



RECONCILIATION
ACTION PLAN

REFLECT

July 2026 to December 2027



STAR
Community
Services

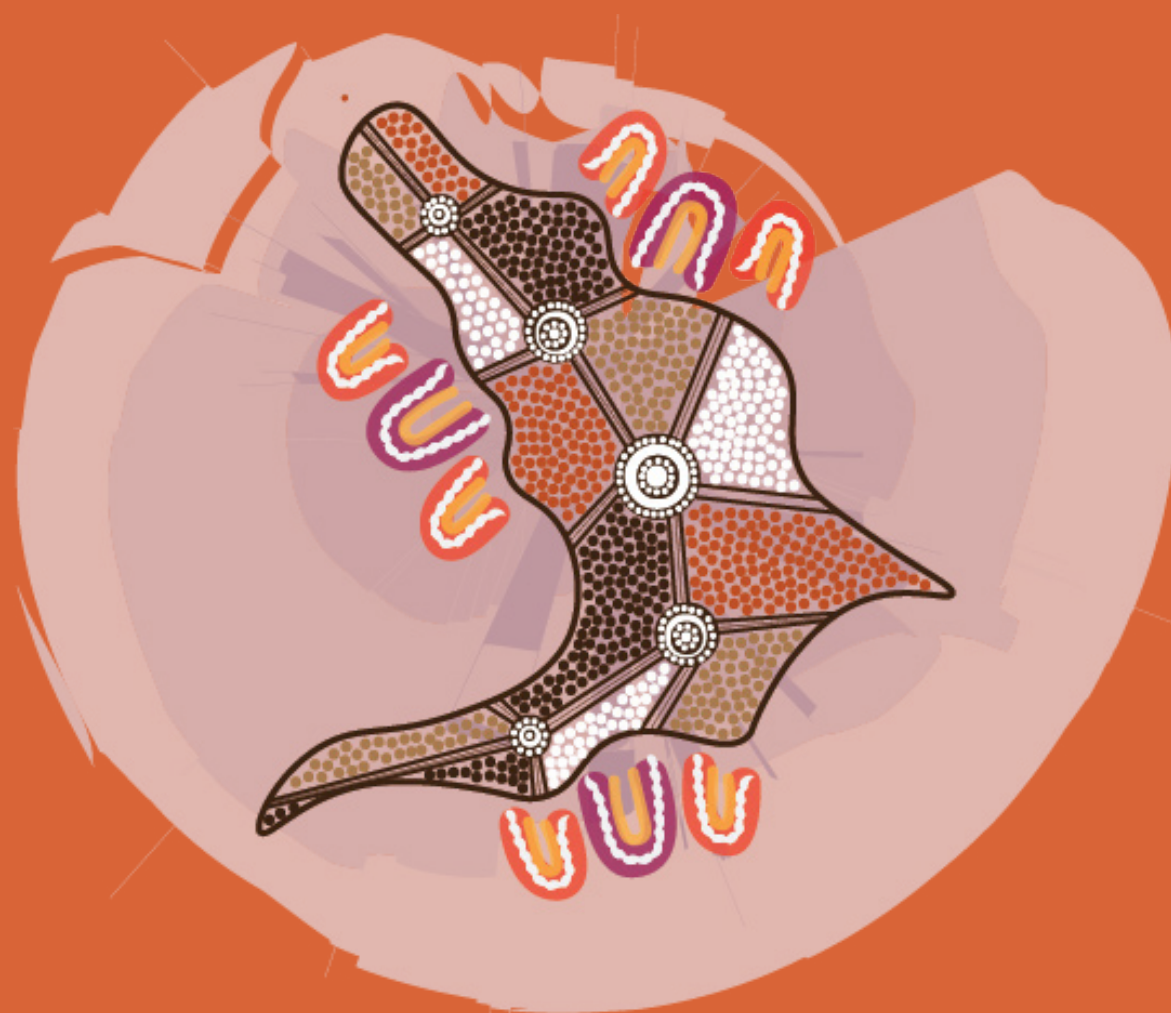


STAR Community Services acknowledges the Traditional Owners of the land and pay respects to Elders past, present and emerging for they hold the memories, traditions, cultures and hopes of Australia's First People.



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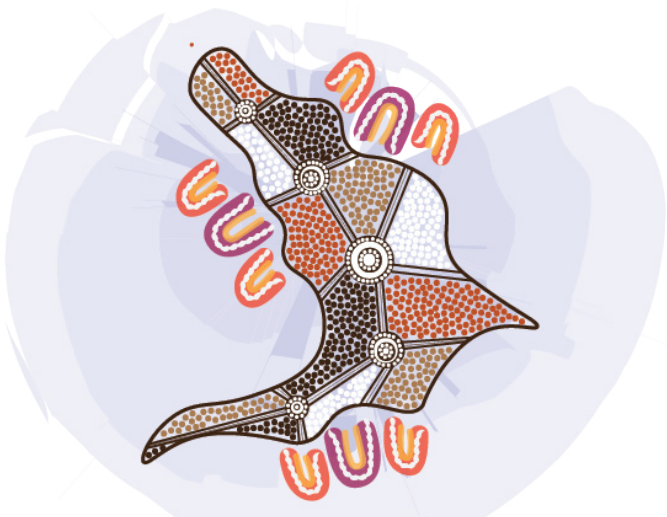


Artist - Nicky Karklis-Jones

Nicky Karklis-Jones is a proud Goori artist and Traditional Custodian of Terrangerrie (North Stradbroke Island). Her work is grounded in a deep connection to Country, drawing from her cultural practices, beliefs, and lived experiences.

