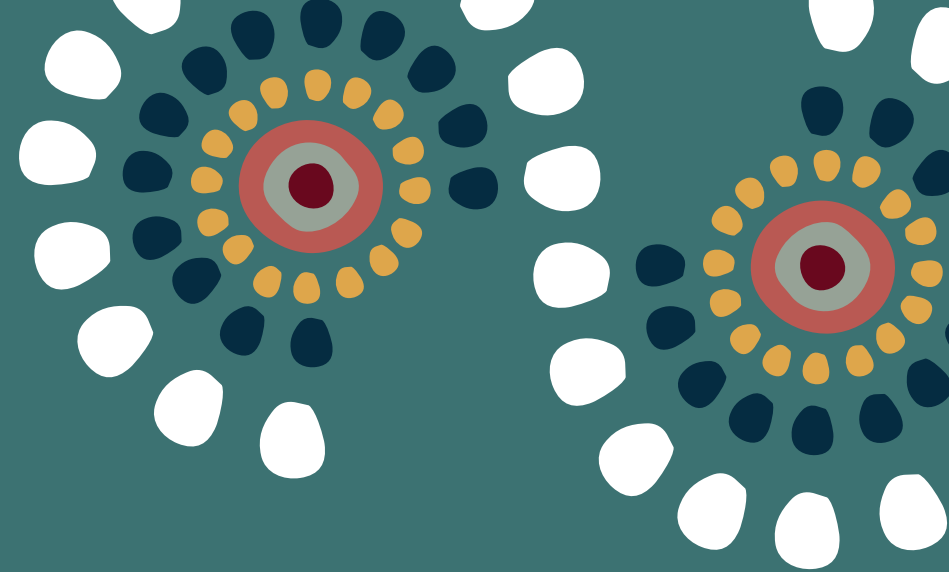
We seek and value the advice and guidance of Traditional Custodians and Elders as we provide services to the aged, to those seeking homes and to children, young people and families.

A place where we grow thriving, respectful and creative partnerships.

We seek out and encourage opportunities to work with businesses and organisations that are led and owned by Aboriginal and Torres Strait Islander peoples.

A place to feel safe.

We create a sense of safety and 'being home' when Aboriginal and Torres Strait Islander peoples access our services.



Our organisation.

Churches of Christ has a long and proud history of care, and is one of Australia's largest and most diverse not-for-profit church and community organisations. Active across more than 100 local communities in Queensland and Victoria for 140 years, we are an organisation dedicated to innovative and holistic support. Through our local churches, and care and support services, we are able to assist tens of thousands of people each year throughout Queensland and Victoria, with services reaching as far north as the Cape York Peninsula.

In 2022, Churches of Christ employed a diverse workforce of 3768 team members, and were supported by an additional 440 volunteers. Of these individuals, 105 identified as Aboriginal and/or Torres Strait Islander people, and 1330 were born outside of Australia.

Working side by side with our 64 local churches, Churches of Christ operates care and support services in the areas of Housing; Children, Youth and Families; and Seniors Living (ie Retirement Living, Residential Aged Care, and Home Care).

Children, Youth and Families



3069

Children, young people and families



1432

Foster and kinship carers

Housing Services



2410

People assisted



1238

Properties

Who we serve

(at 30 March 2023)

Seniors Living



RETIREMENT LIVING

1220 Residents



HOME CARE

11 808 Clients
5 Programs



RESIDENTIAL AGED CARE

1810 Residents
28 Services

Churches




64

Churches



4823

Church attendees weekly



As we go forward and continue to strive to fulfil our purpose of bringing the light of Christ into communities, we are reliant on the support and partnership of a range of key stakeholders. From government, industry and peak bodies who help us deliver high quality services and inform on issues impacting our communities; to local volunteers and community organisations; to our main stakeholders—the individuals and families who engage with our care services.

Our RAP.

At Churches of Christ, we are committed to walking a path of reconciliation with Aboriginal and Torres Strait Islander peoples. We support Aboriginal and Torres Strait Islander children, young people, families and seniors across the breadth of our services. In particular as one of the largest providers of out-of-home care for children in Queensland, we recognise the over-representation of Aboriginal and Torres Strait Islander children in the care system. Thus we see the vital importance of being actively engaged in reconciliation.

The Board and Council are strongly committed to reconciliation and have two key members, both Chairs of Board committees, that champion the RAP at that level. Our Interim CEO, Mike Folland, is a champion of our RAP within the Executive Group, as are a number of other members of the Executive.

At the operational level, our internal RAP Working Group champions and drives our reconciliation efforts while striving to bring all team members in to this shared responsibility. Our RAP Working Group* consists of five Aboriginal and Torres Strait Islander members and eight non-Indigenous members from relevant teams across Churches of Christ, and membership details are as follows:

* Membership structure as of March 2023.

