



REFLECT RECONCILIATION ACTION PLAN

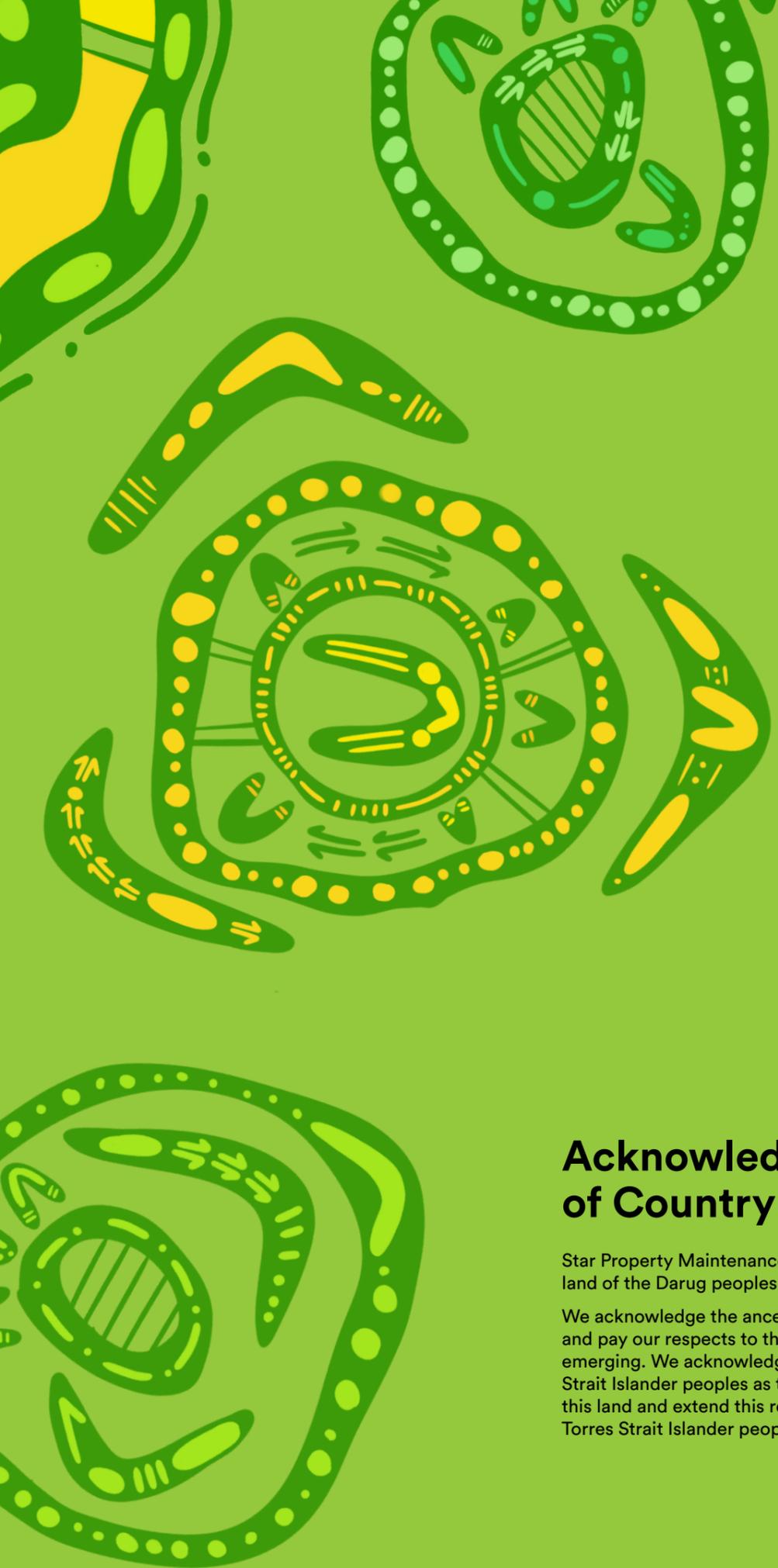
June 2022–June 2023



RECONCILIATION
ACTION PLAN

REFLECT





Acknowledgment of Country

Star Property Maintenance (NSW) operates from the land of the Darug peoples.

