

Stretch Reconciliation Action Plan

May 2026 – May 2029



Cover Image

We are proud to feature Najwa Adams–Ebel from our Captain Starlight team. Najwa is one of our First Nations team members and is part of the Kuku Yalanji and Birri–Gubba tribe.

A key deliverable within our RAP is to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development to ensure our national team is reflective of the Australian population. Najwa is one of our Inspirational Voices who has helped shape our reconciliation journey. You can read more about her story in this RAP.

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Working together for a brighter, inclusive future where all children shine

Walking Together

A Message from Starlight's CEO

At Starlight we are committed to a more equitable Australia and to ensuring we can all contribute to the reconciliation of our nation.

Our fourth Reconciliation Action Plan (RAP) builds on what we have learned, listens to the voices which have guided us, and challenges us to go further.

Starlight's Mission is to brighten the lives of all seriously ill and hospitalised children and young people. This includes Aboriginal and Torres Strait Islander children.

Every day we see the life-changing impact Starlight has on the happiness, wellbeing and resilience of seriously ill children, young people, and their families. This positive impact is unique in the world and is available in every children's hospital in Australia. It is amplified in remote communities where Starlight's Heathier Futures Initiative builds trust and engagement in healthcare.



Louise in our Sydney Hub on Cammeraygal country

Working with deep respect alongside health professionals and First Nations communities, **Starlight supports more positive, culturally safe healthcare experiences for Aboriginal and Torres Strait Islander children.** This work sits at the very heart of our mission and remains our strongest expression of reconciliation in action.

We continue to look for new and better ways to reframe healthcare for Aboriginal and Torres Strait Islander children in particular when receiving treatment away from home. Connection to culture, community and identity matters, especially during times of illness, and we are committed to learning how we can support this more meaningfully.

Importantly Starlight continues to encourage truth telling and, truth listening.

Throughout the development of this RAP, and across all we do, we have listened carefully to Aboriginal and Torres Strait Islander people who have shared their knowledge, experiences and guidance so generously. We appreciate their trust in Starlight and know listening must remain an ongoing practice.

I am incredibly proud of the way our team continues to engage with reconciliation, authentically, enthusiastically, and with heart. It is woven into our programs, our partnerships, our storytelling and our culture.

This Stretch RAP belongs to everyone at Starlight, and its success relies on our collective commitment.

Thank you to all who have contributed to shaping this next chapter, and to everyone who will walk with us as we bring this RAP to life.

Louise Baxter
Chief Executive Officer
Starlight Children's Foundation



Happiness showing up with Captain Starlight in Far North Queensland



Captain Starlight visits a school in Kununurra, WA

Starlight's Vision for Reconciliation

Starlight's vision for reconciliation is that awareness, acknowledgement and respect of Aboriginal and Torres Strait Islander peoples and cultures is part of everyday life in an equitable and inclusive Australia.

At Starlight, our mission is to brighten the lives of seriously ill and hospitalised children and young people. Starlight's hope is that every child, including all Aboriginal and Torres Strait Islander children, experience a happy childhood. A happy childhood is associated with greater social connectedness, enhanced sense of self, and healthy life behaviours.

This is why Happiness Matters.

Key Areas of Starlight's RAP



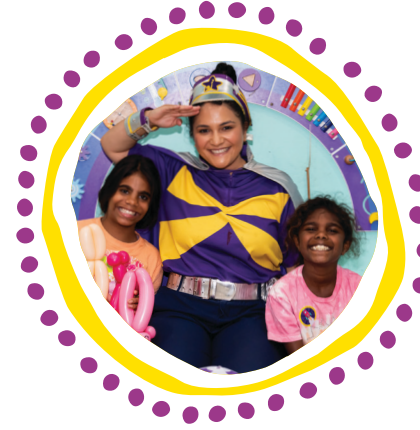
1. Improving the wellbeing and happiness of Aboriginal and Torres Strait Islander children and young people in hospital and community.

Through Starlight's Healthier Futures Initiative, we aim to reframe healthcare experiences and support long-term health, education, and life outcomes.



2. Deepening relationships with Aboriginal and Torres Strait Islander peoples and communities.

We commit to building trust, collaboration, and cultural understanding across our team, partners, and networks, ensuring our programs are inclusive and respectful.



3. Strengthening inclusive recruitment and retention practices.

We will implement creative strategies to attract and support Aboriginal and Torres Strait Islander team members, contributing to a culturally safe and equitable workplace.

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Starlight Children's Foundation on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP), its fourth overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. As Australia's broadest reaching children's charity, brightening the lives of seriously ill and hospitalised children and young people, Starlight is well positioned

to address the disparities in healthcare experiences faced by Aboriginal and Torres Strait Islander peoples.

This Stretch RAP is built upon the considerable experience Starlight garnered in previous RAPs. The Healthier Futures Initiative is Starlight's most tangible expression of reconciliation in action, creating almost 14,000 joyful experiences for kids across 118 remote Aboriginal and Torres Strait Islander communities in 2025 alone. Through Healthier Futures, Starlight partnered with the Earbus Foundation of WA to help tackle preventable ear infections that disproportionately impact First Nations children in remote communities. Hearing loss referrals have since dropped significantly, and chronic ear disease rates are now better than World Health Organisation benchmarks. This partnership reflects Starlight's commitment to reconciliation through equitable healthcare access, cultural safety, and collaboration with community.

With these achievements, Starlight has built solid foundations upon which to expand and embed its commitments in this RAP. With a continued focus on the Healthier Futures Initiative, Starlight aims to

support children's whole health experience. Rather than just treating disease, total care ensures that every interaction helps children feel safe, empowered, and engaged, creating positive experiences that build agency and encourage ongoing participation in their treatment. With this total care approach, Starlight is seeking to improve experiences for First Nations children who require painful three-weekly injections over many years for Rheumatic Heart Disease.

By equipping Aboriginal and Torres Strait Islander children with the confidence to navigate their ongoing health journeys while helping to manage preventable and treatable illnesses they disproportionately face, Starlight is driving considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Starlight on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Karen Mundine,
CEO Reconciliation
Australia



Starlight is committed to supporting children's whole health experiences through the Healthier Futures Initiative

About Starlight

When a child has a serious illness, their world is turned upside down. Suddenly life is consumed by hospital and treatment, it's scary, lonely and overwhelming.