Through art, she expresses the rhythms of everyday life on Country—honouring family, community, and the knowledge passed down through generations.

Her pieces carry stories of lore, identity, and generational healing, reflecting both strength and vulnerability. Inspired by the land and surrounding sea, Nicky weaves together natural elements, memory, and spirit to create works that feel both personal and collective. Each piece becomes a way of sharing culture, holding space for healing, and keeping connection to ancestors and Country strong in a contemporary world.



Artwork Story

This piece speaks to healing that begins at the centre and flows outward across Country. At the heart of the artwork is the waterhole — a place of renewal, reflection, and deep spiritual healing. It represents a sacred space where energy is restored and where connection to self and ancestors is strengthened.

Moving outward, the patterns show gathering across Country — people coming together, travelling, and reconnecting through shared stories, knowledge, and presence. The flowing lines represent waterways carrying medicine, symbolising the natural healing found within the land and the wisdom held in these paths.

Surrounding this are elements of community — circles of connection, support, and belonging. These spaces reflect the importance of coming together, of being seen, held, and strengthened as one.

Encircling the outer areas are the women, holding and



nurturing healing within the community. They represent strength, care, and the passing down of knowledge through generations. Their presence honours the role of women as healers, leaders, and the backbone of community wellbeing.

Together, this artwork tells a story of connection — to water, to land, to each other — and the ongoing journey of healing that flows through it all.

Artist: Nicky Karklis-Jones



Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Star Community Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Star Community Services joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives. The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Star Community Services to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Star Community Services, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from CEO of STAR Community Services

As Chief Executive Officer of STAR Community Services, I am honoured to lead our organisation on this reconciliation journey. This commitment is shared across our teams, and it is strengthened by our desire to listen, learn, and walk alongside Aboriginal and Torres Strait Islander peoples and communities.

Through our reflections and early work, we have identified key barriers to progress, particularly the varying levels of cultural understanding among staff and the challenges of connecting with a workforce spread widely across our service footprint. These are not obstacles but opportunities: opportunities to strengthen knowledge, embed learning into everyday practice and ensure every member of our team feels equipped to contribute to reconciliation.

Our recent visit with the Kambu Health Members Elders Group in Ipswich was a powerful reminder of why this work matters. The gathering offered a warm and genuine space to connect, listen and share stories of family, cultures, resilience and community. The deep sense of belonging in the room reflected the strength and spirit that continue to guide and unite these Elders.

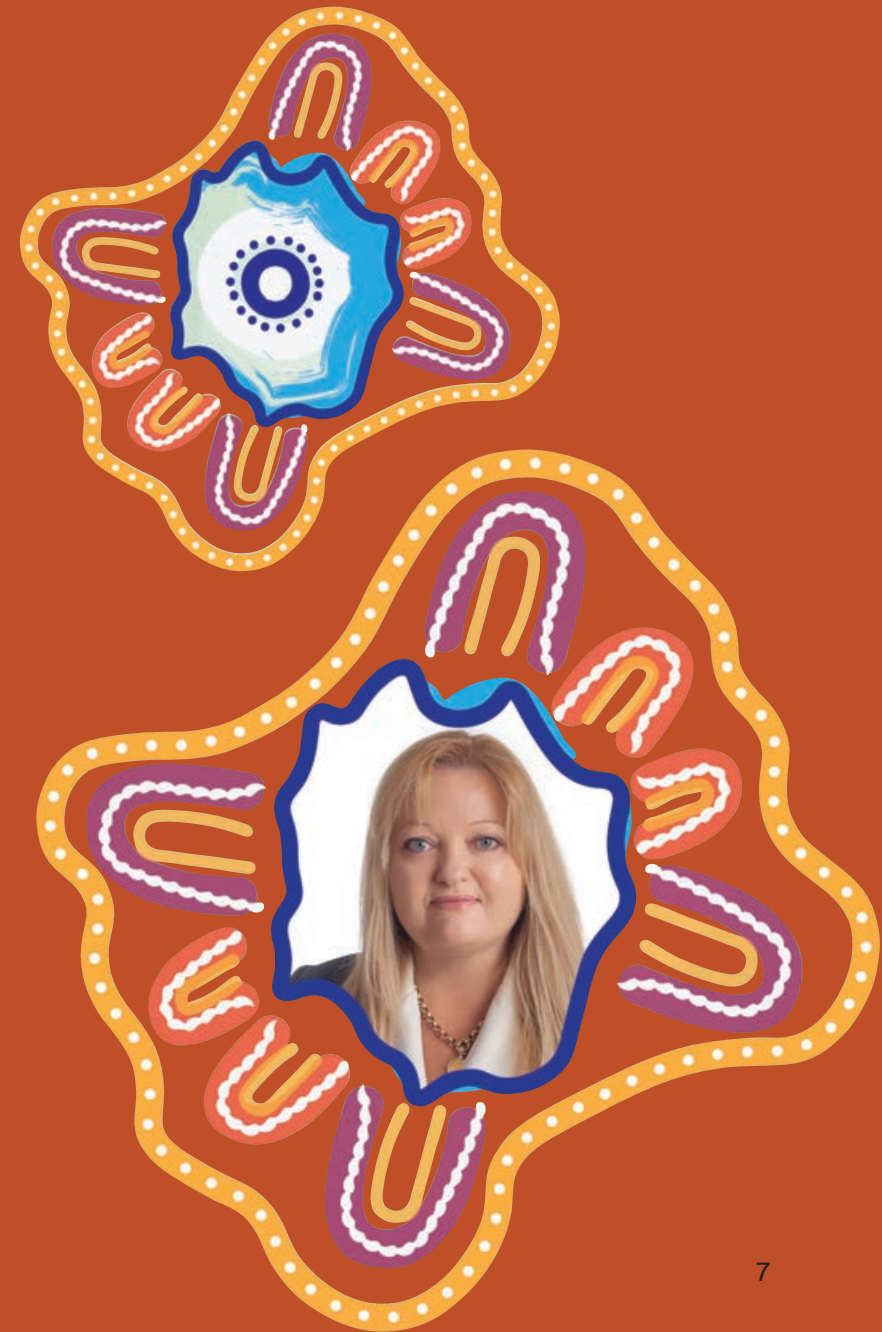
STAR staff are deeply honoured by the open and generous welcome from Minjeribah Moorgumpin Elders-in-Council, COOEE Elders and Kambu Elders. Their wisdom, reflections and perspectives enriched our understanding and reaffirmed the importance of continued dialogue. These