Co-Chairs:

Reconciliation Action Plan Specialist

Cultural Engagement Officer
(supports co-chairs)

Members:

- 3 x Aboriginal and Torres Strait Islander Engagement Officers
 - Operations Manager, Church and Community Engagement
 - General Manager, Seniors Business Support
 - Communications and Marketing
 - Senior System Administrator, Information Technology Services
 - Property and Leasing Manager
 - Procurement Specialist
 - Pastoral Assistant Southport Church of Christ
-

To ensure an informed approach, Churches of Christ regularly seeks cultural advice through the Gili Burra Advisory Committee (external advisory group), as well as hosting our inaugural First Nations Staff Networking Forum, an initiative to promote our RAP and encourage all First Nations staff to share their voices in a safe and respectful environment. Internally we have also embedded Aboriginal and Torres Strait Islander Engagement Officers within our Children, Youth and Families services to provide guidance and advice on how we deliver our services.

The journey so far...

The development of our third RAP has been a reflective process which has been guided by our RAP Working Group, who meet monthly, as well as the key insights received from the Gili Burra Advisory Committee. Our Aboriginal and Torres Strait Islander Engagement Officers also undertook consultation in their local areas to identify regional issues of importance particularly in relation to child safety and family matters. The Council and Board of Churches of Christ were also invited to have input into the type of RAP and the key deliverables.

After considerable reflection and consultation with these and other key stakeholders, we will continue to deliver an Innovate RAP in 2023–2025. As part of this reflection, a number of 'bright spots' were celebrated and highlighted as evidence that we were moving in the direction we desired.

Our RAP. The journey so far...

NAIDOC events

In 2018, we deployed our Housing Service's mobile office to attend the annual Musgrave Park Family Fun Day, Australia's largest annual NAIDOC event. Promoting our digital inclusion program, our technologically-equipped 'DigiAsk' van played host to a number of activities, including boomerang painting and a highly successful photo booth. Thirty staff volunteered their time in this important community event, and over 350 show bags were given out to children on the day.

Indigenous Film Festival

For National Reconciliation Week (NRW) 2021, Georgia Taynton, a member of the Churches of Christ RAP Working Group, initiated and ran a Virtual Indigenous Film Festival event at her local church (Southport Church of Christ). The event was opened with an Acknowledgement of Country by a First Nations young man, and those in attendance had an opportunity to learn about the 2021 NRW theme of "More than a word: reconciliation takes action", as well as view a screening of the beautiful documentary "Gurrumul". This event was another step in the journey of reconciliation between the local church and Aboriginal and Torres Strait Islander peoples and raised the importance of National Reconciliation Week.

Elders Acknowledgement Lunch

In September 2021, Aunty Dena Dodd-Ugle, Aboriginal and Torres Strait Islander Engagement Officer and active member of our RAP Working Group, formally recognised 22 Elders from Kabi Kabi/Gubbi Gubbi Country (Moreton Bay region) and Jagera/Yuggera Country (North Brisbane) with an Elders Acknowledgement Lunch. Dena said, "This event was an opportunity to thank local Elders for all that they do to build resilience in our kids and connect them to their culture." This was a significant event in the community, which acknowledged and honoured local Elders, and recognised the importance of their input into our next generation.

Elders Acknowledgement Lunch, September 2021 dancers from Gibbah Gunnah Dance Troupe



Our RAP. The journey so far...

Youth CONNECT

This world-first Social Benefit Bond for young people exiting statutory care who are homeless or at risk of homelessness supports them to find housing and develop the skills they need as they enter adulthood. With significant First Nations representation in the clients referred to Youth CONNECT, particularly in Townsville, great efforts are being made for siblings to be united under tenancy arrangements that are affordable and supported. Success stories have begun to emerge as a result of involvement in Aboriginal and Torres Strait Islander communities, who have in turn been very supportive of our Youth CONNECT program.

Partnerships and relationships

Churches of Christ Housing Services Limited completed a contract for project management services with Umpi Korumba, an Aboriginal and Torres Strait Islander housing provider. This enabled the refurbishment of several of their properties with Department of Housing and Public Works' capital funding. Through this relationship, we will continue to advise Umpi Korumba on their asset management strategies, and possible future project management opportunities such as the process of asset acquisition and disposal.

In Townsville, our Aboriginal and Torres Strait Islander Cultural Engagement Officer has been working closely with the First Nations Reference Group for Queensland Police to assist with their own local RAP. They have also formed strong relationships with Headstart Kindergarten; Townsville Community NAIDOC committee; the Cultural Milestones Group that provides child safety advice for all organisations involved in child safety in the region; the Gudjuda Reference Group overseeing the partnership between the local area Aboriginal Co-op and the Intensive Family Support service in the Burdekin; as well as being involved in the four-day celebration of Culture Fest in Townsville.

