



Reconciliation Action Plan INNOVATE

DEC 2019 – DEC 2021



Starlight
children's foundation



An Innovate Reconciliation Action Plan (RAP) outlines actions that work towards achieving an organisation's unique vision for Reconciliation. Commitments within the RAP allow the organisation to be aspirational and innovative in order to help the organisation to gain a deeper understanding of its sphere of influence and establish the best approach to advance Reconciliation.

An Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in Reconciliation, developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

—*Reconciliation Australia*



Contents

Starlight Story.....	4
Vision for Reconciliation.....	5
Message from the CEO.....	6
Message from Reconciliation Australia.....	7
About Starlight.....	8
Starlight's Reconciliation Action Plan.....	10
Starlight's Reconciliation Goals.....	15
• Respect.....	16
• Relationships	18
• Opportunities	20
• Governance	22
Starlight's Partnerships in Action	23



Starlight Story – Artwork by Jenna Lee

Starlight's Healthier Futures artwork was created by Jenna Lee, Larrakia descendent and Senior Artist from Indigenous creative agency Gilimbaa. It is used in our RAP to represent the Starlight story and a lasting celebration of Starlight's commitment to Australia's First Peoples. Strong in body, mind and culture, the shooting star at the core of the artwork represents Aboriginal and Torres Strait Islander children as well as all Australian children, radiating positivity and resilience. As the child shines brighter all those around them can shine too. Flying high, the sky is the limit and the child finds strength and pride in culture – happier and healthier.

Our Symbols



Starlight

The Starlight motif is based on the symbol on the Captain Starlight costumes.



Community

This motif has dual meaning. It represents community as being a crucial support in the lives of children as well as representing the Aboriginal community (dots inside the motif) and the Torres Strait Island community (spiral at the centre).



Family

At the centre of the motif is the family, surrounding them is a ring of support and comfort, ensuring they have some warmth and protection from the cold situations they may be faced with.



Appreciation

This symbol represents a sun or a flower, a bright and cheerful thank you.



Health Sector

Motif loosely based on the 'health cross', representative of a shield, with health professionals working to protect the child and make them well.

Inclusive of doctors, nurses, hospital staff, community health care providers, specialists etc.



Partners

This symbol represents many people and groups coming together and walking along their path side by side.



Vision for Reconciliation

Starlight's vision for Reconciliation is to embed awareness, acknowledgement and respect of Aboriginal and Torres Strait Islander peoples and their cultures within our organisation to contribute towards a just, equitable and inclusive Australia. Key to this is equitable access to health, education and employment opportunities.

Starlight's unique contribution is to support the wellbeing and happiness of seriously ill and hospitalised children. For Aboriginal and Torres Strait Islander children, Starlight's Healthier Futures Initiative strives to reframe the experience of clinics, treatment and hospitalisation by replacing pain, fear and stress with fun, laughter and joy.....because Happiness Matters!

A happy childhood is associated with greater social connectedness, enhanced sense of self, and healthy life behaviours. We want this for all children.

At Starlight we Shine brightly as we work together in achieving our Reconciliation goals.



"As a Starlight Ambassador and an Aboriginal Australian I'm excited to be a part of Starlight's commitment to reconciliation."

*—Ryan James,
Captain, Gold Coast Titans*



Message from the CEO

A Reconciliation Action Plan is a must for any organisation wanting to truly make a positive contribution to the Reconciliation of our nation.

At Starlight, our mission is to brighten the lives of seriously ill and hospitalised children and young people – this includes Aboriginal and Torres Strait Islander children.



As Australia's broadest reaching children's charity, Starlight works with Aboriginal and Torres Strait Islander peoples every day. In partnership with health professionals, we are making a positive contribution to the health and wellbeing of children and young people. Importantly, we strive to ensure everything we do at Starlight is inclusive, respectful and culturally appropriate.

Our first RAP, developed 2 years ago, enabled us to consider our contribution to Reconciliation across all areas of the organisation. From choosing to work with Aboriginal and Torres Strait Islander businesses, to the launch of Starlight's "Deadly Threads" - specially designed pyjamas to help Aboriginal and Torres Strait Islander children feel more comfortable in hospital.

During our first RAP, Starlight strengthened existing relationships and built new ones, working with Aboriginal and Torres Strait Islander communities and leaders to deliver meaningful impact.

This has only been possible due to the commitment and alignment of the entire Starlight team – from our National Board to our newest team member.

Starlight is excited about our Reconciliation journey and our second Innovate RAP. Our focus will be on enhancing respectful relationships with Aboriginal and Torres Strait Islander peoples and further developing partnership opportunities. Everyone at Starlight is committed to shining brightly as we achieve these Reconciliation goals.

I look forward to the achievement of the actions in this Reconciliation Action Plan and the positive contribution it will make to Starlight, to the Reconciliation of the nation and, ultimately, to the health and wellbeing of Australian children, young people and their families.

Louise Baxter
Chief Executive Officer
Starlight Children's Foundation

Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see Starlight continue its reconciliation journey and to formally endorse its second Innovate RAP.



Through the development of an Innovate RAP, Starlight continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Starlight with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Starlight will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Starlight well as it embeds and expands its own unique approach to reconciliation. We encourage Starlight to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Starlight on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About Starlight

Starlight's mission is to brighten the lives of seriously ill and hospitalised children and young people.