conversations also created space to talk about the upcoming changes to the Aged Care Act, potential impacts on local seniors and the supports we can offer.

Exchanges like these are valuable. They build trust, deepen relationships and ensure that the voices of Elders remain central in shaping the services and policies that support them.

This RAP is our commitment to continued learning, meaningful action and respectful partnership. Together, we will keep moving forward.

Patsy Wilshire
Chief Executive Officer
STAR Community Services



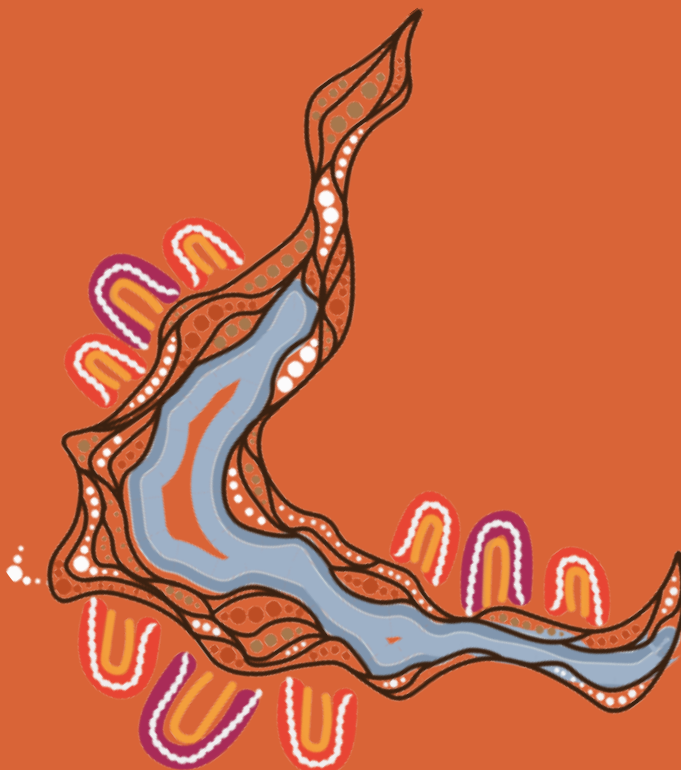
Our Organisation

Our business

STAR Community Services Ltd (STAR) is an award-winning not-for-profit organisation providing a range of aged care and disability support services spanning the southern Queensland community regions of Redlands, Ipswich, Logan, Darling Downs and Gold Coast.

STAR supports older people and people with disability to live independently, engage with the wider community and achieve their goals.

With the valued support of local community volunteers, STAR provides a broad range of aged care and disability support services to ensure vulnerable members of our community, including Aboriginal and Torres Strait Islander peoples, have access to affordable, respectful, and dependable care. These services include Support at Home, Home Care Packages, transport, in-home assistance, social activities, and companionship. We host regular free information sessions across southern Queensland to support individuals and families in navigating the complexities of the NDIS and Aged Care systems. Integral to STAR's ongoing commitment to the provision of culturally safe aged care and disability support services is the 10-year establishment of inclusive, connected communities where people of all ages, backgrounds and abilities have access to services, support and equitable opportunities, reducing social isolation and enabling individuals to live at home independently and for longer.