In Mackay, our service delivered the 2021 Reconciliation Speech at the Mackay Community Reconciliation Week Event, which focused specifically on Closing the Gap, Black Lives Matter, RAP Actions and standing strong as a Nation to prevent repeated mistreatments and instead build meaningful relationships for all Australians, followed by our staff participating in the Mackay Reconciliation Bridge Walk. We also initiated a National Sorry Day Acknowledgement dedicated to the Stolen Generation, as well as purchasing the Kimberly Stolen Generation 'Purple Hibiscus Flower' emblem, which was distributed to employees and foster carers prior to holding a minute silence, which inspired DAITSIP to do the same at a Mackay Community Reference Group meeting. Our Mackay Cultural Liaison Officer is an active participant of the DAITSIP Mackay Community Reference Group.

Elders Acknowledgement Lunch, September 2021 **L to R:** Aunty Dena Dodd-Ugale, Aboriginal and Torres Strait Islander Engagement Officer, Aunty Chez Gaymore, Aunty Sharon Flynn-O'Brien

Staff training and awareness

The Children Youth and Families Cultural Working Group is exploring the role that culture plays in the delivery of Sanctuary Training, our trauma informed model of care. In particular, the concept of 'cultural safety' has been included when discussing different aspects of safety, and attention is being given to exploring Transgenerational Trauma in Aboriginal and Torres Strait Islander History and part of this content. Our mandatory cultural training materials have been reviewed and updated, with specific training around Aboriginal and Torres Strait Islander cultures, as well as a high quality eLearn package around Cultural Competency, provided by SBS Australia.

The background image shows two women sitting at a table covered with a red cloth. They are wearing traditional Indigenous Australian clothing, including a yellow and black patterned dress and a blue and yellow patterned dress. They appear to be engaged in a conversation or training session. In the background, there is a banner with the text "Closing the Gap" and "Closing the health gap". The banner also features a logo with stylized human figures in a circle. The overall setting is outdoors, with trees and greenery visible in the background.

Closing the Gap.
Closing the health gap

Our RAP.

These are just a selection of the initiatives, events and partnerships formed over the period of our previous two Reconciliation Action Plans, which are both encouraging, and a testament to the positive impact reconciliation efforts can make in building connection within communities. We also took the opportunity to reflect on some of the challenges and gaps we had encountered in our previous plans, and what areas we could focus on in this season to overcome those challenges.

Awareness and communication

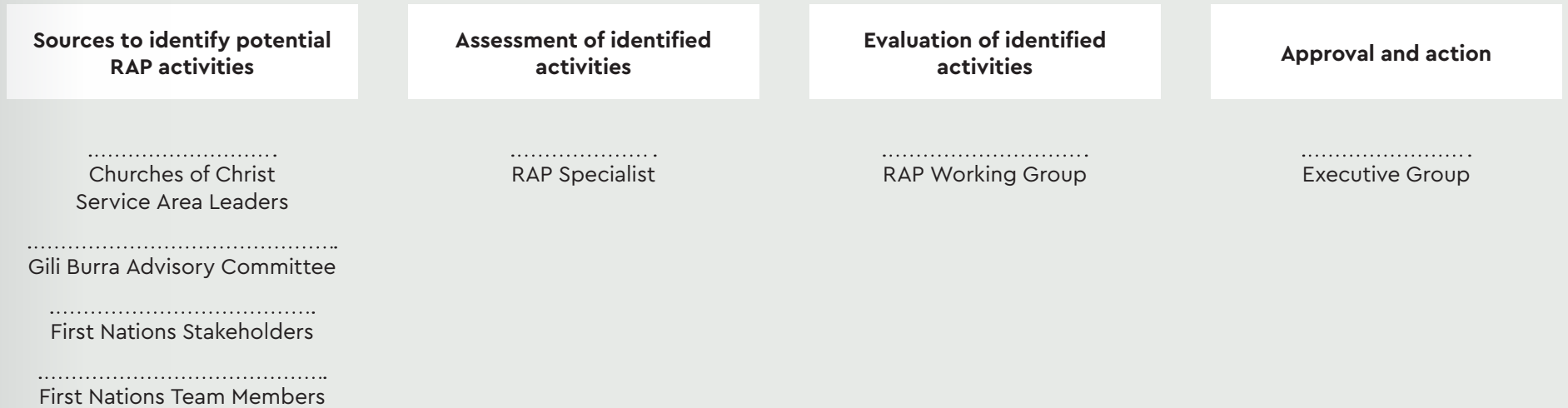
We recognised through valuable feedback that we had room for growth in regards to staff awareness and communication about our RAP. Some reported that they were unaware we had a RAP, while others believed it was 'just a head office thing'. With that important feedback we have considered the elements of the present RAP, and have incorporated actions regarding communication and promotion. Specific deliverables to overcome this lack of awareness can be found in Action 3 and Action 13 of this document.

In addition to these actions we have also updated our RAP video, a valuable communication asset outlining our organisation's commitment to reconciliation, and ensured this is easily linked on our website, as well as shown to each new staff member during on-boarding.