The joy of childhood can disappear.

That's where Starlight comes in.

Through fun, play and laughter we transform hospital and healthcare for sick kids and their families and bring back the vital happiness of childhood.

Happiness matters in the moment as it helps sick kids cope with pain, fear and stress, and it matters long-term because what happens in childhood lasts a lifetime.

Everyday in hospitals and communities across Australia, Starlight creates a lasting positive impact on the health and wellbeing of seriously ill children and young people.

Starlight. Because Happiness Matters.



All smiles from Paneta when Captain Starlight visits the clinic on Thursday Island

The Starlight Team

We employ **380 team members** nationally, including **6** who have confirmed they identify as **Aboriginal or Torres Strait Islander peoples**. In addition, we are supported by a large network of volunteers who contribute to our programs and fundraising efforts. We currently have 526 volunteers, including two who have confirmed they identify as Aboriginal or Torres Strait Islander.



Captain Starlight makes hospital fun

Sphere of Influence

Starlight is the broadest reaching children's charity in Australia and has a national footprint, with a permanent presence in every paediatric hospital in Australia. Our office hubs are located in Sydney, Melbourne, Brisbane, Adelaide, Perth, and Darwin, supporting both hospital and community-based programs.

Starlight's influence extends across a wide range of stakeholders, including:

Seriously ill children, young people and their families

Health professionals and hospital partners

Ambassadors, donors and supporters

Volunteers, including our Board Members

Team members and their extended networks

Our Programs and Impact

Since 1988, Starlight has worked alongside health professionals to offer programs that support the emotional wellbeing of children and young people in hospital. Our **Starlight Express Rooms** are vibrant, medical-free places filled with fun, music, games and laughter, where children and families can reconnect. **Captain Starlight** brings joy and creativity to hospitals through play, storytelling and imagination. Beyond hospital, **Starlight Wishes** create unforgettable experiences that bring hope and happiness to children and their families during challenging times. For young people with a serious illness or disability **Livewire** makes healthcare a more positive experience. Through opportunities for social connection, fun and creativity, Livewire helps young people to live their best lives. **Starlight Moments** are joyful and meaningful experiences for families with a child in palliative care.

Starlight transforms healthcare in remote communities



Our Impact Snapshot

Captain Starlight brought smiles to

237,900

children at their hospital bedsides, helping ease the stress of treatment with play and imagination.

163,294

experiences of fun, laughter and connection in our Starlight Express Rooms in children's hospitals nationwide.

1 in 4

Starlight Wishes were granted to children and teenagers **living in regional and rural Australia,** ensuring happiness reaches every corner of the country.

171,099

logins to Planet Starlight connected kids to the fun of Captain Starlight online – wherever they were.



Captain Starlight brings joy and laughter to routine health clinic appointments

2,630

Starlight Moments were created

for families with a child in palliative care, offering comfort, connection and joy during the hardest times.

58,900

Livewire experiences for young people in hospital.

66,946

Livewire Online experiences for young people with serious illness or disability.

424

Starlight Wishes granted

more than one every day, making dreams come true for seriously ill children and young people in every state and territory.

118

remote communities supported by Starlight's Healthier Futures Initiative



Dr Josh Francis
at Mala'la Health
Service Aboriginal
Corporation

The Value of Starlight in Community

Testimonial from Dr Josh Francis, Paediatrician and Paediatric Infectious Diseases Physician at Royal Darwin Hospital, and a Senior Principal Research Fellow at Menzies School of Health Research.

In my experience, for kids attending clinic or hospital, the difference between having a traumatic experience versus it being a fun time, can really shift their whole perception of healthcare. Starlight helps more than just make it fun and happy, they actually help to change the level of trust that a child has in the health system if they feel safe and comfortable.

I've been in Darwin for the last 12 years and Starlight has been a constant feature of my work in pediatrics here throughout that time. The real standout for me about the way Starlight operates here in the Northern Territory is the commitment to reach people where they're at. The Healthier Futures Initiative (HFI) trips are an excellent and novel example of this with the Captain Starlights traveling to communities and seeing people on their own country creates such an incredible impact.

It also has a really significant impact on kids with longstanding chronic medical conditions who spend a lot of time in and out of hospital. The familiarity when they see the Captain Starlights in their own community is really impactful and helps them feel comfortable, seen and cared for.

"Fun and happiness is critical for kids' wellbeing. The reality is that healthcare can be intimidating, overwhelming and scary for kids, so to be able to offer fun and happiness helps to chip away at some of the parts of healthcare that can be traumatic and that's really valuable." – Dr Josh Francis

One of the challenges with healthcare in remote places, is there's often significant cross-cultural or language barriers to delivering healthcare effectively. Good access to healthcare is essential and it's improved when there's trust in the healthcare system. Starlight helps more than just make it fun and happy, they actually change the level of trust that a child has in the health system if they feel somewhere safe and comfortable.

The more organisations like Starlight can involve, employ and listen to Aboriginal and Torres Strait Islander people to understand their perspectives on the best ways of engaging, is really important.



Dr Josh Francis
supported by
Captain Starlight
during Healthy Skin
Week in Maningrida

Why Starlight Matters

Starlight is an integral part of the paediatric healthcare system in Australia. We exist because happiness matters, especially in childhood. Our work helps children and young people navigate the emotional challenges of serious illness, creating a positive impact that lasts a lifetime.

Starlight's Healthier Futures Initiative

Moving Towards Reconciliation

Starlight's Healthier Futures Initiative is our most tangible expression of reconciliation in action, sending Captain Starlights into remote Aboriginal and Torres Strait Islander communities to work alongside health professionals, making healthcare experiences more joyful and culturally safe for children while supporting vital health outcomes.

Starlight helps to create more positive healthcare experiences, improved trust in health services and participation in vital health checks.

Captain Starlight visits over **118 remote Aboriginal and Torres Strait Islander communities** across the Northern Territory, Western Australia, South Australia and Queensland. In 2025, we created close to 14,000 experiences for kids in these communities, supporting healthcare teams by providing positive distraction during vital health checks and treatments.