Our People

STAR currently engages 348 workers across all service communities, comprising 157 paid staff and 191 volunteers. Of these workers, three have chosen to identify as Aboriginal and Torres Strait Islander peoples.

Our Reach

STAR Community Services Ltd services are delivered across the southern Queensland community regions of Redlands, Ipswich, Logan, Darling Downs and Gold Coast. STAR has two main office premises at Cleveland and Ipswich, a kitchen/office in Logan and a small office at Macleay Island, servicing the Southern Moreton Bay Islands.

Partnerships and Activities

STAR proudly acknowledges its 29-year relationship with Aboriginal and Torres Strait Islander groups and organisations. These strong and mutually respectful networks create lasting connections and meaningful engagement across our communities. Key partnerships include the Indigenous Service Providers Network, Kambu Health Members Elders Group, The Aboriginal and Torres Strait Islander Community Health Service Brisbane, Yulu Burri Ba Elders, Minjerribah Moorgumpin Elders-in-Council (MMEIC), and COOEE Elders trading as COOEE Indigenous Family and Community Education Centre - a non-profit Indigenous community response initiative developed by Elders to support the education and well-being of Aboriginal and Torres Strait Islander young people and families throughout Redland City, the Bay Islands, Wynnum and surrounding areas. STAR staff actively participate in and support NAIDOC Week events in Redlands and Ipswich each year, along with taking part in initiatives with local Aboriginal and Torres Strait Islander groups throughout the year.

Through these partnerships, knowledge, histories, cultural understanding and resources are actively shared. This exchange strengthens the skills and cultural capability of STAR workers, enabling the delivery of culturally safe care and services with Aboriginal and Torres Strait Islander peoples across all STAR communities.



Organisational Vision

To be known in the communities that we service for dependable client focused services that are flexible, diverse, sustainable, and innovative.



Organisational Mission

Delivering services that value people's unique skills, experiences and contributions, breaking down barriers to social and community inclusion.



Organisational Values

People

We provide quality, client focused, community services and be recognised as a provider of choice within communities. We ensure a client driven approach to services which focuses on achieving positive outcomes for clients.

Services

We enhance the community's understanding of and support for the range and quality of services offered by STAR Community Services.

Safety

We prioritise safety of staff, volunteers and clients.

Environment

We anticipate trends and opportunities in order to develop STAR Community Services' capacity to respond to emerging community needs. We are financially sustainable organisation within a rapidly changing environment.



Cultural Experience Tour on Terrangerrie (North Stradbroke Island)

Our Reconciliation Action Plan

Our RAP focuses on Aboriginal and Torres Strait Islander peoples, seeking to build deeper understanding of their perspectives and cultures, and guiding us in providing quality, person-centred services that respond to unique medical and care needs. We recognise the diversity of ideas and experiences among Aboriginal and Torres Strait Islander peoples and respect each individual's voice.

Our theme for the Reflect RAP is Education and Connection. This theme guides our commitment to strengthening staff understanding of cultures and working collaboratively to co-design a culturally safe and inclusive care environment.

STAR Community Services' Reflect Reconciliation Action Plan (RAP) serves as a platform to identify actions, build awareness, and strengthen our capacity to contribute meaningfully to reconciliation within the communities we serve.

Challenges/Barriers

Through our reflections and early work, we have identified key barriers to progress, particularly the varying levels of cultural understanding among staff and the challenges of connecting with a workforce spread widely across our service footprint. These are not obstacles but opportunities: opportunities to strengthen knowledge, embed learning into everyday practice, and ensure every member of our team feels equipped to contribute to reconciliation.

To address these barriers, we will build RAP awareness into our core communication and learning channels. This includes presentations at Staff Days, regular features in our internal newsletters, dedicated content in all new staff inductions and ongoing information updates throughout the year. Our commitment is to make this learning engaging, accessible, culturally aware and meaningful for every staff member.