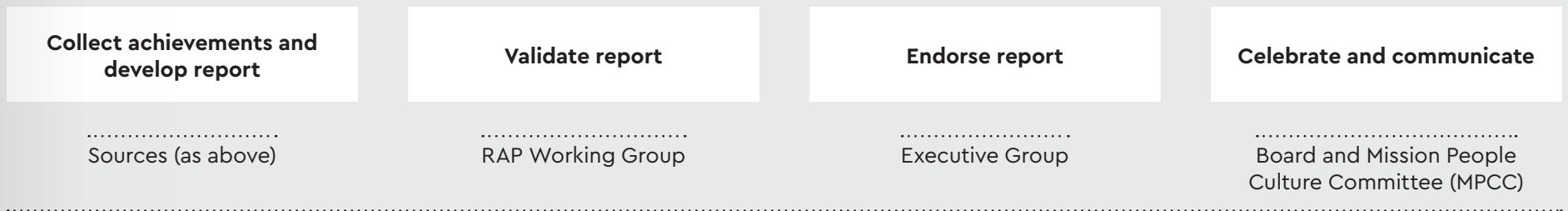
Planning and reporting

This past period saw a number of disruptions that impacted our capacity to deliver on RAP initiatives from our previous plans. We were not alone in our experience of these external challenges, such as the COVID-19 pandemic and other environmental events that impacted our day-to-day work. But we also reflected on a number of internal challenges such as frequent role and structural changes. To support ongoing progress amongst an ever-changing landscape, we have identified the need for clear and robust governance and reporting processes. As part of our third RAP, we will be implementing clear frameworks for both planning and reporting of reconciliation efforts, to ensure we are intentional and accountable for how we engage in this important work (see *figure on page 15*). In particular, it is intended that this planning process will occur annually alongside the Churches of Christ annual budget planning process.

Planning Framework.



Reporting Framework.



Relationships.

At our core, Churches of Christ is an organisation built on community relationships. We have a rich history of connecting with communities, listening to their stories, and identifying areas of need where we might provide care and service.

We acknowledge the Traditional Owners of the lands on which our services operate, and recognise the importance of strengthening relationships with Aboriginal and Torres Strait Islander peoples, community groups, advisory bodies and businesses. We engage with Aboriginal and Torres Strait Islander peoples throughout each of our services, and know that respectful and trusting relationships are at the heart of the reconciliation process. We hold these relationships as vital in guiding our efforts to serve our communities.

We appreciate opportunities to celebrate the relationships we have developed through events such as our Annual Elder's Acknowledgement Lunches, and recognising and celebrating significant dates such as National Reconciliation Week, NAIDOC Week and Sorry Day.

We know that relationship building is not simple, takes time, and requires investment. For this reason, we have developed protocols to guide us in the way we build trust and respect with Aboriginal and Torres Strait Islander peoples, including team members and volunteers, the families and communities we serve, and with those with whom we partner or do business. We wholeheartedly believe that we will see the positive changes in our communities that we are striving for as we strengthen these relationships and work together.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Review our existing Stakeholder Engagement Plan and refine our approach to ensure the Plan supports regular and purposeful consultation and engagement with Aboriginal and Torres Strait Islander stakeholders* across the breadth of Churches of Christ's care services and with our affiliated churches. <i>*Stakeholders include but are not limited to Aboriginal and Torres Strait Islander Communities, Community Elders and Aboriginal and Torres Strait organisations and groups (eg QATSICPP, DATSIP, AIFC etc.)</i>	Completed by November 2023	RAP Specialist in conjunction with Communications and Marketing
	1.2 Implement our revised Stakeholder Engagement Plan.	November 2023	Director, People Services and Executive Group
	1.3 Consult with local Aboriginal and Torres Strait Islander peoples (both internal and external) to refresh our guiding principles for future engagement across the breadth of our network, including specific protocols for local areas.	Completed by November 2023	RAP Specialist, RAP Working Group (RWG)
	1.4 Build strong and collaborative relationships with Aboriginal Community-Controlled Organisations to support children in out-of-home care and their carers to build strong connections to culture, community and country.	Annually, August 2023, 2024	Director, Children, Youth and Families and Housing Services
2. Build relationships through celebrating NRW.	2.1 Each year plan and deliver an organisation-wide activity/event which celebrates NRW. Ensuring this is delivered across all key areas of the organisation (CYF, Housing, Seniors Living and Support Services).	Annually, one month prior to NRW—May 2023, 2024	RAP Specialist and General Manager Communications and Marketing
	2.2 Promote NRW and circulate NRW resources using a range Churches of Christ communication channels to engage all staff across the breadth of the organisation.	May 2024, 2025	RAP Specialist and General Manager Communications and Marketing
	2.3 Develop and provide resources to encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW.	May 2023, 2024	General Manager Communications and Marketing, RWG
	2.4 RAP Working Group members to participate in an external NRW event.	May 2023, 2024	RAP Specialist with RWG
	2.5 Register all Churches of Christ NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	RAP Specialist