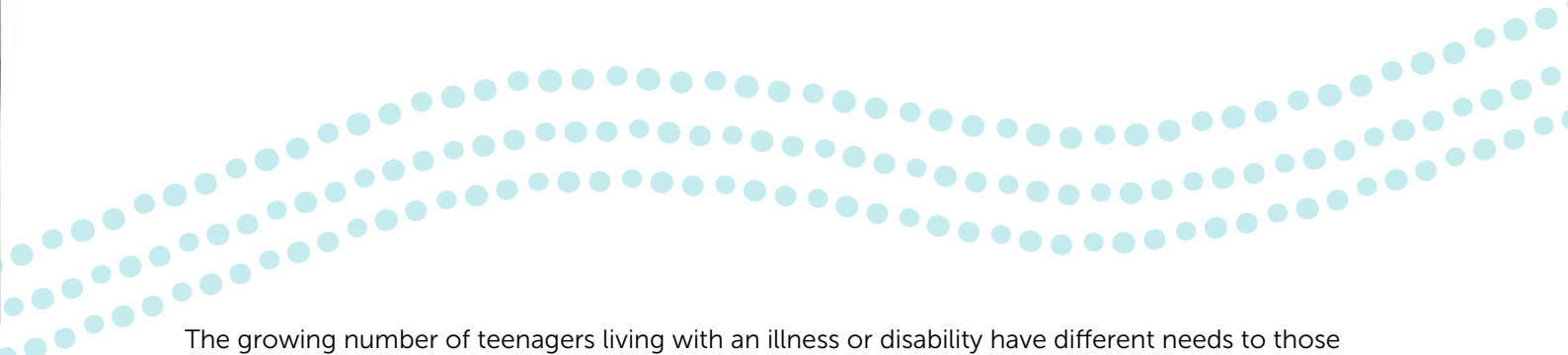
Established over 30 years ago, Starlight works in partnership with health professionals to develop programs that have a positive impact on seriously ill and hospitalised children, teenagers and their families or kinship group. From a single Starlight Wish granted in 1988, Starlight is now recognised as an integral part of the Australian healthcare system.

Starlight's hospital and community programs embrace the principles of positive psychology to help improve overall wellbeing. Starlight provides distraction from fear and pain, helps children create positive emotions, builds resilience and develops self-esteem. Captivating children's imaginations, Captain Starlight provides a distraction from the reality of illness and treatment, helping children feel more positive about the hospital experience, improving their compliance with medical treatment and reducing fear and anxiety. Starlight Express Rooms are located in every children's hospital in Australia and provide children, young people and their families with much needed medical-free respite. Through Starlight's Healthier Futures Initiative, Captain Starlight partners with health professionals to visit remote and regional communities across the Northern Territory and Western Australia. In 2019 we are expanding our Healthier Futures initiative to Queensland and South Australia.



"Captain Starlight makes the visit go much quicker by taking the patient and their parents' minds off the wait and what is going to happen when seeing the team."

—Health Professional



The growing number of teenagers living with an illness or disability have different needs to those of younger children and Starlight's Livewire program gives teenagers the chance to connect with others and provides vital peer support. In hospital, Livewire runs creative workshops; beyond hospital Livewire.org is a community where teens can make friends, chat, blog and share their stories in a safe, fun and supportive online environment.

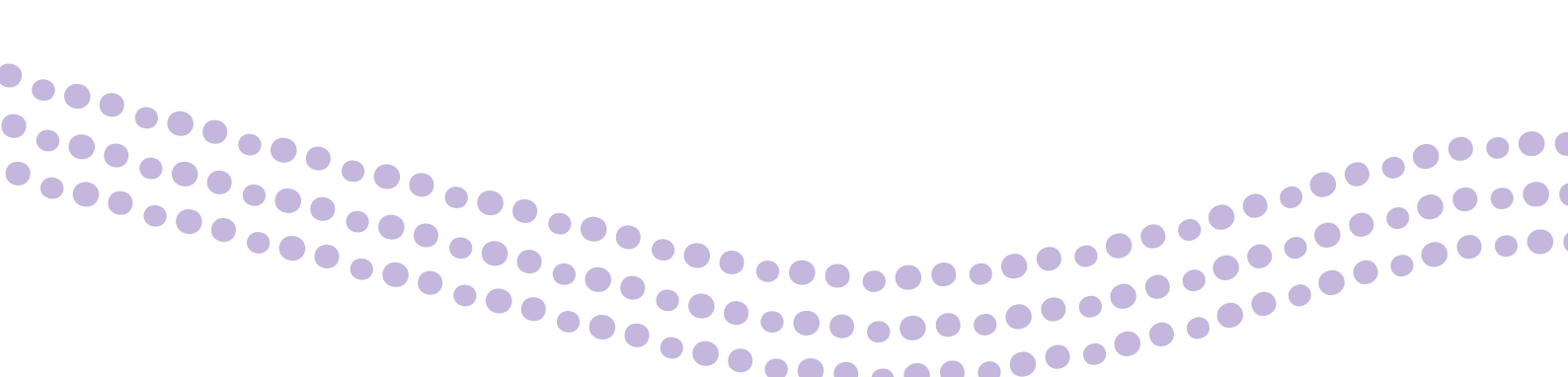
A Starlight Wish provides children and young people something positive to look forward to, supports family connection and creates valued family memories. Over 500 Starlight Wishes are granted every year and provide valuable respite for families and help children and young people feel more positive, resilient and hopeful.

At Starlight, our impact and accountability are key, so all our programs are underpinned by ongoing research and evaluation. We work closely with health professionals to understand the changing models of healthcare to ensure we continue to meet the needs of seriously ill children, teenagers and their families.

Starlight employs 397 team members nationally and is supported by 400 volunteers who are actively engaged in our program delivery. As well as hospital locations, Starlight has offices across Australia in New South Wales, Queensland, Western Australia, Victoria, South Australia, and the Northern Territory.

The results of our baseline employee survey, conducted in 2017 to gain an understanding of our Aboriginal and Torres Strait Islander workforce, gave us the opportunity to make informed decisions and plan effectively for the future. At that time, four team members identified as Aboriginal and/or Torres Strait Islander peoples. We're proud to have seen this number grow to six current team members nationally. Our first RAP prioritised acknowledging the richness and diversity of Aboriginal and Torres Strait Islander heritage, improving awareness of our team members' and volunteers' heritage and supporting their Starlight experience, and we hope to further these efforts in its second iteration.