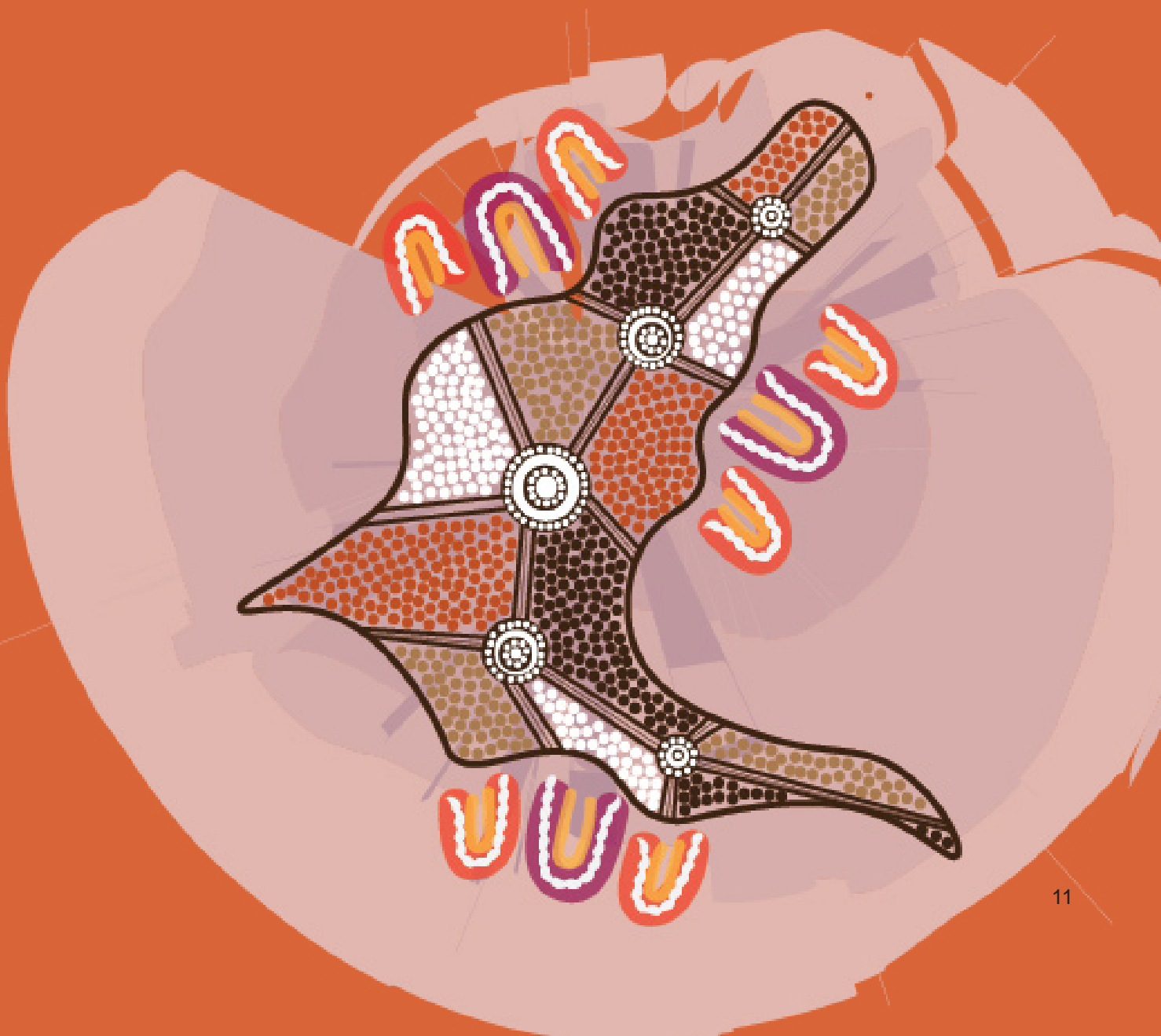


Co-Design

STAR is dedicated to co-designing and nurturing an inclusive and culturally safe environment with Aboriginal and Torres Strait Islander peoples. Developing a RAP marks an important step in this journey. Through this framework, we deepen our understanding of First Nations histories, cultures, and experiences, embedding awareness across all aspects of aged care. This approach supports the Aged Care Quality Standards, particularly Standard 1 (Consumer dignity and choice) and Standard 6 (Feedback and complaints), which highlight respect for identity, cultures and spiritual preferences as central to quality care, as well as the NDIS Practice Standards.

Engagement and consultation with Aboriginal and Torres Strait Islander representatives and organisations across our region remain central to this work.

As part of reflection, we remain mindful of 'Cultural load', where Aboriginal and Torres Strait Islander employees are often asked to educate others about their cultures. To respect individual boundaries, participation in the RAP Working Group is always voluntary, ensuring that undue pressure is not placed on employees. Our reconciliation journey is strengthened through collaboration with like-minded individuals and external groups who share this vision.



Ongoing Commitment

STAR Community Services' commitment to reconciliation includes continuing to build friendships with local Aboriginal and Torres Strait Islander peoples, engage in yarning circles and embracing responsibilities under the new Aged Care Act. We recognise that aged care must not only meet clinical needs but also promote cultural inclusion and equity, especially with Elders whose unique connection to land, family and community deserves recognition and respect. Reconciliation Australia's vision of a just, equitable, and reconciled nation aligns with STAR's goal of fostering care environments where First Nations Elders feel safe, respected and understood.

RAP Working Group

Leadership for this Reflect RAP rests with STAR's Business Development Officer, Catherine Williams as the RAP Champion, supported by a RAP Working Group that delivers on key actions. Ongoing consultation with executive and senior management, with regular Board reporting, ensures strong governance and accountability. Continuous quality review guarantees alignment with the needs of Aboriginal and Torres Strait Islander communities and ongoing endorsement by Reconciliation Australia.