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Review and refine existing strategies for all staff across the entire Team Member Journey to raise awareness, understanding and drive reconciliation outcomes.	Completed by July 2024	Director, People Services
	3.2 Develop and implement a communication approach to publicly communicate our commitment to reconciliation using our external and internal communication channels.	Completed by March 2024	General Manager Communications and Marketing
	3.3 Building on our existing strategies within our service areas, develop a revised Churches of Christ strategy to positively influence and drive reconciliation with our stakeholders, including our partner organisations, affiliated churches and the communities in which we work.	Ongoing from November 2024	Director, People Services
	3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Ongoing from August 2023. Review August 2024, 2025.	RAP Specialist in consultation with RWG
	3.5 Host a Lunch and Learn session to educate staff on the aims of the Uluru Statement from the Heart.	Annually August 2023, 2024, 2025	RAP Specialist in consultation with RWG
4. Strengthen relationships between non-Indigenous and Aboriginal and Torres Strait Islander peoples by supporting a process of truth-telling.	4.1 Consult with local First Nations voices to understand what a successful truth-telling mechanism would look like within our organisation.	July 2024	RAP Specialist, Director, People Services
	4.2 Create a place where truth-telling is a shared commitment within our care services and across our affiliate churches, with the focus on empowering healing, unity, trust and social positive change, by hosting Annual Yarning Circles.	Commenced August 2023. Annually August 2024, 2025.	RAP Specialist and Executive Director, Church and Community Engagement

Action	Deliverable	Timeline	Responsibility
5. Promote positive race relations through anti-discrimination strategies.	5.1 Review existing Churches of Christ equity, diversity and inclusion strategies and/or policies to understand and identify gaps and areas for improvement, including how these can be improved to support cultural diversity, positive race relations and deter discrimination.	Completed by July 2024	Director, People Services
	5.2 Consult with relevant Aboriginal and Torres Strait Islander Stakeholders and advisory groups to inform the development of any new policies, strategies or activities supporting equity, diversity, inclusion and anti-discrimination.	Completed by July 2024	RAP Specialist
	5.3 Implement revised equity, diversity, inclusion and anti-discrimination strategies and monitor for impact on positive race relations.	Ongoing from August 2023. Review 2024, 2025.	Director, People Services
	5.4 Continue to education senior leaders on the effects of racism.	Ongoing from August 2023. Review 2024, 2025.	Director, People Services

Respect.

At Churches of Christ, our organisational values of Unconditional Love and Mutual Trust lead us to act in ways that communicate respect. They motivate us to respond first with compassion to the people and communities we meet, and to consider their needs first. They encourage us to act in ways that are respectful and build trust, and to listen to the stories of others without judgement.

Our organisational values drive us to continue to develop a deep understanding of Aboriginal and Torres Strait Islander cultures and histories, which will in turn allow us to improve how we work with Aboriginal and Torres Strait Islander peoples.

We know that respect will be an integral part of moving toward this vision, and must be felt by all involved. As we foster an environment where Aboriginal and Torres Strait Islander peoples feel welcome, safe and heard through our words and actions, we are confident mutual respect will continue to grow as we walk side by side on the journey of reconciliation.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1 Conduct a review in consultation with Aboriginal and Torres Strait Islander staff of existing cultural training programs that will enable us to identify cultural learning needs, as well as identifying strengths and gaps in knowledge for each team and region across Churches of Christ.	Completed by January 2024	RAP Specialist and Learning and Development Team
	6.2 Develop and implement a cultural learning strategy for our staff across all teams.	Ongoing from February 2024	RAP Specialist and Learning and Development Team
	6.3 Investigate local cultural immersion experiences for key senior staff and RWG members.	Ongoing from August 2023. Review August 2024	RAP Specialist
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1 Review existing practices at Churches of Christ which observe cultural protocols to identify any gaps or areas for improvement and develop a plan for continued improvement and integration of cultural protocols to demonstrate our respect of Aboriginal and Torres Strait Islander peoples.	Completed by August 2023 and ongoing from September 2023	RAP Specialist
	7.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through development of Flyers, posters and education sessions.	Ongoing from August 2023. Review August 2024	RAP Specialist and General Manager Communications and Marketing
	7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing from August 2023. Review August 2024	RAP Specialist
	7.4 Continue to include an Acknowledge of Country or other appropriate protocols at the commencement of Churches of Christ important meetings, including CEO Updates, Regional forums.	Ongoing from August 2023. Review August 2024	RAP Specialist and General Manager Communications and Marketing

Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1 Each year plan and deliver an Organisation-wide activity/event which celebrates NAIDOC Week and theme. Ensuring this is delivered across all key areas of the Organisation (CYF, Housing Seniors Living and Support Services).	Annually, June 2023, 2024	RAP Specialist and General Manager Communications and Marketing
	8.2 Promote NAIDOC Week and theme by circulating information utilising a range Churches of Christ communication channels to engage all staff across the breadth of the Organisation.	Annually, June 2023, 2024	RAP Specialist and General Manager Communications and Marketing
	8.3 Senior Management Group (SMG) to encourage and support staff and senior leaders to participate in external events to recognise and celebrate NAIDOC Week.	Annually, July 2023, 2024	RAP Specialist and General Manager Communications and Marketing Executive Group and GM's of relevant areas
	8.4 RAP Working Group members to participate in an external NAIDOC Week event.	Annually, July 2023, 2024	RAP Specialist with RWG



Opportunities.