Captain Starlight turns school clinics into places of fun, play & adventure

Positive Psychology in Practice

Starlight's programs are grounded in the principles of positive psychology, helping children feel happier, more confident and resilient during treatment. Evidence shows that happiness in childhood is not only vital for development but also critical to long-term health and wellbeing.

Commitment to Evaluation

All Starlight programs are underpinned by ongoing research and evaluation. We collaborate with health professionals to ensure our programs evolve with changing healthcare models and continue to meet the needs of seriously ill children and their families.

Brighter Futures across Australia

Stories from the Healthier Futures Initiative (HFI) across the country

Nhulunbuy, Northern Territory

On an HFI trip with the cardiology team to Nhulunbuy, the Captains met a young boy called Mason who seemed shy and reserved waiting for his appointment. The Captains sat quietly with him and he started coming out of his shell. As his confidence grew, they played card games together that kept him fully engaged. After his appointment, he happily waved at the Captains and said a big thank you. Later, his mum said Mason hadn't stopped talking about the Captain Starlights, and more importantly, **"He told me he wants to go back to the hospital!"**



Yalata, South Australia

Waiting to have his ears checked, a scared little boy was so anxious he couldn't sit still. The audiologist was worried the appointment might not happen so asked Captain Starlight to pop in. As soon as Captain Starlight arrived with face paint, the child was distracted and happy as he showed off his own creative face painting skills! Being calmer and happy, he was able to have his vital ear check.



Maningrida, Northern Territory

Healthy Skin Week in Maningrida was an incredible success helping to reach more people in the community. Alongside Dr Josh Francis and his medical team, Captain Starlight spent the week visiting children and families bringing fun, play, and curiosity that helped children feel happy, and more positive and engaged in their vital healthcare.



Woorabinda, Queensland

When Captain Starlight visited Woorabinda, the trip was filled with laughter and games as soon as they landed. Three brothers recognised the Captains and immediately joined in the fun before fearlessly walking into the doctor's rooms. For another child, the joy of music and bubbles sparked his imagination and his fears slowly faded. As more kids arrived, the Captains found fun and innovative ways to bring out a smile on every kid's face – even those who weren't there to see the doctors came to join the fun!



Some of the 118 communities Starlight visits through its Healthier Futures Initiative (HFI)



Having Captain Starlight create fun during Apelu's procedures made his clinic experience more comfortable

Apelu's Story

from Masig Country

During a Healthier Futures trip to a clinic on Thursday Island, Captain Starlight met three-year-old Apelu.

Apelu lives with his family on Masig (Yorke Island), but when mum Gikana discovered her little boy had a fever and was struggling to walk, she took the one-and-a-half-hour ferry ride to Thursday Island to seek help for her son.

Paediatric Cardiologist Dr Ben was in the clinic, and was shocked to discover that at the age of just three years old, Apelu was suffering from Rheumatic Heart disease.

"Rheumatic heart disease stems from acute rheumatic fever, which is an infection that starts with a common germ. When it affects the heart, that's when it becomes rheumatic heart disease." says Nurse Erin who also works in the Clinic.

"The injections are really challenging, but having the Captains here to help the children through their appointments makes it a fun experience instead of a scary one."

– Apelu's Clinic Nurse, Erin.

To give Apelu the best chance of a long and healthy life, he needs to undergo painful monthly injections.

Now, every month, Apelu and his mum must travel the hour and a half each way to the clinic to have his heart checked and the painful injections administered.

Like many young kids, Apelu was initially terrified of the needles but having Captain Starlight on hand to entertain and distract Apelu during his regular appointments made a world of difference.

Instead of dreading the trip, Apelu is always keen to go and see the Captain Starlight!



Apelu looks forward to seeing the Captains at his regular clinic visits

Mum Gikana says having the Captains at the clinic makes Apelu so happy and at ease. *"He wants to play straight away, and he doesn't need me with them. He says 'Mummy go – go outside', and when I try to have a peek he sees me and says 'Mummy go' so I say 'Ok, I'm going!'"* she laughs.

Recently, Apelu received good news: his heart is healing thanks to his regular injections. With continued treatment, he will live a happy, and healthy life.

Artwork Story

Young Creatives Design for Starlight

Starlight was honoured to have worked with IndigeDesign Labs on a refreshed set of design motifs and cultural patterning for our Healthier Futures Initiative. Led by award-winning Aboriginal designer Leigh Harris, IndigeDesign Labs provided hands-on industry experience to young Aboriginal and Torres Strait Islander creatives studying in years nine to twelve.

"While traditional storytelling is the most common form of expression for Indigenous artists, I want to show young people there are other options for using their cultural creativity in employment." Leigh Harris.



Group mentor Jamaylya Ballangarry-Kearins with some of IndigeDesign Labs' emerging creative artists

Through creating unique and modern designs that speak to the narratives of commercial clients, IndigeDesign Labs highlights alternative career pathways for young people interested in creative industries. While nurturing cultural creativity, IndigeDesigns mentors are also instrumental in developing broader wellbeing and key life skills to support participants' success outside of the program. Starlight wishes to thank the IndigeDesigns team for their work in producing vibrant, modern, and playful designs.

Patterns

Chulki

Seeds

Torres Strait
Stars 1

Torres Strait
Stars 2

River Banks

Knowledge
Sharing

Meeting
Place

Family On
Country

Knowledge
Ways 1

Knowledge
Ways 2

Motif Meaning

Starlight is honoured to have worked with IndigeDesign Labs on a set of design motifs for our Healthier Futures Initiative.

These motifs have been designed to represent core areas of Starlight's story. Each motif holds a 'story' within the design adding context and enriching the narrative.

Throughout this RAP we have incorporated a selection of four motifs to reflect the key areas of our deliverables: relationships, respect, opportunities and governance.



Relationships | Community Motif

The Community Motif reflects our focus on developing meaningful and positive relationships. The Community Motif represents how Starlight connects and works alongside First Nations communities across Australia and how we work together with stakeholders to bring about a brighter and healthier future for our young people and communities.