STAR Community Services' inaugural RAP Working Group start with:

Catherine Williams, Business Development Officer
Aunty Margie Kennedy, Representative from COOEE Indigenous Family and Community Education Centre
Melissa Bannerman, Chief Operations Officer
Aimee Bonney, Proud Wakka Wakka and Bigambul woman and NDIS Care Coordinator
Spandana Mikkilineni, Advisor
Stewart MacLellan, NDIS Care Coordinator



Stewart MacLellan, Aimee Bonney, Mark Jones (Straddie Adventures)
Catherine Williams, Katherine Jacobsen



Redlands Indigenous Service Providers Network

We have adopted a focus on education and communication to deepen understanding of the histories, cultures and lived experiences of Aboriginal and Torres Strait Islander peoples. We acknowledge the significant harm experienced by Aboriginal and Torres Strait Islander communities and recognise that this history continues to influence how many people engage with services today, including aged care and disability support. This awareness guides our reflection and commitment to culturally responsive practice.



Relationship

We are committed to building genuine relationships through culturally appropriate approaches such as yarning, storytelling, song, and art. Rather than relying on conventional 'town hall' methods of communication, we will engage in yarning circles that foster trust, encourage open dialogue and create spaces where Aboriginal and Torres Strait Islander peoples feel heard, respected and valued.



Respect

We recognise that care for older Aboriginal and Torres Strait Islander peoples is traditionally provided by family and community, rather than external formal services. In respecting this cultural practice, STAR will focus on identifying where support is needed and work alongside families to strengthen existing care structures, rather than replacing them.



Opportunity

We see meaningful opportunities to improve our services by embedding cultural understanding into practice. These include:

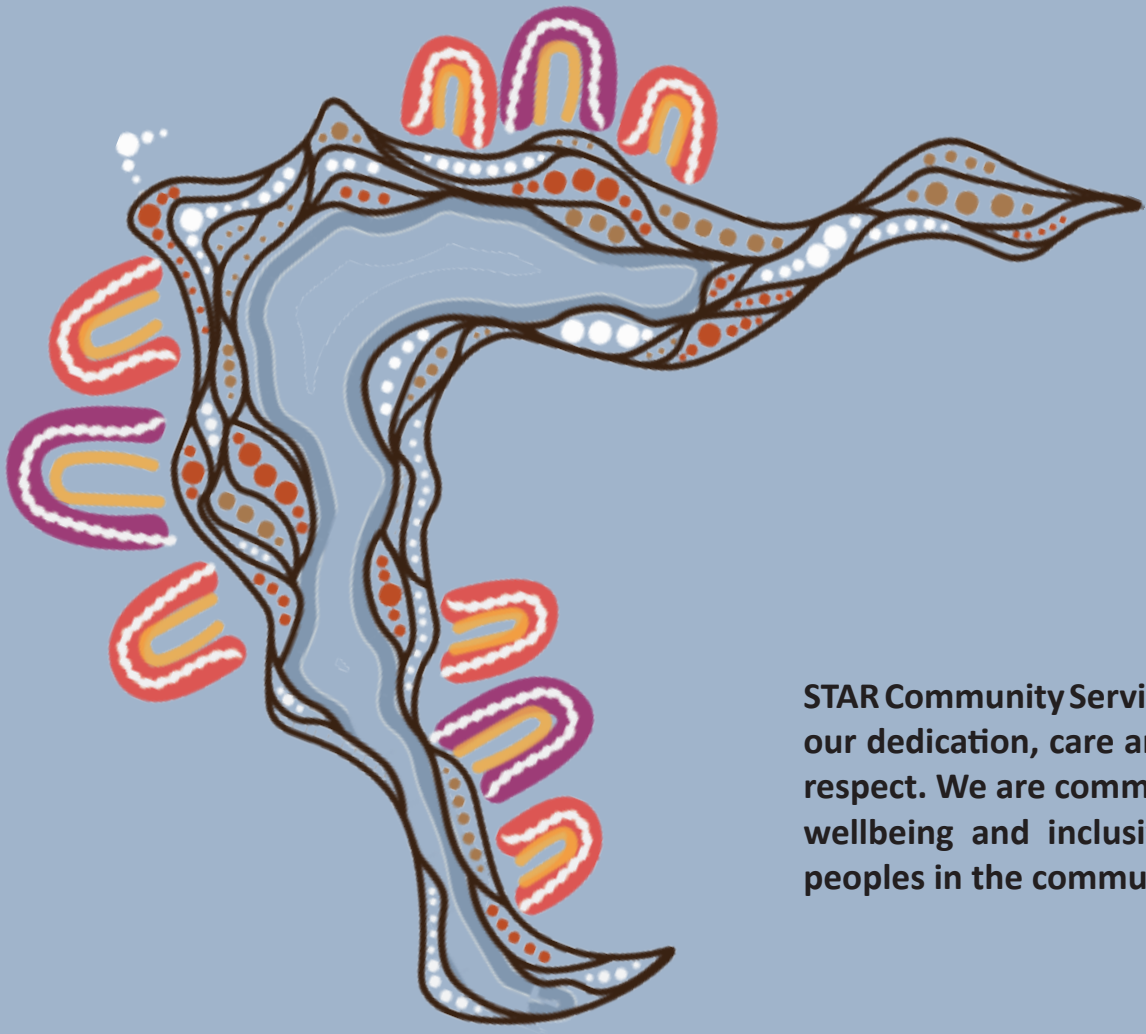
- Expanding transport planning to support access to cultural activities, including community gatherings, Sorry Business, healing spaces, and time spent on Country.
- Equipping in-home care staff to work in alignment with household routines, family dynamics and cultural priorities.
- Designing support plans that are grounded in the needs and strengths of family and community.
- Providing culturally safe pathways for feedback and complaints, including options to engage through trusted intermediaries rather than unfamiliar or impersonal systems.