Our services are founded on identifying and acting on opportunities and seek to nurture, support and empower individuals to live hope-filled lives.

We are committed to creating opportunities for all Aboriginal and Torres Strait Islander peoples: through the services we provide, to our staff and with our partners and stakeholders.

Through strong relationships, we will look for opportunities to partner with Aboriginal Community-Controlled Organisations to support our foster carers, kinship carers and the Aboriginal and Torres Strait Islander children in out-of-home care who are placed with Churches of Christ.

We are committed to creating opportunities for Aboriginal and Torres Strait Islander peoples through continued training, support, employment and professional development. We take pride in our Aboriginal and Torres Strait Islander staff members' connections to their communities and cultures and we will seek opportunities through these connections to improve the outcomes for our clients, tenants and residents.

We are committed to creating collaborative partnerships with Aboriginal and Torres Strait Islander peoples, and we seek to be seen as an organisation First Nations people trust and want to partner with.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	9.1 Explore the development of a Cultural and Leave Policy for Churches of Christ Aboriginal and Torres Strait Islander employees.	Completed by January 2024	Director, People Services
	9.2 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, through engagement with Aboriginal and Torres Strait Islander peoples and our First Nations staff members. To ensure Churches of Christ: <ul style="list-style-type: none"> • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. • Annually review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	Completed by January 2024	Director, People Services
		Review November 2023	
		Review November 2023	
	9.3 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce through developing and implementing employment targets (developed in conjunction with action 9.2).	Completed by January 2024	Director, People Services
	9.4 Host biannual forum for Aboriginal and Torres Strait Islander staff within our organisation.	August 2024	Director, People Services and RAP Working Group (RWG)

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Review and update procurement practices across Churches of Christ to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Completed by February 2024	Executive Director of Governance, and Manager, Procurement
	10.2 Develop a Churches of Christ strategy to grow our commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Completed by February 2024	Executive Director of Governance, and Manager, Procurement
	10.3 Continue to develop and communicate opportunities for procurement of good and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing from August 2023. Review August 2024.	Executive Director of Governance, and Manager, Procurement
	10.4 Build on existing and develop new commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Ongoing from August 2023. Review August 2024.	Executive Director of Governance, and Manager, Procurement
	10.5 Investigate new ways to support Aboriginal and Torres Strait Islander businesses.	Ongoing from August 2023. Review August 2024.	Executive Director of Governance, and Manager, Procurement

Action	Deliverable	Timeline	Responsibility
11. Work with Aboriginal Community-Controlled Organisations (ACCOs) to identify opportunities for collaboration to support Aboriginal and Torres Strait Children in Out-of-Home Care (OHHC).	11.1 Identify opportunities for Churches of Christ and ACCOs to work together to improve outcomes for Aboriginal and Torres Strait children in OOHC and their carers.	Ongoing from August 2023. Review August 2024.	Director of Children, Youth and Families, and Housing Services
	11.2 Identify opportunities for Churches of Christ to support ACCOs to build their operational capacity to assist with the transition of Aboriginal and Torres Strait and Aboriginal Children in OOHC to ACCOs.	Ongoing from August 2023. Review August 2024.	Director of Children, Youth and Families, and Housing Services

Governance.

We are committed to delivering our third RAP and working steadfastly towards achieving the important actions and deliverables detailed within these pages. But we know that to do this, it requires a strong governance approach that maintains accountability and transparency.

Throughout the period of this plan, we will report on not just our achievements, but the challenges embraced and learnings internally and externally of the organisation.

We will also take time to reflect as we continue our reconciliation journey, and use all of our learnings and challenges to inform the creation of our fourth RAP in 2024.