Starlight's Reconciliation Action Plan

Our Reconciliation Journey

Starlight developed a Reconciliation Action Plan (RAP) as a framework for making a positive and active contribution to shaping a more inclusive Australia. Our RAP inspired a reflection on the areas in which Starlight is uniquely positioned to contribute and our goals were chosen to reflect and honour the communities we work with. Acknowledgement and respect of Aboriginal and Torres Strait Islander peoples and cultures were our strongest guiding principles.

Starlight Children's Foundation brightens the lives of children, young people and their families when their lives are disrupted by serious illness and hospitalisation. Over 560,000 Starlight experiences are created each year, helping to support the wellbeing of the whole family as they confront the reality of serious illness. Every day we interact with Aboriginal and Torres Strait Islander peoples: from a family visiting the Starlight Express Room when they are in hospital, to a child having a once-in-a-lifetime Starlight Wish, or a young person seeking peer support online through Livewire.org, to our in-hospital team providing much needed entertainment and engagement on the hospital ward.

As part of our commitment to help Close the Gap in health outcomes for Aboriginal and Torres Strait Islander children, we partner with health professionals to deliver our Healthier Futures Initiative in more than 86 remote and regional communities throughout the Northern Territory and Western Australia, with expansion into Queensland and South Australia underway in 2019. Through these experiences, we have been enriched as individuals and as an organisation. Developing our second Reconciliation Action Plan (RAP) is a way for Starlight to continue to formally and publicly acknowledge our commitment to Reconciliation as well as support us in exploring new opportunities. By continuing to deepen our appreciation for the histories and cultures of Aboriginal and Torres Strait Islander peoples and further strengthening our relationships with community representatives, we look forward to achieving our goals in this plan to make a meaningful contribution to Reconciliation.

Our first RAP also saw the development of our Aboriginal and Torres Strait Islander Employment strategy, launched in 2018, which reflected our strengthened commitment to improving employment outcomes for Aboriginal and Torres Strait Islander peoples. We are specifically inviting applications from Aboriginal and Torres Strait Islander peoples on all our job advertisements and we have seen an increase in the number of applicants. We also employed three Aboriginal team members.



"I think it's so wonderful Starlight has developed a Reconciliation Action Plan. It makes me even prouder to be part of this organisation."

—Starlight Team Member



"On only one of my trips to Maningrida in the last three years have I not had the Captain Starlights with me, and the retention of kids in the waiting room just completely fell to pieces, and we probably saw about a third as many kids as we would have on a trip where we had the Captains."

—Health Professional

We will continue to learn and adapt our approach to ensure all new team members are set up for success in their role. We will continue to have a focus on increasing our Aboriginal and Torres Strait Islander representation on the Starlight team throughout this second RAP.

As a mark of respect, it is now customary to start important internal team meetings and workshops with an Acknowledgement of Country. This responsibility is shared so that team members build their confidence to do this. In addition, an Acknowledgment of Country is played throughout the day on TV's in the Starlight Express Rooms at major paediatric hospitals to ensure Aboriginal and Torres Strait Islander People know that they are welcomed. Aboriginal and Torres Strait Islander flags are displayed in all offices as is our Healthier Futures Indigenous artwork.

We celebrate milestone events nationally, as well as locally, and are proud that Aboriginal and Torres Strait Islander special guests and content now regularly form part of our programs. During National Reconciliation Week (NRW) we had celebrations in the major paediatric hospitals around the country and in many hospitals, we worked closely with the Aboriginal Liaison Officers to ensure our celebrations were respectful. These relationships within the hospitals are important and we will continue to work collaboratively to acknowledge and celebrate important events. We also had the parents of Aboriginal children showcasing their culture in many of our Starlight Express Rooms.

To deepen cultural appreciation amongst the Starlight team, all employees of Starlight are invited to complete the Arilla Cultural Competency Course. This is a one-hour online training experience designed to support team members in developing a deeper understanding of Aboriginal and Torres Strait Islander peoples and cultures, and to clarify and demystify Indigenous matters.

Starlight adopted the training to support its vision of becoming a 100% culturally competent organisation, and of embedding values of awareness, acknowledgement and respect of Aboriginal and Torres Strait Islander peoples and their cultures within our organisation.



The significant impact of this training is that our team members have gained a highly valuable, consistent, baseline level of knowledge on cultural competency, which allows us as an organisation to progress further with achieving our meaningful Reconciliation goals. The training has sparked conversations regarding cultural competency and Reconciliation across the organisation, with the vast majority of team members sharing they are eager to learn more.

We have embedded the training as part of our organisational culture and employment experience, whereby all new team members are asked to complete the training within their first four weeks at Starlight. We feel this immediate timeframe sends a strong message regarding Starlight's commitment to Reconciliation and cultural competency, and the integral role it plays in our overall organisational culture.

Feedback from our team members is very positive. They report feeling more comfortable with their understanding of Aboriginal and Torres Strait Islander cultures and all report increased awareness and knowledge of Australia's history. All of Starlight's Executives and Managers were privileged to participate in a workshop facilitated by Shelley Reys ahead of the implementation of the online learning program so that they felt equipped to introduce the program and communicate its importance in our RAP commitment to their team members. Shifts have also included People Managers being curious as to how they can support their teams in continuing Reconciliation conversations, such as including cultural competency discussion items on team workshops and meeting agendas.

We have established a RAP Engagement and Insights group on our internal online social network, 'Chatter.' This group is all about keeping interested team members informed on and involved with our organisational commitment to Reconciliation and sharing external resources with them. There are over 60 members of this group. Some examples of posts include a link to all key forum speeches from Garma 2019, the sharing of The Tiddas 4 Tiddas podcast and the monthly Arilla Circle. Information on NRW and NAIDOC week, including themes and the ways that people can get involved, are also shared.