Governance

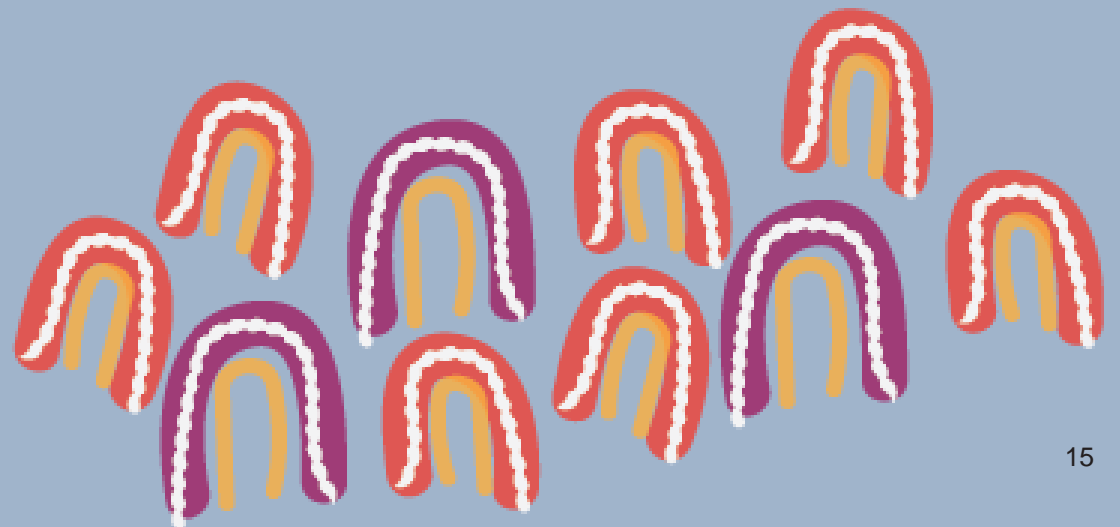
We will strengthen governance by embedding co-design with Aboriginal and Torres Strait Islander community representatives. This will ensure that services are developed in ways that support and uphold existing cultural practices of care.

We will also critically review our systems and processes to ensure they are adapting to cultural needs, rather than requiring individuals and communities to conform to service structures.



Our RAP Reflect

STAR Community Services acknowledges that this is an ongoing journey that needs our dedication, care and sincerity to learn, build relationships and demonstrate respect. We are committed to creating meaningful action to develop the health, wellbeing and inclusive care of senior Aboriginal and Torres Strait Islander peoples in the communities we serve.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	By 01/07/2026	Lead: Business Development Officer (BDO) Support: Community Programs and Engagement Specialist (CPES)
	<ul style="list-style-type: none"> Continue to research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	By 01/07/2026	Lead: BDO Support: Chief Operating Officer (COO)
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May Annually	Lead: BDO Support: Marketing Coordinator
	<ul style="list-style-type: none"> RAP Working Group members continue to participate in an external NRW event. 	27 May – 3 June Annually	Lead: BDO Support: Senior Managers, Workers & COO
	<ul style="list-style-type: none"> Support staff and senior leaders continue to participate in external events to recognise and celebrate NRW. 	27 May – 3 June Annually	Lead: BDO Support: Marketing Coordinator
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Continue to communicate our commitment to reconciliation for all staff and ensure the message of the Reflect RAP reaches all of STAR's staff across its footprint 	By 01/07/2026	Lead: Chief Executive Officer (CEO) Support: BDO
	<ul style="list-style-type: none"> Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey. 	By 01/07/2026	Lead: BDO Support: CPES
	<ul style="list-style-type: none"> Continue to identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	By 01/07/2026	Lead: BDO Support: CPES, COO
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Further research best practice and policies in areas of race relations and anti-discrimination. 	By 01/07/2026	Lead: Quality & Compliance Officer Support: Business Services Manager (BSM)
	<ul style="list-style-type: none"> Conduct further reviews of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	By 01/07/2026	Lead: Quality Manager Support: Quality and Compliance Officer & BSM

Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	By 31/08/2026	Lead: BDO Support: COO
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	01/07/2026	Lead: Staff Develop Officer Support: BSM
	<ul style="list-style-type: none"> Continue to develop education and cultural understanding among staff through delivering the strategy. 	01/07/2026	Lead: BDO Support: RAP working group, Senior Management, Volunteer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Continue to develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	01/07/2026	Lead: BDO Support: CPES
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	01/07/2026	Lead: BDO Support: BSM
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise and maintain awareness, and share information amongst our staff about the meaning of NAIDOC Week. 	June annually	Lead: BDO Support: Marketing Coordinator
	<ul style="list-style-type: none"> Continue for staff to take part in NAIDOC Week by promoting external events in our local area. 	First week in July annually	Lead: BDO Support: Marketing Coordinator
	<ul style="list-style-type: none"> RAP Working Group continue to participate in an external NAIDOC Week event. 	June annually	Lead: BDO Support: RAP working group, Senior Management, Volunteers