Respect | Appreciation Motif

The Appreciation Motif highlights our commitment to respect as we continue to deepen our understanding of, and appreciation for Aboriginal and Torres Strait Islander peoples. The Appreciation Motif represents the shining light that Starlight brings through our work with our young people and communities throughout the country.



Opportunities | Partners Motif

The Partners Motif represents our role in identifying further opportunities to make a positive contribution to reconciliation. The Partners Motif represents Starlight's work in gathering partners to work with to create and change the lives of First Nations children & health outcomes.



Governance | Lead Motif

The Lead Motif signifies our commitment to strong governance to drive and strengthen reconciliation. The Lead Motif represents both self-leadership and the leadership of the organisation.



Working together with IndigeDesign Labs

At Starlight, we are Committed to Reconciliation

Starlight's commitment to reconciliation is embedded in **everything** we do.

Our RAP reflects our belief in contributing to a just and equitable Australia. Through this RAP, we aim to strengthen race relations, promote equity, and deepen historical acceptance, especially through storytelling, cultural learning, and meaningful engagement with Aboriginal and Torres Strait Islander peoples.

At Starlight, we recognise that Aboriginal and Torres Strait Islander children continue to experience significant and unacceptable disparities in health outcomes. First Nations young people face a disproportionate burden of preventable disease, reduced life expectancy, and higher rates of developmental vulnerability. These inequities demand meaningful action and long-term commitment.

We commit to supporting improved health outcomes through the following opportunities:



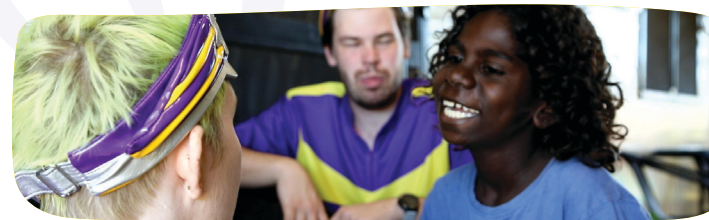
Healthier Futures Initiative

We remain committed to building trusted relationships across more than 118 Aboriginal and Torres Strait Islander communities, listening deeply, and supporting culturally safe, positive health experiences for First Nations children.



Rheumatic Heart Disease (RHD)

RHD remains one of the clearest and most devastating examples of health inequity for First Nations children. Starlight will continue to explore opportunities to support health teams delivering screening, prevention and treatment.



Supporting Children Away from Country

In collaboration with Starlight Ambassador and Deadly Science founder Corey Tutt, we are exploring new ways to support First Nations' children receiving treatment away from Country, strengthening wellbeing, belonging and connection during hospital stays.

These commitments reflect Starlight's focus on Equality & Equity and Race Relations, as we work to build genuine, trusted partnerships with First Nations communities and help reduce the health inequities that continue to impact Aboriginal and Torres Strait Islander children.

Working in partnership with local health services through our Healthier Future Initiative, Starlight is uniquely positioned to reframe healthcare into a more positive experience for children and communities. By improving access to early health interventions, this work actively contributes to national health strategies including Closing the Gap.

A key focus within this RAP is to develop and trial new approaches to total care for Rheumatic Heart Disease for Aboriginal and Torres Strait Islander children. By supporting healthcare professionals in Community delivering this vital treatment, we are supporting national efforts to strengthen early intervention to reduce RHD prevalence and ultimately improve health outcomes.

Developing Our Fourth RAP

Following the success of our previous Stretch RAP (where we achieved 96 of 101 deliverables), we've taken time to reflect, consult, and stretch ourselves further.

This RAP was developed through:



We've carried forward key actions from our previous RAP, refining them to ensure they have **deeper impact** and **relevance**.

Champions & Contributors

Our RAP is championed internally by Kelly McFadden, Head of People & Performance, who ensures RAP deliverables are embedded in team business plans and drives engagement across the organisation.

Our Reconciliation Working Group (RWG) includes:



Listening to First Nations Voices

We are proud to have Aboriginal and Torres Strait Islander representation on our RWG, including Najwa Adams-Ebel, who brings a wealth of experience as a proud Birri-Gubba performer and artist from Central Queensland.

In developing this RAP, we have listened to and are deeply grateful for the guidance, perspectives and cultural insight generously shared by the following Aboriginal and Torres Strait Islander individuals and advisors.



Our Reconciliation Journey

Since our first RAP in 2019, we've deepened our understanding of reconciliation and expanded our impact. Key achievements include:

Taking the Healthier Futures Initiative to 118 remote communities

Increasing visibility of Aboriginal and Torres Strait Islander voices in our programs and storytelling

Embedding cultural learning across teams

Strengthening relationships with First Nations communities

We've also **faced challenges** – particularly in recruiting more First Nations team members. We're revising our targets to be more realistic while remaining ambitious and committed.

Inspirational Voices

Our RAP features profiles of inspiring Aboriginal and Torres Strait Islander individuals who have shaped our journey.

These stories reflect the spirit of reconciliation in action and the positive progress we're making.

Corey Tutt
Starlight
Ambassador,
Athor, and Science
Communicator
– from Kamilaroi
Country

**Dylan Van
Den Berg**
Playwright &
Former Starlight
Team Member
– from Palawa
Country

**Najwa
Adams-Ebel**
Captain Starlight
– from Kuku Yalanji
and Birri-Gubba
tribe



Captain Starlight
bringing joy to kids
in the Top End



Meet COREY TUTT

from Kamilaroi Country

Starlight Ambassador, Author, Science Communicator, and Founder of *DeadlyScience*—Australia's leading Indigenous STEM charity

What does Reconciliation mean to you?

Reconciliation is about instilling pride in our identity, celebrating the achievements of our mob, and acknowledging the injustices our people have faced. It's about being proud of our culture as a whole and recognising the incredible knowledge and strength of our First Peoples.

What's changed since you were a child?

A lot. When I was young, I used to get teased at school for being Aboriginal, but I wore it with pride because my pop taught me to be proud of my culture. It wasn't really until my later years in high school that culture started to be celebrated more widely. I often think about how tough it must've been for my mum and her dad growing up, and how different the world is that my son is growing up in. Things have changed some for the better, some for the worse across the generations.