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	12.1 Review the governance supporting the existing Churches of Christ RAP Working Group to ensure the group is empowered to drive the Churches of Christ RAP.	Completed by September 2023	RWG Co-chairs
	12.2 Review and update the Terms for the RWG including scope chairs, sub-committees and advisory groups, scope and membership in line with the findings and recommendations of the governance review.	Completed by October 2023	RWG Co-chairs
	12.3 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Ongoing from August 2023, review August 2024	RWG Co-chairs
	12.4 Meet to drive and monitor RAP implementation.	Monthly, review September 2023, 2024	RWG Co-chairs
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define resource needs for RAP implementation through the development of a yearly action plan, including budgeting and resourcing requirements to support the delivery of the RAP outcomes, and seek Executive Group approval.	Commence in March 2024, completed by June 2024	RAP Specialist in conjunction with RWG, and Director, People Services Endorsement from Executive Group
	13.2 Develop an implementation plan to support the yearly action plan and seek Executive Group support and endorsement.	Completed November 2022 Completed by June 2024, 2025.	RAP Specialist in conjunction with RWG, and Director, People Services Endorsement from Executive Group
	13.3 Engage our senior leaders and other staff in the delivery of RAP commitments including internally promoting the work undertaken by the RWG to increase awareness of Churches of Christ RAP across all areas of the organisation.	Ongoing from August 2022, review August 2023	RWG Co-chairs
	13.4 Maintain an internal RAP Champion from Senior Management	April 2024	RAP Specialist
	13.5 Implement clear frameworks for both the planning and reporting of our reconciliation efforts, to ensure we are intentional and accountable	December 2022	RAP Specialist

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.		RAP Specialist
	14.2 Develop regular reporting to the Executive Group on the progress and implementation of the RAP.	Annually September 2023, 2024.	RAP Specialist
	14.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia in relation to the Churches of Christ RAP.	Annually September 2023, 2024.	Executive Director, Shared Services
	14.4 Report on the progress of the Churches of Christ RAP in our annual report and/or on our website.	June 2024, 2025	RAP Specialist
	14.5 Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date to ensure we are receiving important correspondence.	June 2024, 2025	RAP Specialist
	14.6 Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2023, 2024, 2025	RAP Specialist and RWG
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register via Reconciliation Australia's website to begin developing the next Churches of Christ RAP.	February 2025	CEO, and RAP Specialist
	15.2 Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	April 2025	RAP Specialist and RWG

For more information

cofc.com.au/about-us/what-we-do/reconciliation
or email communications@cofcqld.com.au

Resources.

Resources used

Aboriginal and Torres Strait Islander Cultural Leave Information Sheet

Supply Nation Membership Certificate

United Nations Declaration of the Rights of Indigenous People

Annual Reports

The National Apology

Community Protocols for engagement with Aboriginal and Torres Strait Islander Communities

Aboriginal and Torres Strait Islander Engagement Strategy (2017–2019)

These appendices can be located from our website at cofc.com.au/about-us/what-we-do/reconciliation

RAP Glossary.

Acronyms

CYF Children, Youth and Families

DATSIP Department of Aboriginal and Torres Strait Islander Partnerships (Queensland)

GM General Manager

HR Human Resources

MGCC Mission People Culture Committee

NAIDOC National Aboriginal and Islander Day Observance Committee

NRW National Reconciliation Week

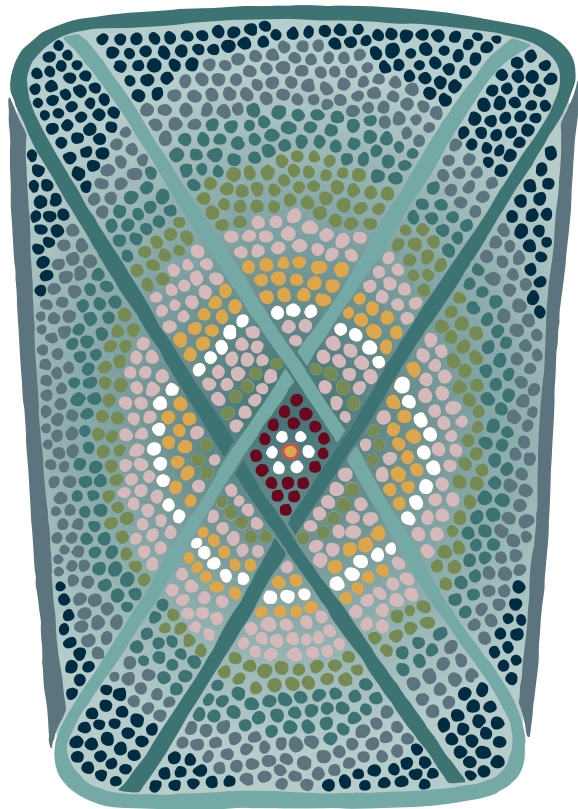
QATSICPP Queensland Aboriginal and Torres Strait Islander Child Protection Peak

RAP Reconciliation Action Plan

RWG Reconciliation Action Plan Working Group

* Page 2 — K. Carmody, P. Kelly

Cultural Inclusion.



Churches Of Christ Parent Motif

Bringing the light.

At the centre sits an individual, happy, healthy and whole. Surrounding and embracing is their family and primary carers, their warmth keeps the individuals fire bright.

The happy and supported individual has light radiating out, slowly taking over the darkness, bringing light to all those they come in contact with. When someone is happy, healthy and whole their light shines from them and creates light in the lives of those around. Churches of Christ help individuals, families and communities find their light when it seems lost, they make peoples lives lighter, brighter and better.