Our list of regular suppliers has grown to include more Aboriginal and Torres Strait Islander businesses. We currently work with over 30 Indigenous owned businesses across Australia, ranging from cultural competency Consultants to catering services.

We have continued to receive invaluable insights, learnings and advice from organisations at differing stages of their Reconciliation journey, enabling us to anticipate challenges and incorporate aspects of successful models.

Starlight is proud to have progressed on our path of greater awareness and inclusion of Aboriginal and Torres Strait Islanders peoples and cultures and we are committed to continuing our Reconciliation journey.

In our second Innovate RAP, we strive to expand upon the discoveries and ambitions of the first. It is important to us that we continue to remain adaptive to the needs of Aboriginal and Torres Strait Islander team members, the children and families we work with and the wider Aboriginal and Torres Strait Islander community. We will invest time in developing new and extending current relationships with Aboriginal and Torres Strait Islander peoples and organisations, as well as throughout our network of stakeholders, to influence and collaborate towards achieving our goals. And we will seek to formalise external Aboriginal and Torres Strait Islander representation on the RAP working group. We will also formalise our policies and processes, and deeply embed our RAP goals across all areas of the organisation.

With a focus on localising our approach, building cultural competency, and establishing an inclusive and culturally safe workplace, we will ensure the Starlight team enhance their awareness, engagement and respect of Aboriginal and Torres Strait Islander peoples and their culture.

The RAP is fully endorsed and supported by the Starlight National Board and Executive Team and is sponsored by Susan Henry, Head of People and Culture.

The Reconciliation Action Plan (RAP) Working Group continued to play an active role in engaging the broader organisation and encouraging all team members to play a role in Starlight's Reconciliation journey.

The RAP Working Group members are Starlight team members who have expressed interest in working on the development and implementation of the RAP. This group meets monthly. Initially we had 2 Aboriginal employees on the group, however one has now left on completion of her studies, although she continues to be an advocate for Starlight and gives us guidance and feedback on our RAP. Each member of the working group has relationships with the Aboriginal and Torres Strait Islander peoples listed below who are individually consulted throughout the preparation of the RAP goals.

In addition to the team members listed below, we have a team of 20 RAP Champions, whose role is to inspire and develop appropriate actions for each deliverable and champion significant cultural celebrations in our Starlight Express Rooms and Starlight offices.



Starlight's RAP Working Group members are:

- Susan Henry, Head of People and Culture and Executive Sponsor of the RAP working group
- Paula Bonaccorsi, National Volunteer Manager, Sydney
- Hannah Cheeseman, Wishgranting Program Manager, Sydney
- Louie Dempsey, Captain Starlight, Adelaide
- Sophia Haworth, Captain Starlight, Brisbane
- Annika Keefer, Livewire Facilitator, Brisbane
- Jacob McCann, Family Relationship Co-ordinator, Sydney
- Emma Puddy, Program Manager - NT, Darwin
- Dylan Van Den Berg, Talent Coordinator, Sydney; Palawa person
- Rachel Wald, Digital Learning & Engagement Specialist, Sydney
- Natasha Power, Program Project Specialist, Sydney

We acknowledge the contribution from the RAP Working Group members who are no longer working at Starlight:

- Erin White, Partnerships Executive, Brisbane
- Karen Hickling, Partnerships Executive, Perth

Aboriginal and Torres Strait Islander voices are crucial to developing and implementing a meaningful RAP. In 2019 we are grateful for the guidance of our RAP Advisors:

- Leah Bonson, Director Aboriginal Health, Government of Western Australia, Department of Health
- Lincoln Crowley QC, Queens Counsel
- Ingrid Cumming, Principal Consultant and Founder, Kart Koort Wiern; Noongar Nation
- Melanie Grills, Indigenous Cultural Advisor, AECOM; Gomeroi Nation
- Amanda Healy, Director, Kirrikin P/L
- Rachael Howard, Remote Social Emotional Wellbeing Case Work, Central Australian Aboriginal Congress Aboriginal Corporation, Burra Burra person
- Wade Krueger, National RAP Manager, Sodexo
- Shelley Reys AO, CEO, Arrilla Indigenous Consulting
- Isabella Skuthorp, Solicitor, King and Wood Mallesons
- Jason Smith, National Manager of Aboriginal and Torres Strait Islander policy, The Smith Family.
- Reg Yarran, National Aboriginal Engagement Advisor, Cleanaway
- Gaye Doolan, Executive Officer, Cultural Mentor Network, Palawa woman

Starlight's Reconciliation Goals

Starlight's 2nd Innovate Reconciliation Action Plan will help to realise Reconciliation goals in three important areas:

RESPECT

Respect and inclusivity are fundamental to Starlight's approach as an organisation. Starlight is the broadest reaching children's charity in Australia – working with children and young people of all ages, illnesses and injuries, in hospital and in the community. Our unique programs are the result of extensive research and respond to the specific needs of Australian children and teens.

Learning and respecting the needs of all Australians is therefore integral to our approach. Through our Reconciliation Action Plan, we deepen our understanding and appreciation of Aboriginal and Torres Strait Islander peoples and take steps to enhance our organisational practices accordingly.

By acknowledging our past, we can work towards a united future as Australians. Our Starlight team shine bright in all we do. By including values of Respect of Aboriginal and Torres Strait Islander cultures and histories, we continue to shine.

RELATIONSHIPS

Meaningful and positive relationships are at the heart of everything we do at Starlight. Our programs and initiatives are designed to connect people through shared experiences. Whether it's a Starlight Wish for a family holiday, a gala dinner to raise much needed funds, a group of teenagers chatting online, or a board meeting creating the vision for the organisation – the essential ingredients are the human connections who make it happen.

Deepening relationships that are built on trust and respect with Aboriginal and Torres Strait Islander peoples will ensure that, together, we can continue our work towards Reconciliation.