We acknowledge the ancestors of this great land and pay our respects to the Elders past, present and emerging. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land and extend this respect to all Aboriginal and Torres Strait Islander peoples.

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Cover Artwork

This pallet represents the Land, Seas and Skies.

Various elements throughout this artwork represent the complexity of who we are as people and how we come together to work towards a common goal within an organisation and share a common purpose.

We are all interconnected, the same way in which the land and sea are intertwined. The recurring message throughout this piece is 'we're stronger together'.

Let's take time to reconnect to country and culture through stories and ceremony.

Let's share, inspire, connect.

Jake Simon

Indigenous artist

Proud Worimi-Biripi man living on Gadigal lands



This element is representing the water, water is the source of life. A very important element.



This element represents the Earth, the colour for the ground on which we walk.

The boomerangs surround the figures in the centre as a sign as protection, protection of Mother Earth and those who walk and care for the land.



This element is green for the work in which Star Property Maintenance do on a daily basis.

A Message from Reconciliation Australia



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

Star Property Management joins a network of more than 1,100 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 close to 3 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 Property Management 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 Property Management, 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

A Message from our Managing Director



It is my privilege, as Managing Director of Star Property Maintenance (NSW) to present our first Reconciliation Action Plan (RAP). Our Reflect RAP is a demonstration of our commitment to acknowledge, recognise, engage and build genuine relationships and partnerships with First Nations peoples that foster opportunities and build respect through diversity of thought, opinion and cultures.

We aspire to engage, partner and work with First Nations peoples in a meaningful way to achieve self-determining outcomes whether through employment, procurement or capacity building.

As a business that is focused on the maintenance and protection of the natural environment, we seek to understand and learn about the unique concept of 'Connection to Country' and how we can improve our approaches to land management and protection. We are hoping this will coincide with a deeper understanding of First Nations cultures from a broader perspective also.

I am pleased to launch this Reflect RAP which has been developed through collaboration with First Nations peoples and businesses and has provided great insight into our vision for reconciliation over the next 12 months and beyond.

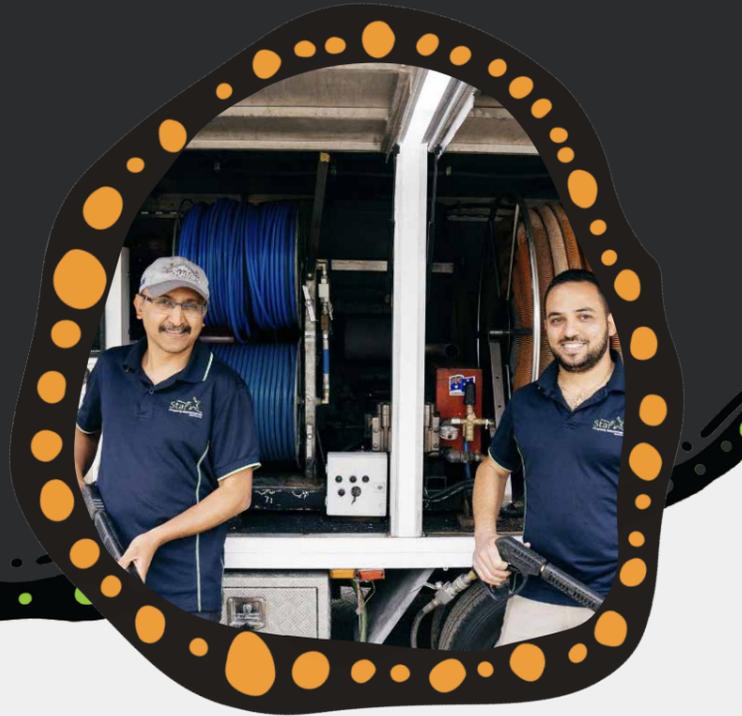
I encourage all our staff to engage in the initiatives and deliverables presented in this document as we look to position ourselves strategically to continue this reconciliation journey through the development of future RAPs that have wide reaching impact across all our community touch points.