Tell us about the collaboration with Starlight on your book and the companion video idea.

This Book Thinks Ya Deadly! is all about uplifting young people, putting their names in lights, and normalising the incredible achievements of our mob — showing kids that they're amazing too!

Working with Starlight gives my work even stronger meaning. The book becomes a tool to offer extra love and encouragement, helping kids get through really tough times. It's a way for the Captain Starlights to connect with our mob on a deeper level.

I'd love to create a video series with Starlight to support young people as they navigate the challenges of staying connected to their culture and mob while undergoing treatment. We know that when people are connected to culture or community, it can dramatically improve their wellbeing and make their time in hospital a bit more positive.

What made you happy as a child?

My childhood was pretty rough and lonely at times, but what made me happy was finding a snake or lizard with my older sister. Seeing other people happy brought me joy too. If I caught a big blue-tongue, I'd tell the other kids all the facts about it, and seeing them smile made me the happiest. That probably inspired me to become a zookeeper chasing that same feeling of sharing and giving to others.

What are your hopes for the next generation of Aboriginal & Torres Strait Islander children?

I really want to see all their hopes and dreams come true and there be no child in Australia who suffers from preventable illness or faces incarceration.

What messages would you like to share with the Starlight team about Reconciliation?

I was feeling lost after releasing my book *Thinks Ya Deadly!* when a young Aboriginal child came up to me with the book, pointing to her photo in the back. She said, "Hey, look, I'm in a book with Cathy Freeman!"

She wasn't going to get better, but that moment left me inspired and made me realise why I had written the book. Before that day, it hadn't been entirely clear, but that child gave it a meaning far greater than I could have imagined.



Young Corey grew up proud of his culture



Meet

NAJWA ADAMS-EBEL

Kuku Yalanji and Birri-Gubba tribe



Actor & Captain Starlight

What does Reconciliation mean to you?

To me, Reconciliation is the process of moving forward while acknowledging hurt from the past. It's about using that hurt and transforming it into something we can use. As a child, one of my aunties said to me that energy can never be destroyed, and that when energy in a person reflects a bad experience or generational trauma, we need to repurpose and reshape it to use it as an opportunity for good.

What's changed since you were a child?

One of the biggest factors has been acknowledging traumas of the past and seeing the number of initiatives aimed at benefiting Aboriginal or Torres Strait Islander people. For example, when I was a child, there was no such thing as Starlight coming to Woorabinda.

While I'm glad of this, there are still so many spaces that are not open to First Nations people – they're not in the rooms they need to be to advocate for themselves.

In your role as a Captain Starlight how does it feel going back to community?

It's so exciting to have a job that sends me back to my home community and my family. Captain Starlight is so recognisable that kids immediately see the purple and yellow and know us. Starlight has established unique relationships with communities, and it really brings a lot of comfort. Kids know when they see us they've got to go to the doctor, but they're still going to have fun. I grew up really anxious about doctors, so I'm grateful that there's a generation who won't have that same experience.

Can you share what it might be like to be a child away from country and ways to stay connected when they're not at home?

Being connected to culture and country, you feel homesickness more intensely – it's overwhelming to leave. It's more than missing your house, it's the smell of the earth, the smell of the trees, the fresh air.

For kids, it can help if they're able to connect with somebody who understands a bit about their world and to try and build community wherever you go because moving from country to the city – it's truly like you're flying to another planet.

I'd also suggest asking friends and family to send small reminders from home – whether it's a photo, a little box of things, or leaves, scents or sand because there's something so magical about holding those tactile things in your hand.

What are your hopes for the next generation of Aboriginal and Torres Strait Islander kids?

My hope for the next generation of Aboriginal and Torres Strait Islander children is that they don't have to exist in a world where they know racial prejudice or be singled out or made to feel uncomfortable purely because of who they are.

What message would you want to send to the Starlight team about reconciliation?

I'd love to see more active support for First Nations people particularly to inspire children who may be interested in going into health and medical fields or becoming a Captain Starlight. Starlight helps to break down barriers and fears around Western treatment, so I'd love to see what more we could do to encourage, mentor and support kids in these spaces.

The more we can engage more intentionally – hiring more First Nations people, hiring local talent – that has a domino effect which would open up a lot more doors and positive pathways for us.

Najwa never dreamed of meeting someone like Captain Starlight when she was a child



Dylan Van Den Berg draws on his experience as a Captain Starlight

Meet DYLAN VAN DEN BERG

Palawa Country

Playwright, Former Starlight Team Member & Captain Starlight

What does Reconciliation mean to you?

Reconciliation, for me, is about truth-telling and action. It's about facing the difficult parts of our shared history and building relationships grounded in respect. It's also about joy: celebrating Aboriginal and Torres Strait Islander culture and continuity. Real reconciliation means making space for Blak voices to lead and share and shape self-determined futures.

What's changed since you were a child?

When I was a kid, it felt like Aboriginal and Torres Strait Islander histories and cultures were whispered about – hidden away or left out entirely from schools and in the traditional media. Now there's more visibility: you can chart Blak excellence on screen, on stage, on the sporting field, in the classroom, in the workplace. Aboriginal and Torres Strait Islander peoples have always been creative and visionary and innovative – have always been leaders in their fields and communities. Australia has finally caught up!



Dylan grew up in a family of storytellers

Tell us about your relationship with Starlight

I was lucky enough to be a Captain Starlight which was one of the most challenging and rewarding roles I've ever had, bringing laughter and creativity into the hospital setting to transform the experience of young people and their families. Later, I joined the People & Culture team, where I focused on recruitment and on strengthening diversity and inclusion across the organisation (including chairing the RAP Working Group for a number of years!).

I'm thrilled to watch Starlight move from strength to strength on its reconciliation journey!

What are your hopes for the next generation of Aboriginal & Torres Strait Islander children?

My hope is that Aboriginal and Torres Strait Islander kids grow up knowing that their culture is a source of pride and power. That they see themselves reflected in every part of society – in leadership, in storytelling, in science, in art. I want them to feel like they belong everywhere, and that their voices matter.

What made you happy as a kid?