OPPORTUNITIES

Starlight has a focus on creating improved health outcomes for Aboriginal and Torres Strait Islander children and young people. In 2018, through our Healthier Futures Initiative, Captain Starlights made 145 trips to 86 remote Aboriginal and Torres Strait Islander communities across Australia, spending a total of 235 days in remote communities and providing 14,916 experiences to the children and young people who live there.

Beyond our goal to continue expanding the reach and impact of our programs, Starlight is committed to finding further opportunities across the business to continue making a positive contribution to Reconciliation. We are committed to supporting new business opportunities by diversifying our suppliers, providing employment opportunities and pathways for Aboriginal and Torres Strait Islander peoples, as well as ensuring we retain team members through developing an inclusive, supportive and culturally safe workplace.



"There's no substitute for physically being up here and just spending time with the kids. They've got just great hope and great optimism"

—Luke Dillon,
Group General
Manager
Wesfarmers (Tour
de Kids rider)

RESPECT

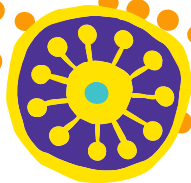
Respect and inclusivity are fundamental to Starlight's approach as an organisation. Starlight is the broadest reaching children's charity in Australia – working with children and young people of all ages, illnesses and injuries, in hospital and in the community. Our unique programs are the result of extensive research and respond to the specific needs of Australian children and teens.

Learning and respecting the needs of all Australians is therefore integral to our approach. Through our Reconciliation Action Plan, we deepen our understanding and appreciation of Aboriginal and Torres Strait Islander peoples and take steps to enhance our organisational practices accordingly.

By acknowledging our past, we can work towards a united future as Australians.

Our Starlight team shine bright in all we do. By including values of Respect of our Aboriginal and Torres Strait Islander cultures and histories, we continue to shine.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through formal and informal cultural learning.	Continue to review cultural learning needs within our organisation and ensure that we are providing both formal and informal opportunities (eg. film screenings, incorporating cultural aspects into Starlight celebrations – Starbreaks and lunch and learn sessions) for team members.	February - Annually	Melissa Barker - Learning and Development Advisor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December - Annually	Melissa Barker - Learning and Development Advisor
	Develop, implement and communicate a cultural learning strategy for our team members including Starlight volunteers.	August 2020	Melissa Barker - Learning and Development Advisor
	Provide opportunities for RAP Working Group members, HR managers and other key leadership team members to participate in formal and structured cultural learning.	December - Annually	Susan Henry - Head of People and Culture
	Ensure onboarding processes for all new starters include an introduction to Starlight's RAP commitments and cultural learning opportunities.	December 2020 December 2021	Lead - Melissa Barker - Learning and Development Advisor; Support - People Managers
	Develop and implement further opportunities including cultural immersion for Starlight team members to participate in cultural learning beyond the initial program.	December 2020 December 2021	Lead - Susan Henry - Head of People and Culture; Support - Melissa Barker - Learning and Development Advisor
	Provide role-specific cultural learning opportunities for Programs team members who interact with Aboriginal and Torres Strait Islander children and young people, with a focus on the local areas in which our programs are delivered.	February 2020 February 2021	Lead - Susan Henry - Head of People and Culture; Support - Melissa Barker Learning and Development Advisor
	Include questions on cultural safety in the Starlight people survey, review findings and take appropriate action	December 2020	Susan Henry - Head of People and Culture



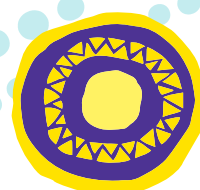
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase team member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2020	Lead - Hannah Cheeseman and- RAP Event Leads; Support - Melissa Barker - Learning and Development Advisor
	Review, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2020	Paula Bonaccorsi - RAP Relationships Leads
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2020 December 2021	RAP Working Group Coordinator
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2020 December 2021	RAP Working Group Coordinator
	Ensure Starlight's programs are culturally inclusive and sensitive by observing cultural protocols – Acknowledgement of Country and displaying Aboriginal and Torres Strait flags and working collaboratively with the Aboriginal and Torres Strait Islander Liaison Officers in the paediatric hospitals when celebrating cultural events.	September 2021	Kylie Johnson and Jo Dann - National Managers Program Delivery
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2020 and 2021	RAP Working Group Coordinator
	Review HR policies and procedures to remove any barriers to team members participating in NAIDOC Week.	June 2020 June 2021	Ashlee Gunstone - HR Talent Manager
	Promote and encourage participation in external NAIDOC events to all team members.	First week in July, 2020 and 2021	RAP Working Group Coordinator
	Participate in and support NAIDOC Week events in paediatric hospitals.	First week in July, 2020 and 2021	Lead - Kylie Johnson and Jo Dann; Support - Program Managers
Include Aboriginal and Torres Strait Islander cultures within Starlight's programs	Develop and implement at least two Captain Starlight Innovation Fund initiatives per year with an Aboriginal and/or Torres Strait Islander focus.	September 2020 September 2021	Jonathan Kirkham - National Manager –Creative Collaborations
	Invite Aboriginal and Torres Strait Islander guests to participate in Starlight programs and celebrate significant events e.g. perform in the Starlight Express Rooms, be a guest on Livewire.org etc.	September 2020 September 2021	Lead - Kylie Johnson and Jo Dann; Support - Program Managers

RELATIONSHIPS

Meaningful and positive relationships are at the heart of everything we do at Starlight. Our programs and initiatives are designed to connect people through shared experiences. Whether it's a Starlight Wish for a family holiday, a gala dinner to raise much needed funds, a group of teenagers chatting online, or a board meeting creating the vision for the organisation – the essential ingredients are the human connections who make it happen.