Sincerely,

Steven Khalil
Managing Director

Our Business

Star Property Maintenance NSW (Star PM) is a trusted, innovative and sustainable business providing service solutions across commercial cleaning, property maintenance and handyman requirements throughout NSW.



Our specific services extend to high pressure cleaning, graffiti removal, carpet cleaning, rubbish removal and grounds maintenance which includes commercial mowing, gardening, landscaping services, tree lopping, pruning and stump grinding.

Star PM is a family owned Australian company that has been operating for over 16 years and has a built a reputation for quality and excellence across its diverse range of work and clientele. We work across a variety of sectors from local government to private enterprises through to state government projects. Our expertise includes working on community housing blocks, childcare centres, retirement and aged care facilities, commercial offices, strata services, high-rise residential projects through to council parks and reserves.

We currently employ over 50 staff working across the business.

We value and have a strong commitment to safety and quality which has been formally certified through our commitment to ISO certification across, ISO 9001 (Quality), ISO 14001 (Environmental) and ISO 45001:2018 (OH&S).

Built on a culture of diversity, respect and tolerance, we have created an environment that is welcoming and enables longevity within an industry notorious for high turnover of staff. We are an inherently diverse organisation from our senior leadership team through to our frontline staff, our organisation is reflective of the communities where we operate and we have made a concentrated

effort to ensure that we have a broad appeal that provides opportunities for all that are interested in working at Star PM.

We currently employ one Aboriginal staff member and although we haven't had any specific Aboriginal procurement or employment initiatives in the past, we have had a modest number of Aboriginal employees that have remained at our organisation for a lengthy period of time.

As part of our corporate social responsibility and our internal value system as a business, we felt that we were lacking with regards to our First Nations engagement strategy, therefore we decided that the next step should be the formalisation of this strategy through a Reflect Reconciliation Action Plan.

With a strong presence across Western Sydney and the nature of our industry, we believe we can make a significant impact with the deliverables set out in this document. Western Sydney has a significant First Nations population and with the opportunities available from an employment, procurement and community engagement standpoint, we are well positioned through the right processes to contribute to reconciliation.

Our Journey Towards Reconciliation

As part of the process of developing our inaugural Reflect RAP, we as an organisation went on a journey of discovery to understand more about First Nations peoples and cultures.

Although there are deliverables within this document targeting employment and procurement, we believe this document and process is an opportunity for genuine engagement, understanding, respect and capacity building.

Although we believe we are a minor piece in the puzzle, we hope to inspire other organisations to follow us on this journey so we can collaborate and make a lasting impact that is ongoing and meaningful.

With the strong foundation of diversity of inclusion that we have created at Star PM, we are well positioned to begin our journey toward reconciliation, formalising our engagement and participation with Aboriginal and Torres Strait Islander peoples and communities. We are committed to creating as many opportunities as possible through our employment pathways, we have a variety of positions available across our organisation, with adequate training and professional development opportunities. There is room for career progression and long term employment and stability. We have a culture of ongoing learning and development to ensure our staff remain upskilled and ready for a variety of positions as they become available.

We believe there is a real opportunity to also incorporate First Nations businesses into our supply chain and build the capacity of businesses to provide good and services to Star PM where required. Through the development of this RAP we are continuously learning more about how First Nations businesses thrive and we are interested in unpacking these strategies further. Some of the real positive insights we have received include understanding the importance of personal relationships and how pivotal these are for successful business interactions with First Nations organisations. An example of this would be prioritising who people are first, getting to know them on a personal basis rather than defining them by what they do or their occupation is a motto that

we will embed in our organisation as we progress on this journey.