Connecting the artwork is the representation of a String game, this game was and is played as a part of traditional life, as a mechanism for story telling and bonding as it is almost always played by two people.

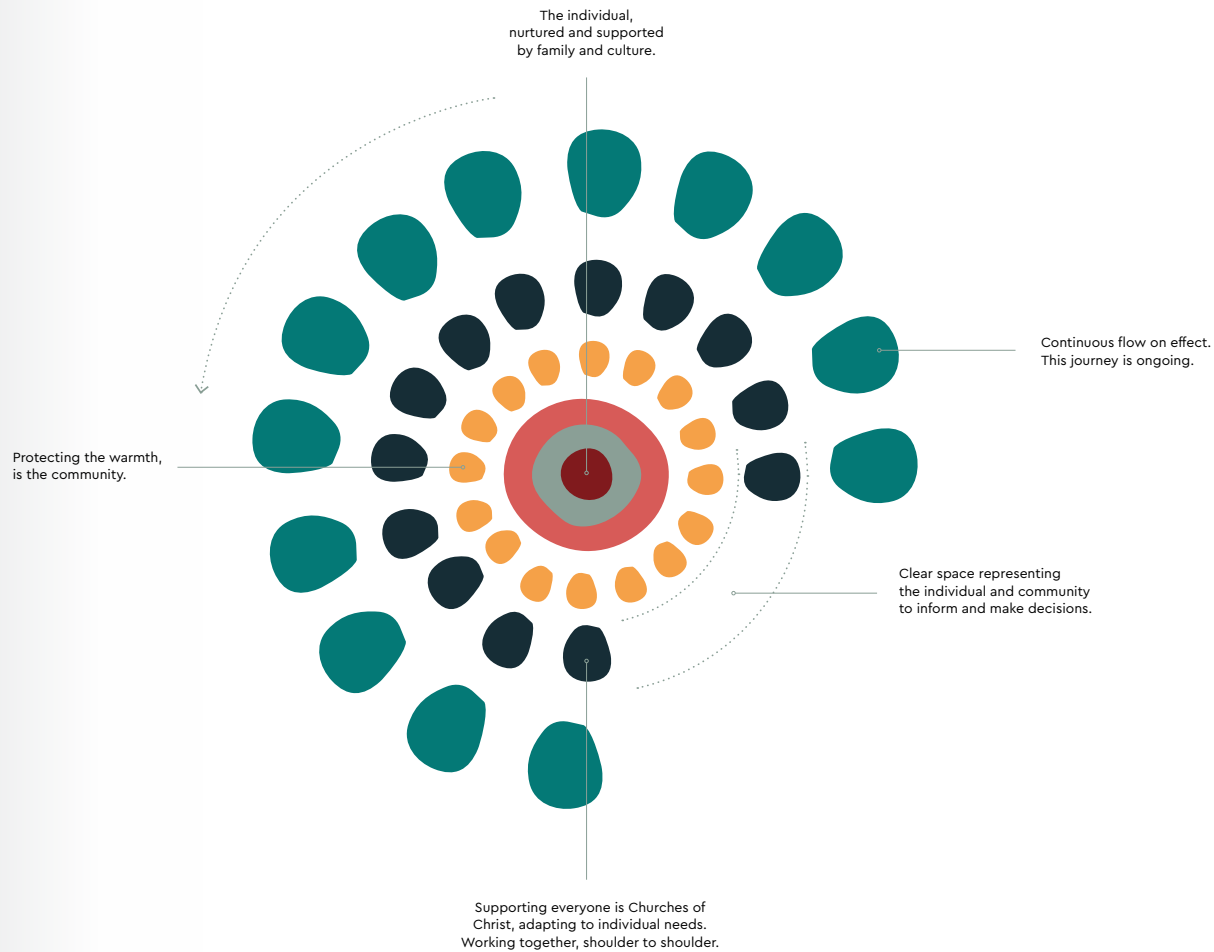
The string game is played by boys and girls, men and women and Elders. It is played as a part of both Aboriginal and Torres Strait Islander traditions. It represents happiness, togetherness and a deep connection with culture that is passed down through generations.

The Bringing the Light artwork represents Australia as an island nation surrounded by water.

As you move further inland you traverse rainforest country, onto bush country and into desert country.

The central dot providing continuity as this story continues on in reference to children, community elders and culture.

This artwork has been created by creative agency Gilimbaa, who specialise in creating Indigenous designs and campaigns.



Building Relationships Device—Single

A variety of creative elements have been derived from the parent motif. The single 'Building Relationships' device is our hero element for culturally inclusive communications across Churches of Christ, and is primarily used across Children, Youth and Families (CYF) communications.

41 Brookfield Road
Kenmore Q 4069

P 07 3363 1600
E communications@cofcqld.com.au

cofc.com.au