Deepening relationships that are built on trust and respect with Aboriginal and Torres Strait Islander people will ensure that, together, we can continue our work towards Reconciliation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan to continue to work with Aboriginal and Torres Strait Islander advisors, stakeholders and organisations.	September 2020	Lead - Paula Bonaccorsi - RAP Relationships Lead
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2020 September 2021	Lead - Felicity McMahon – Head of Programs; Support - Paula Bonaccorsi - RAP Relationships Lead
	Establish new or deepen existing relationships between Starlight Program Managers and Aboriginal and Torres Strait Islander engagement teams within paediatric hospitals.	September 2020	Lead - Kylie Johnson and Jo Dann; Support - Program Managers
	Continue to develop relationships with health professionals to provide opportunities that deliver Starlight Wishes for Aboriginal and Torres Strait Islander children and young people.	September 2020	Hannah Cheeseman - Wishgranting Manager
	Continue to develop and implement at least one creative collaboration at each hospital with an Aboriginal and/or Torres Strait Islander focus, such as an artist-in-residence for children and young people in hospital.	September 2020 September 2021	Lead - Jonathan Kirkham - National Manager - Creative Collaborations
	Investigate opportunities to invite more Aboriginal and Torres Strait Islander participation in our Ambassador Program and representation in our State Advisory Board groups.	September 2020 September 2021	Kristie Caddick - Head of Marketing and Fundraising
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and Reconciliation materials to team members.	May 2020 and May 2021	RAP Working Group Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2020 and 2021	RAP Working Group Coordinator
	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2020 and 2021	Susan Henry – Head of People and Culture
	Organise at least one NRW event each year.	27 May- 3 June, 2020 and 2021	Lead - Hannah Cheeseman; Support - RAP Working Group Events Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May- 3 June, 2020 and 2021	Hannah Cheeseman and- RAP Working Group Events Lead



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote Reconciliation through our sphere of influence.	Implement strategies to engage our team members in Reconciliation, including RAP Champions, volunteers and Board members.	March 2020 and 2021	RAP Working Group Coordinator
	Continue to communicate our commitment to Reconciliation publicly.	May 2020 and 2021	Melissa Gamble - National Marketing and Communications Manager
	Explore opportunities to continue to positively influence our external stakeholders to drive Reconciliation outcomes.	September 2020 September 2021	Matt Geraghty - National Partnerships Manager; Melissa Gamble - National Marketing and Communications Manager
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance Reconciliation.	September 2020 September 2021	RAP Working Group Coordinator
	Explore annual fundraising experiences that support the outcomes of the Healthier Futures Initiative, while also providing a cultural immersion experience for corporate partners. (e.g. Larapinta Trek, Tour de Kids, Red Centre Ride).	July 2020 July 2021	Kristie Caddick - Head of Marketing and Fundraising
	Share our Healthy Futures Initiative research and evaluation findings internally and externally to help demonstrate the role and impact of Starlight within Aboriginal and Torres Strait Islander communities.	August 2020 August 2021	Claire Treadgold - National Manager Research and Evaluation
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2020	Susan Henry - Head of People and Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2020	Dylan Van Den Berg - Talent Coordinator
	Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2020	Dylan Van Den Berg - Talent Coordinator
	Educate senior leaders on the effects of racism.	December 2020	Susan Henry - Head of People and Culture
Ensure Starlight's brand is inclusive and respectful of Aboriginal and Torres Strait Islander Peoples	Share at least two stories each year in social and other media featuring Aboriginal and Torres Strait Islander children and young people that enable representation of unique and diverse cultures.	September 2020 September 2021	Melissa Gamble - National Marketing and Communications Manager
	Include images of Aboriginal and Torres Strait Islander children, young people and their families accessing our programs in Starlight communications and assets.	September 2020 September 2021	Melissa Gamble - National Marketing and Communications Manager
	Review Starlight's photography and story policy to ensure it is respectful of the diverse representation of Aboriginal and Torres Strait Islander peoples accessing Starlight's programs.	April 2020	Melissa Gamble - National Marketing and Communications Manager

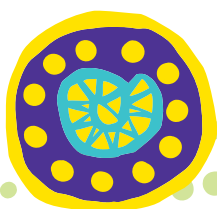
OPPORTUNITIES

Starlight has a focus on creating improved health outcomes for Aboriginal and Torres Strait Islander children and young people. In 2018, through our Healthier Futures Initiative, Captain Starlights made 145 trips to 86 remote Aboriginal and Torres Strait Islander communities across Australia, spending a total of 235 days in remote communities and providing 14,916 experiences to the children and young people who live there.