Stories! I was always drawn to storytelling – whether it was performing or writing or listening to my Dad, Nan, my sister or my Gran spinning wild yarns. That sense of joy in imagination and storytelling has followed me into every part of my life – from working with Starlight as a Captain Starlight, to writing plays and uncovering the deleted narratives in this nation's history.

What messages would you like to share with the Starlight team about Reconciliation?

Reconciliation isn't a project with a distinct ending, it's a living practice. It's something we contribute to each day, not something we tick off. Keep being curious, keep listening, and be brave enough to have difficult conversations.

Through trusted relationships, Starlight positively transforms clinic visits for children & their families

Deliverables

Relationships Focus — One key area we will focus on within this pillar is to improve the wellbeing and happiness of Aboriginal and Torres Strait Islander children and young people. Through trusted relationships, Captain Starlight will connect with over 118 communities via our Healthier Futures Initiative to positively transform the clinic visit for children. Starlight participates in 'total care' of children. By total care, we mean supporting the whole health experience, not just treating disease. Total care ensures that every interaction helps children feel safe, empowered, and engaged, creating positive experiences that build agency and encourage ongoing participation in their treatment.

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. 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 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2026, 2027, 2028	National Programs Managers/ Programs Managers
Annually review, update the Starlight engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2026, 2027, 2028	Relationship Lead – RAP Working Group
Collaborate with 25 x Aboriginal and Torres Strait Islander organisations and individuals each year (e.g. Aboriginal and Torres Strait Islander controlled health services, councils, services and research organisations) in our programs and research and evaluation.	August 2026, 2027, 2028	National Program Manager, Research & Evaluation
Nurture one to two relationships with Aboriginal and Torres Strait Islander Performing Arts organisations, theatre companies or communities to support our Sourcing & Attraction and Growth & Development goals.	October 2027	Artistic Director
Explore Starlight National Board Observership opportunity for emerging First Nations leader.	September 2026	CEO



Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
RAP Working Group members to participate in a minimum of two external NRW events.	27 May–3 June 2026–2028	Co-Ordinator – RAP Working Group
Promote and circulate Reconciliation Australia's NRW resources to all team members.	May 2026, 2027, 2028	Events Lead – RAP Working Group
Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW and share their reflections with the team.	27 May–3 June 2026–2028	RAP Exec Sponsor – Head of People & Performance
Organise 16 x internal National Reconciliation Week events (one for each Hub and hospital location), including at least one organisation-wide NRW event, each year, and promote on our social channels.	27 May–3 June, 2026–2028	Event Lead – RAP Working Group
Register all our in person and livestream NRW events on Reconciliation Australia's NRW website .	27 May–3 June, 2026–2028	Events Lead – RAP Working Group



Action 3: Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation publicly through Starlight's social media, EDM and internal communication channels and our website.	September 2026, 2027, 2028	National Marketing & Communications Manager
Share content (2 x posts per quarter) which celebrate and feature Aboriginal and Torres Strait Islander children, young people, their kinship groups and communities.	September 2026, 2027, 2028	National Marketing & Communications Manager
Review the Starlight team engagement strategy (within our RAP) to raise awareness of reconciliation across our workforce, to ensure reconciliation is everyone's responsibility at Starlight.	June 2026	Co-Ordinator – RAP Working Group
Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	September 2026, 2027, 2028	Exec Sponsor – RAP Working Group
Actively engage Aboriginal and Torres Strait Islander representation in our Ambassador Program, maintain current Ambassador roles for this RAP's duration.	Review July 2027 Completed July 2028	Public Relations Manager/Head of Marketing & Fundraising
Proactively encourage 2–3 Starlight partners to identify and drive reconciliation outcomes, including joining the RAP program if they have not already. Offer connecting with Starlight as RAP collaborator.	August 2027	National Partnerships Manager



Action 3: Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Increase representation of Aboriginal and Torres Strait Islander children and young peoples and their Starlight stories in our communications. Identify a minimum of 1 x new story each year of Aboriginal and Torres Strait Islander families connected with our Programs and build more representation in Sharing Impact.	December 2026, 2027, 2028	National Marketing & Communications Manager
Collaborate with three RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	November 2026, 2027, 2028	Relationship Lead – RAP Working Group
Participate in Reconciliation Australia's Leadership Gatherings to collaborate and network with other RAP organisations/businesses.	November 2026, 2027, 2028	Relationship Lead – RAP Working Group



Action 4: Improve the wellbeing and happiness of Aboriginal and Torres Strait Islander children and young people.

Deliverable	Timeline	Responsibility
Bring Captain Starlight to over 100 Aboriginal and Torres Strait Islander communities, with more than 14,000 Healthier Futures Initiative experiences that help to positively transform the clinic visit for children.	December 2026, 2027, 2028	Head of Programs
Implement the Healthier Futures Initiative evaluation findings, including developing a plan for areas of focus, communities to visit, and new collaboration partners.	December 2027	Head of Programs
Improve both treatment compliance and 'total care' health experience for children and young people who require painful three-weekly injections over many years for Rheumatic Heart Disease (RHD). And support screening clinics to prevent RHD incidents.	December 2026	Head of Programs

"The real standout for me about the way Starlight operates here in the Northern Territory is the commitment to reach people where they're at."

– Dr Josh Francis, Paediatrician



Action 5: Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Continuously review and improve HR policies and procedures concerned with anti-discrimination, in consultation with First Nations staff and/or advisors to identify opportunities for ongoing improvement.	October 2026, 2027, 2028	Head of People & Performance
Senior leaders to publicly support anti-discrimination campaigns, DE&I initiatives, and stances against racism. (e.g. CEO to post about the campaign to 'continue the conversation' https://ulurustatement.org)	August 2026, 2027, 2028	CEO, Head of Marketing and Fundraising/ Head of People & Performance
Promote educational resources for all team members on the effects of racism (opt-in for Aboriginal and Torres Strait Islander team members), and review how we support Aboriginal and Torres Strait Island team members through periods of unrest.	September 2026, 2027, 2028	People & Performance Partner
Provide ongoing education to senior leaders and managers on the effects of racism	July 2026, 2027, 2028	People & Performance Partner
Continuously review and communicate our anti-discrimination policy.	September 2026, 2027, 2028	People & Performance Partner

Impact in Action

Melvin's Story

– Captain Starlight brings the fun to Maningrida, NT

Rheumatic Heart Disease (RHD) disproportionately affects Aboriginal and Torres Strait Islander children and young people, with 81% of cases in Australia occurring in First Nations communities. RHD can lead to heart failure, stroke and premature death, and requires painful monthly antibiotic injections for at least a decade.