One of our main objectives on this journey is to create a more culturally aware workforce that is ready for the intake of a higher volume of First Nations employees, supplier engagement and community involvement. This also involves engaging staff in reconciliation more broadly, to understand the reasons for participating and the organisational journey which involves all employees. Considering that many of our staff and positions available are community and customer facing, this will be ideal for our progression as an organisation. This competency will be attained through intentional cultural awareness training that will build our knowledge around Aboriginal and Torres Strait Islander cultures and will be an integral part of our RAP implementation.

This RAP will provide a road map for our reconciliation journey, while turning intentions into actions and ensuring we remain accountable. We are confident of our upcoming success on this journey as our internal workforce culture is one that we are proud of and believe we can contribute to the reconciliation movement in our own unique way.

This RAP solidifies our intention and commitment to developing strong relationships with Aboriginal and Torres Strait Islander peoples based on respect and understanding, it speaks to our intention to unearth opportunities in the regions where we operate and govern our intentions through a framework that is recognised nationally.





Our Reconciliation Action Plan

We aim to incorporate this RAP as part of our formal organisation strategy and have the deliverables within this document embedded as part of our corporate social responsibility initiatives for the next 12-months as a starting point.



Through this RAP we aim to integrate awareness, understanding and diversity with a focus on First Nations peoples through our work, procedures and policies to develop strong networks and relationships with Aboriginal and Torres Strait peoples.

We have a unique opportunity to connect with First Nations peoples as much of the work that we do is based around land and the environment which is such an integral part of First Nations cultures. As such, we will look for mentorship and guidance from Traditional Owners around land management and how to best approach various scenarios when it comes to looking after the land and the associated sensitivities which we need to be aware of. This close association with the environment will also appeal to many First Nations peoples looking for employment, where they can be so closely associated with maintenance of properties

across NSW and caring for country. There is a real opportunity for First Nations leadership within our business based on this association and ideally through the progress of this RAP and the working group, we can build a First Nations knowledge hub that is specific to land management, property maintenance and environmental preservation based on Aboriginal and Torres Strait Islander protocols.

Star PM's geographical reach across NSW and the variety of community touch points due to the nature of services provided such as commercial cleaning, grounds maintenance and handyman services means that the opportunities for employment, procurement and relationship building are vast and provide a real opportunity to engage, collaborate and work together with First Nations communities.

The RAP Process

The development of this RAP has and will continue to be championed by our Managing Director Steven Khalil who has a deep commitment to championing the reconciliation movement internally and externally where possible.

Steven seeks mutual collaboration and partnerships with communities and the Traditional Custodians of this land to work in harmony to build a better future environmentally, socially and economically.

Steven has also taken the initiative to lead and champion the RAP working group alongside Enas Toma who is the Administration Manager. This ensures that this initiative is championed from the top down and provides pathways for all employees to get involved on this journey. Steven is a strong advocate of dynamic leadership, with a hands-on approach to building a prosperous organisational culture, as such he has taken on the responsibility of ensuring the RAP is implemented adequately to generate the most impact possible.

During initial discussions while deciding on the commitment to the invest in a RAP, Steven was conscious that for genuine action to take place there needed to be an investment into the accountability and governance of such an initiative. One of the areas that senior management is very interested in, is getting involved with members of local communities and working closely to understand their needs and sentiments and how to build lasting relationships that are fruitful for all.

We have previously engaged with local Aboriginal employment providers prior to the development of this RAP and have had some initial success, we have also recently engaged an Aboriginal consultancy Yarnnup to work alongside us throughout the development and implementation phase of this RAP.

Moving forward, we will be establishing an external independent group (external RAP advisory committee) of Aboriginal and Torres Strait Islander peoples that will guide the implementation of the RAP alongside the internal RAP working group. The external RAP advisory committee will be

spearheaded and managed by our Aboriginal consulting partner.

While the internal RAP working group will consist of employees from within our organisation. The internal RAP working group will include our Managing Director Steven Khalil, General Manager Enas Toma, Administration Manager Jennifer Bland and Maintenance Supervisor Iven Toma.

We are excited and motivated to begin this journey and challenge our organisation as well as those who we can influence to implement the deliverables within this RAP with purpose and authenticity. We look forward to working alongside Reconciliation Australia and our First Nations partners as we make progress on our reconciliation journey.