Beyond our goal to continue expanding the reach and impact of our programs, Starlight is committed to finding further opportunities across the business to continue making a positive contribution to Reconciliation. We are committed to supporting new business opportunities by diversifying our suppliers, providing employment opportunities and pathways for Aboriginal and Torres Strait Islander peoples, as well as ensuring we retain team members through developing an inclusive, supportive and culturally safe workplace.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to build understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.	September 2020 September 2021	Ashlee Gunstone - HR Talent Manager
	Continue to engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	September 2020 September 2021	Ashlee Gunstone - HR Talent Manager
	Implement, review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2020	Dylan Van Den Berg - Talent Coordinator
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2020 September 2021	Ashlee Gunstone - HR Talent Manager
	Review HR and recruitment procedures and policies to remove any barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2020 September 2021	Ashlee Gunstone - HR Talent Manager
	Recruit for five Aboriginal and Torres Strait Islander positions. Two MEGT trainees, two new Captain Starlights and one professionally skilled person.	September 2020	Ashlee Gunstone - HR Talent Manager
	Increase the percentage of Aboriginal and Torres Strait Islander team members employed in our workforce to 2.5% by ensuring we recruit a minimum of two Aboriginal and Torres Strait Islander team members each year.	May 2021	Susan Henry - Head of People and Culture
	Continue to identify ways to connect Aboriginal and Torres Strait Islander peoples to our programs. This includes opportunities for Artists in Residence, regular story tellers or musicians in our Starlight Express Rooms and internships.	September 2020 September 2021	Kylie Johnson, Jo Dann and Program Managers
Increase Aboriginal and Torres Strait Islander volunteering opportunities	Develop an Aboriginal & Torres Strait Islander Volunteer Diversity Strategy	December 2021	Paula Bonaccorsi - National Volunteering Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2020	Linda Ferguson - Head of Finance
	Continue Supply Nation membership.	September 2020 and 2021	Jason Judge - Manager – Program Coordination
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members.	September 2020 and 2021	Jason Judge - Manager – Program Coordination
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2020 and 2021	Jason Judge - Manager – Program Coordination
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2020 and 2021	Jason Judge - Manager – Program Coordination
Ensure access to Starlight programs for Aboriginal and Torres Strait Islander children and young people by continuing and expanding the Starlight Healthier Futures Initiative	Working in consultation with Aboriginal and Torres Strait Islander communities to deliver the Healthier Futures Initiative to remote communities in the Northern Territory, Western Australia, Queensland and South Australia, increasing the number of trips to more than 145 and the number of remote communities visited to more than 86 annually.	December 2020 and December 2021	Kylie Johnson and Jo Dann - National Managers Program Delivery
	Our Program reach target is that across all of our programs more than 7.8% of all Starlight experiences are delivered to Aboriginal and Torres Strait Islander children.	January 2020 and January 2021	Felicity McMahon – Head of Programs
Increase understanding of the needs, participation and impact of Starlight's programs for Aboriginal and Torres Strait Islander children	Ensure program reporting captures and shares data that measures the reach of our programs for Aboriginal and Torres Strait Islander peoples.	September 2020 September 2021	Claire Treadgold - Research and Evaluation Manager
	Participate in a minimum of two conferences each year with content relevant to the health outcomes of Aboriginal and Torres Strait Islander peoples for our team members, where appropriate.	December - Annually	Claire Treadgold - Research and Evaluation Manager
	In conjunction with the Lowitja Institute, provide a scholarship opportunity for a PhD student to undertake research into the Healthier Futures Initiative.	September 2020 September 2021	Felicity McMahon – Head of Programs



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2020 and 2021	RAP Working Group Coordinator
	Annually review the Terms of Reference for the RWG.	September 2020 and 2021	Executive Sponsor; Susan Henry - Head of People and Culture
	Meet at least four times per year to drive and monitor RAP implementation.	September 2020 and 2021	RAP Working Group Coordinator
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2020 and 2021	RAP Working Group Coordinator
	Engage our senior leaders and other team members in the delivery of RAP commitments.	September 2020 and 2021	Susan Henry - Head of People and Culture
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2020	Lead - Paula Bonaccorsi; Support - Dylan Van Den Berg - RAP Insights and Reporting Lead
	Appoint and maintain an internal RAP Sponsor from senior management.	December 2020	Louise Baxter - Chief Executive Officer
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020 and 2021	RAP Working Group Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	September 2020 and September 2021	RAP Working Group Coordinator
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2020 and September 2021	Melissa Gamble - National Marketing and Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	RAP Working Group Coordinator
Celebrate the launch of Starlight's second RAP	Develop and communicate a communication plan for the Reconciliation Action Plan.	December 2019	RAP Working Group Communications Lead
	Launch Starlight's second Reconciliation Action Plan.	December 2019	RAP Working Group Coordinator
Continue our Reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2021	RAP Working Group Coordinator

Starlight's Partnerships in Action

In 2018 Starlight was invited to participate in The Pedrino Study, a research project undertaken by the Menzies School of Health Research to evaluate a faster way to screen for rheumatic heart disease (RHD).

RHD is common in school aged children in Aboriginal and Torres Strait Islander communities in Northern Australia and Timor-Leste. Children do not always have symptoms, making screening critically important to allow early intervention with simple treatments such as penicillin injections. If not detected or treated, RHD can progress to cause severe heart disease and death. Screening is currently undertaken by highly trained specialists and is time-consuming, invasive and difficult to undertake in community. The Pedrino Study evaluated the impact of upskilling health workers to detect RHD using a much simpler and less invasive form of echocardiography. The study aimed to screen 2,500 children and young people aged 5-20 years through school-based screenings across Maningrida and Timor-Leste.

Chief Investigator, Dr. Joshua Francis, has worked with Captain Starlight at Royal Darwin Hospital and in community-based clinics and is a strong advocate of the positive impact Captain Starlight has on clinic attendance and the patient experience. Dr Francis requested Captain Starlight be part of the team undertaking the trial, signaling the first time Starlight has participated in a study outside of Australia.

Dr Francis is looking to continue the study in the coming years and has expressed his strong interest in having Captain Starlight involved in those trips, saying he sees Captain Starlight as an integral part of the team. "We would never have been able to screen the numbers of children and young people we did without Captain Starlight there," he said.

The Captain Starlights were unanimous in their evaluation of their time. They were all inspired by the work being undertaken by Dr Francis and his team and overwhelmed that they were able to play a small part in it.

"In Maningrida, a young boy was very reluctant to be screened, almost missing out as he headed into country with his family for the weekend. We were able to help distract his younger siblings while he had his heart checked. He was the last child to be screened on the last day and had one of the worst cases of RHD the research team had ever seen, undetected up until this point. He was referred immediately to Royal Children's Hospital (RCH) in Melbourne for open-heart surgery. Dr Francis is certain that had the trial not occurred, this child would not be alive today.

We were able to inform Captain Starlights in Melbourne that this boy, along with another child, would be coming to RCH from Maningrida for surgery, ensuring the children will have some familiar faces in an otherwise incredibly intimidating environment.