Melvin, a 12-year-old from Maningrida in Arnhem Land, was diagnosed with borderline RHD during a cardiac screening visit supported by the Captain Starlights. Thanks to early detection and ongoing care, Melvin can continue doing what he loves – riding his bike, playing football and spending time with friends.

Captain Starlight plays a vital role in helping children like Melvin feel safe and supported during treatment. Paediatric cardiologist Dr Ari Horton says, “Melvin’s positive experience with the Captains means he’ll engage in the next ten years of healthcare – ending up with a strong, healthy heart.”

“Talking with Captain Starlight means that Melvin comes into the clinic happy, comfortable, safe and ready to engage with the doctors.”

– Dr Horton.



Melvin attending his health checks

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. Through our Reconciliation Action Plan, we continue to deepen our understanding of and appreciation for Aboriginal and Torres Strait Islander peoples, taking steps to enhance and expand our organisational practices accordingly.

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

Focus – Key to strengthening Respect is our commitment to build on our cultural learning strategy. To increase Starlight team member’s understanding of the purpose and significance behind cultural protocols, the actions we are taking include 100% of all team members to undertake formal cultural learning and to promote engagement and participation in local NAIDOC Week events.



Action 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Review Starlight’s cultural learning needs to embed/include resources outlining cultural protocols in onboarding of new starters.	May 2026	Learning & Wellbeing Manager
Conduct a review of learning needs of our Captain Starlights who visit remote communities as part of our Healthier Futures Initiative.	August 2027	Artistic Director
Seek feedback on our cultural learning strategy from Aboriginal and Torres Strait Islander stakeholders, and advisors.	September 2026	Learning & Wellbeing Manager



Action 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Build on our cultural learning strategy, and communicating to all team members, so they have more opt-in cultural competency learning options throughout the year. These will consist of two additional Book/Video Clubs, followed by group discussions.	April 2026, 2027, 2028	Learning & Wellbeing Manager, RAP Events Group/RAP Working Group
Commit all RAP Working Group members, People Managers, Executive Team and all new team members to undertake formal cultural learning. This may include an immersive on-country experience, face-to-face workshops or a virtual learning opportunity.	August 2027	Learning & Wellbeing Manager/RAP Working Group
★ 100% of all team members to undertake formal cultural learning. ★ 100% of all team members undertake online cultural competency training ★ 100% of People Managers to participate in face-to-face cultural competency training ★ All Programs team members working on our Healthier Futures Initiative undertake face-to-face cultural learning. ★ 100% of all Programs volunteers undertake formal cultural learning	March 2028	Learning & Wellbeing Manager/Head of People & Performance
Hub-based teams are offered a suite of team-building activities, to promote cultural awareness at their team workshops.	August 2027	Learning & Wellbeing Manager
Create a “learning library” of content / stories to make it easier to share information about First Nations histories, achievements and cultures with the Starlight team and Volunteers.	August 2027	Learning & Wellbeing Manager



Action 7: Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Review and promote Starlight's cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	November 2026, 2027, 2028	Co-Ordinator – RAP Working Group/ Communications Lead – RAP Working Group
Increase Starlight team member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2027	Co-Ordinator – RAP Working Group
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at least 3 x significant Starlight events each year (e.g. RAP Launch January 2026, new Starlight Express Room openings, National Team Meeting once per year etc.).	Reviewed: December 2026, 2027, 2028	Co-Ordinator – RAP Working Group
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, workshops, fundraising events, which are defined and included in Starlight's protocols document.	Reviewed: December 2026, 2027, 2028	Co-Ordinator – RAP Working Group
Ensure there is an Acknowledgement of Country or other appropriate protocols at all Starlight events, where appropriate.	Reviewed: December 2026, 2027, 2028	National Managers



Action 7: Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Ensure Starlight's digital programs include an Acknowledgement of Country that is engaging for children and young people.	February 2027	National Programs Manager/Marcomms Team
Maintain and annually review our Acknowledgement of Country plaques in our 5 hubs and in our 11 Starlight Express Rooms.	February 2026, 2027, 2028	National Programs Manager/Ground Support Manager

"I find they [Captain Starlights] are very respectful, and keen to learn local songs in language and always attempting to incorporate local life into activities. One time I saw them singing a song in local language, imitating the sounds of local wildlife, with the entire school involved in making the noises and actions. The response from the children was really amazing."

– Clinical partner



Action 8: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Promote to all team members to participate in NAIDOC Week events in their local area, including: ★ Community sporting events celebrating NAIDOC Week ★ NAIDOC Week Markets ★ Art Gallery Exhibitions	First week in July, 2026–2028	Events Lead – RAP Working Group
Ensure P&P policies support Aboriginal and Torres Strait Islander Team members to attend cultural ceremonies (including funerals, reburials, and other important events like sorry business or initiation ceremonies).	April 2026, 2027, 2028	People & Performance Partner
RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026–2028	Co-Ordinator – RAP Working Group
Collaborate with relevant external partners to develop an innovative and culturally meaningful resource that helps children and families in hospital stay comfortable and connected to Country, even while away from it.	September 2026	Artistic Director/ Marcomms Team
Enhance Starlight's Consent Policy for Aboriginal and Torres Strait Islander content to ensure stories and images are collected and used in ways that are empowering, culturally respectful and with informed consent.	July 2027	Marcomms Team/ National Programs Manager

Impact in Action

Towards Healthier Futures – Starlight's Collaboration with Earbus

Otitis media is a preventable middle ear infection, which affects nearly 90% of Aboriginal and Torres Strait Islander children in some remote communities, often leading to hearing loss during critical developmental years. This can impact language, learning, relationships, and long-term wellbeing. Starlight partners with the Earbus Foundation of WA to support ear health clinics in schools and early learning centres. Through Starlight's Healthier Futures Initiative, Captain Starlight joins the Earbus team to create a fun, engaging environment that reduces anxiety and encourages participation.