Opportunities



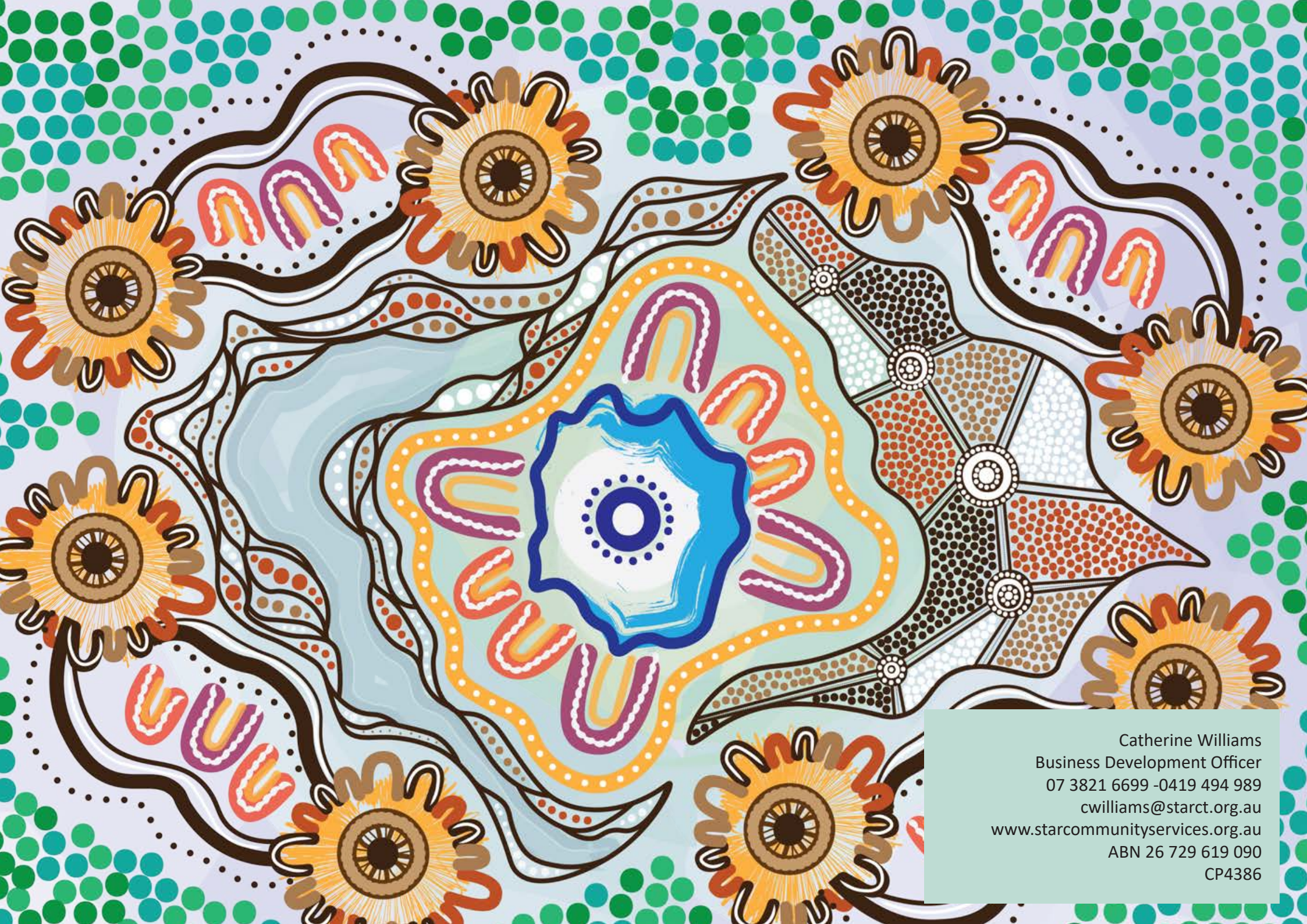
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment and volunteering within our organisation. 	31/09/2026	Lead: BSM Support: COO
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	01/07/2026	Lead: BSM Support: Business Services Lead
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	01/07/2026	Lead: BSM Support: Business Services Lead
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	01/07/2026	Lead: BSM Support: Business Services Lead



Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain and strengthen a RWG to govern RAP implementation.	01/10/2026	Lead: BDO Support: CEO
	• Draft a Terms of Reference for the RWG	01/07/2026	Lead: BDO Support: QM
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	01/11/2026	Lead: BDO
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	01/07/2026	CEO /SMT
	• Continue to engage senior leaders in the delivery of RAP commitments.	01/07/2026	CEO
	• Maintain a senior leader to champion our RAP internally.	01/12/2026	CEO & COO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	01/07/2026	Quality Manager /BDO
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• 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.	September annually	BDO
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 September annually	BDO
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: BSO Support: SMT
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia’s website to begin developing our next RAP.	01/07/2027	Lead: BDO Support: Quality Manager



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