QUOTE: 'Thank you, thank you, thank you for making it possible for Captain Starlight to join us. They are simply awesome!' – Dr Josh Francis, Paediatric Infectious Diseases Specialist and Chief Investigator of The Pedrino Study





"I was recently in a community called Yuendumu, 300km north-west of Alice Springs. While interacting with a little girl and her family, they said, 'We know the Starlight mob from when she went to Sydney for her big operation, it was such a magic place and you made her, my other kids and myself feel welcome when we were so far from home. Starlight mob will always be welcome here in Yuendumu.'"

— Captain Starlight,
NT

Arts in Health Creates Shared Experience

In our first Reconciliation Action Plan, Starlight's Creative Collaborations Hub committed to undertaking an initiative that would bring Aboriginal and Torres Strait Islander artists into Starlight's hospital programs.

We developed an exciting residency with Aboriginal artist, Jade Penangke, who is passionate about sharing her Noongar culture through art. Over a four-week residency, Jade worked on three large community canvas pieces relating to the elements of earth, water and sky. Hospitalised children and young people joined in and also enjoyed creating individual message stones, which were used to form a beautiful art installation for the Oncology Ward at Perth Children's Hospital using 300kg of coloured rocks.

The residency helped build cultural connections across multiple organisations and showcased Jade's incredible talents within the sector whilst providing hours of distraction for seriously ill kids and teens and their families. Jade truly helped us deliver serious fun to hospitalised kids!

QUOTE: "As a Noongar woman, it's very important for me to be able to bring my culture into a hospital environment. A lot of Aboriginal families are coming from remote areas so it's a very foreign and different environment in the hospital. Having the Aboriginal artworks and activities around, some sort of presence of culture, I think it makes them feel more comfortable in the environment and gives them a sense of belonging.", Jade Penangke, Noongar Artist





Case Study 2: Starlight Sphere of Influence and Fundraising

As a not-for-profit organisation with an ongoing need to raise funds to be able to deliver our programs, Starlight has created many partnerships in its 31+ year history.

One such partnership is with Tour de Kids. From its humble beginnings as the first ever charity bike ride in Australia, Tour de Kids has grown to be one of the most highly regarded charity events in the country. In September 2018, a group of 10 cyclists assembled in Alice Springs to begin their 400km bike ride around Central Australia, all in support of Starlight's Healthier Futures Initiative. This ongoing partnership is committed to raising \$1.2 million over a three-year period.

At the same time, Starlight partnered with Inspired Adventures for the Trek for Starlight Kids, a five-day walking trek along the Larapinta trail. Widely regarded as one of Australia's premier walking tracks, the trail stretches 223km along the backbone of the West MacDonnell Ranges.

At the beginning of their epic adventure, the Tour de Kids riders met up with the Starlight Larapinta trekkers for a Welcome to Country from local Aboriginal Elders – Doris and Craig Stuart – at the Olive Pink Botanical Gardens in Alice Springs. Many of the riders cited this Welcome as a highlight for them, as it gave them the rare chance to learn more about the local Arrernte Country and history.

That night, over a shared meal, the riders and trekkers were also presented with the opportunity to hear from Paediatric Infectious Disease Specialist, Dr Josh Francis, about the important role that Captain Starlight plays in the delivery of health care within the Northern Territory. Dr Francis also spoke of the entirely preventable conditions that are currently affecting Aboriginal children and their families at worst-in-the-world rates. Many of the riders commented on the fact that they had no idea that these conditions still existed in a first world country like Australia and that they were shocked at how little is reported about it.

The following day, while the trekkers commenced their walk, the riders assembled at Alice Springs Hospital, where they worked tirelessly to makeover a neglected playroom so that Starlight could begin to have a permanent presence in Alice Springs – enabling Starlight to regularly visit a further 19 communities through our Healthier Futures Initiative. The riders engaged with staff and families during the shared BBQ and rolled up their sleeves to ensure the room was ready to open the following day.

On the ride, the riders were also gifted the opportunity to meet another local Elder at one of the homesteads. They were able to settle in around the campfire and have a yarn with him about the traditional ways of life of his people and how things have changed for him in recent years. For most of the riders, this was another highlight of their trip.



Deadly Threads: Pyjama Party for Sick Kids in Central Australia

In consultation with community, health professionals and Indigenous creative agency Gilimbbaa, Starlight proudly launched our Deadly Threads Initiative at Alice Springs Hospital in January 2019 with a pyjama party for hospitalised kids.

80% of children admitted to Alice Springs Hospital between the ages of 5-12 years are from regional and remote communities across Central Australia, many of whom don't have time to pack a bag, say goodbye to family or prepare for admission in any way. When they finally arrive in the foreign hospital environment, standard issue pyjamas are the only thing to wear, adding to feelings of disconnection and anxiety.

Identifying this, Starlight set to work to create and distribute 4,000 colourful and fun pyjamas featuring a culturally inclusive design. This simple article of clothing has enormous power in impacting mood, well-being and resilience - factors we know are hugely important in aiding recovery.

The finished design incorporates six unique motifs taken from our Healthier Futures branding. The artwork and its additional elements were designed by Jenna Lee, Larrakia descendant and Senior Artist at Gilimbbaa, to represent Aboriginal and Torres Strait Islander peoples and communities in a culturally appropriate and respectful way.

From day one, the response from the hospital and patients has been overwhelmingly positive. Families are asking almost immediately for their children to have their plain pyjamas swapped over to the new design and even teenagers are rocking them in style - and you can't ask for a better endorsement than that!







"Meeting Captain Starlight in community eases the anxiety and discomfort associated with clinic attendance and can help to develop a better relationship between the child and the healthcare services.

The Captain Starlight program also assists in building the capacity of mobile health professional teams by increasing reach and providing support by entertaining the children."

—Physician, NT

CONTACT

Susan Henry

Head of People and Culture
susan.henry@starlight.org.au
02 8425 5924

starlight.org.au



Starlight
children's foundation