Relationships



Action	Deliverables	Timeline	Responsibility
1 Establish and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	October 2022	General Manager
	1.2 Research and implement best practice that support partnerships with Aboriginal and Torres Strait Islander peoples	November 2022	General Manager
2 Build relationships through celebrating National Reconciliation Week	2.1 Introduce staff to National Reconciliation Week by circulating resources and materials	May 2022	Administration Manager
	2.2 Have RAP Working Group members participate in external National Reconciliation Week events	May 27 th – 3 rd June 2022, 2023	Managing Director
	2.3 Encourage staff to attend at least one National Reconciliation Week event	May 27 th – 3 rd June 2022, 2023	Managing Director
3 Promote our RAP and Reconciliation journey through our sphere of influence	3.1 Educate all staff on our reconciliation commitment and responsibilities within our RAP	June 2022	General Manager
	3.2 Communicate our commitment to reconciliation to all staff	June 2022	Maintenance Supervisor
	3.3 Identify and connect with other RAP organisations to collaborate on our journey	March 2023	Maintenance Supervisor
	3.4 Amend Human Resources onboarding documents to include reference to our RAP	February 2023	Administration Manager
	3.5 Identify external stakeholders that our organisation can engage with on our reconciliation journey	March 2023	Managing Director
4 Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of current Human Resources policies and procedures to identify any anti-discrimination provisions and future needs	September 2022	Administration Manager
	4.2 Research best practice and policies in areas of race relations and anti-discrimination	September 2022	Administration Manager

Respect



Action	Deliverables	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Review current cultural learning training and identify training needs required within the organisation	October 2022	General Manager
	1.2 Organise the delivery of workshops for internal cultural awareness	April 2023	General Manager
	1.3 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	December 2022	Maintenance Supervisor
	1.4 Investigate and develop a better understanding of First Nations approaches to land management through mentorship and training initiatives	April 2023	Managing Director
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	2.1 Recognise Aboriginal and Torres Strait Islander dates of significance	September 2022	Maintenance Supervisor
	2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area	November 2022	Maintenance Supervisor
	2.3 Develop and implement a policy to increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols	August 2022	Administration Manager
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week	4 th -11 th July 2022	General Manager
	3.2 Introduce staff to NAIDOC Week by promoting external events in our local area	4 th -11 th July 2022	Administration Manager
	3.3 RAP Working Group to participate in external NAIDOC Week events	4 th -11 th July 2022	Administration Manager

Opportunities



Action	Deliverables	Timeline	Responsibility
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	February 2023	General Manager
	1.2 Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	October 2022	Administration Manager
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1 Investigate Supply Nation membership	March 2023	Managing Director
	2.2 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	February 2023	Managing Director

Governance



Action	Deliverables	Timeline	Responsibility
1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	1.1 Form RAP Working Group (RWG) to govern and implement RAP	May 2022	Administration Manager
	1.2 Establish Aboriginal and Torres Strait Islander representation on the RWG	August 2022	General Manager
	1.3 Draft a terms of reference document for the RWG	June 2022	General Manager
2 Provide appropriate support for effective implementation of RAP commitments	2.1 Identify and define resource needs for RAP implementation	July 2022	Managing Director
	2.2 Engage senior leaders in the delivery of RAP commitments	June 2022	Managing Director
	2.3 Maintain a senior leader to champion our RAP internally	June 2022	Managing Director
	2.4 Define appropriate systems and capability to track, measure and report on RAP commitments	August 2022	Administration Manager
3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	3.1 Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 30 th , annually	Administration Manager
	3.2 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	July, annually	General Manager
	3.3 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	August, annually	General Manager
4 Continue our reconciliation journey by developing our next RAP	4.1 Review RAP based on achievements, challenges and lessons learned	April 2023	Managing Director
	4.2 Register via Reconciliation Australia's website to begin developing our next RAP	March 2023	Administration Manager

For any queries, contact:

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