Following 30 months of dedicated work, Earbus achieved a breakthrough in ear health outcomes – referrals for Otitis media and hearing loss dropped significantly, and chronic ear disease rates are now better than WHO benchmarks for the first time.

This partnership reflects Starlight's commitment to reconciliation through equitable healthcare access, cultural safety, and collaboration. By integrating joy into clinical care, we help ensure every child has the chance to thrive.

"I feel excited about the future. We couldn't have got to where we are without Captain Starlight's assistance. We wouldn't be seeing the drop in disease rates or number and we wouldn't have these amazing results" – Earbus team member



Captain Starlight supporting Earbus on their school visits

Opportunities

Along with our focus on improving health outcomes for Aboriginal and Torres Strait Islander children and young peoples, Starlight is committed to identifying further opportunities to make a positive contribution to reconciliation. We are committed to diversifying our suppliers, providing meaningful employment opportunities and pathways for Aboriginal and Torres Strait Islander peoples, as well as ensuring we retain team members through an inclusive, supportive and culturally safe workplace. Diverse teams have been proven to achieve better outcomes, with increased collaboration, better decision making and high performance.

Focus – Key actions in this pillar include reviewing HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and to support leadership pathways for Aboriginal and Torres Strait Islander team members.



Action 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander team members to consult on the effectiveness of our recruitment, retention and professional development strategy.	May 2026	People & Performance Partner
Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	July 2026	People & Performance Partner



Action 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Reviewed: October 2026, 2027, 2028	People & Performance Partner/Talent Acquisition Team
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026, 2027, 2028	People & Performance Partner
Aboriginal and Torres Strait Islander team members to be supported in leadership pathways and provided L&D opportunities. Research and create more networking / mentoring opportunities for First Nations team members to assist in their professional development.	May 2026, 2027, 2028	People & Performance Partner
We will recruit and retain 2 x new team members each year who identify as Aboriginal and Torres Strait Islander to ensure our national team is reflective of the Australian population.	Reviewed: December 2026, 2027, 2028	People & Performance Partner/Head of People & Performance
Annually identify and commit to running a minimum of one Programs–based collaborations (paid opportunity) with Aboriginal and Torres Strait Islander artists to engage kids in hospitals. For example, artists in residence, storytelling, dance groups.	Reviewed: December 2026, 2027, 2028	Artistic Director/Spark Accelerator Team



Action 10: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Promote our procurement strategy for engaging with Aboriginal and Torres Strait Islander businesses and individuals internally, so this is front of mind for all team members when making purchasing goods and services.	May 2026, 2027, 2028	Head of Finance & Technology
Investigate Supply Nation membership (or equivalent business) suitability for Starlight and pricing with a view to becoming a member.	December 2026	Head of Finance & Technology
Review and improve our procurement strategy for engaging with Aboriginal and Torres Strait Islander businesses and individuals.	June 2026, 2027, 2028	Head of Finance & Technology
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2026, 2027, 2028	Head of Finance & Technology
Maintain commercial relationships with at least three Aboriginal and/or Torres Strait Islander businesses.	October 2026	Head of Finance & Technology
Increase annual procurement from Aboriginal and Torres Strait Islander businesses by 5% year on year.	July 2026, 2027, 2028	Head of Finance & Technology

Impact in Action

– A mum of a young patient shares her experience with Captain Starlight at Royal Darwin Hospital.

"Dakota is in the Starlight Express Room from open to close every day she's in hospital." Dakota's mum says. "She's such a social child so needs that social interaction and to get out of the ward for a break and a breather."

Dakota loves getting involved in all the activities in the Starlight Express Room from arts, crafts and painting. She also enjoys playing Switch games, Minecraft, UNO and Bingo with the Captains. The Captain Starlights also visit Dakota on the hospital wards which helps break up the long days when she's too unwell to leave. They also bring a much-needed smile to Dakota's face when she attends the ENT clinics for ongoing appointments.

"As a mum, you forget you're in hospital – time flies in there with all the fun and in such a relaxed environment. We are so fortunate it exists here in Darwin; **hospital would have been a really hard time without Starlight.**"

"Having the Captains and Starlight Express Room has helped Dakota so much." – Dakota's mum



Fun and activities in the Darwin Starlight Express Room

Governance



Action 11: Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	June 2026, 2027, 2028	Co-Ordinator – RAP Working Group
At least one Team Member from each of the 4 functional areas takes part in either the RAP Working Group, or a supporting group (e.g. RAP Events Group).	November 2026, 2027, 2028	Co-Ordinator – RAP Working Group/ Head of People & Performance
Review and update the Terms of Reference for our RAP Working Group each year.	June 2026, 2027, 2028	Head of People & Performance
Meet at least eleven times per year to drive and monitor RAP implementation.	February to November, 2026–2028	Co-Ordinator – RAP Working Group



Action 12: Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Embed resource needs for RAP implementation.	June 2026, 2027, 2028	Co-Ordinator – RAP Working Group/ Head of People & Performance
Embed key RAP actions in performance expectations of senior management and all team, and Starlight Business Plans.	October 2026, 2027, 2028	Head of People & Performance
Embed appropriate systems and capability to track, measure and report on RAP commitments.	Quarterly 2026–2028	Reporting Lead – RAP Working Group
Maintain an internal RAP Champion from senior management.	May 2026, 2027, 2028	Head of People & Performance
Include our RAP as a standing agenda item at Exec meetings.	Monthly 2026–2028	Head of People & Performance

Deliverable	Timeline	Responsibility
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Co-Ordinator – RAP Working Group
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Co-Ordinator – RAP Working Group
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Reporting Lead – RAP Working Group
Report RAP progress to all team members and senior leaders via a quarterly email to all team members.	Quarterly 2026–2028	Communications Lead, Head of People & Performance
Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Each November 2026–2028	RAP Working Group/ National Marketing & Communications Manager
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Reporting Lead – RAP Working Group



Deliverable	Timeline	Responsibility
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2028	Reporting Lead – RAP Working Group



Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2028	Co-Ordinator – RAP Working Group

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