



# RECONCILIATION ACTION PLAN

1 JUNE 2021 TO 30 JUNE 2024



*everyone's family*

## About the artists

### Front cover

**Name:** Traditional Hunter  
**Artist:** Justin Majid

Living in the Torres Strait our islands are surrounded by the ocean and reefs. As a result of this, we have adapted to our environment and this is one of the main reasons why our main source of protein comes from the sea.

Depicted in this print is a hunter/warrior standing on the reef. Above him swims a hammerhead shark. Hidden in the background is a snake, bird, turtle, dugong and a squid all of which we may hunt throughout the year.



### Internal artwork

**Artist:** Tanya McKenzie

My name is Tanya McKenzie. I am a proud Wiradjuri woman with connections to the Bundjalung and Bwgcolman tribes. I am originally from Cootamundra but have resided in Canberra on Ngunnawal country for half of my life.

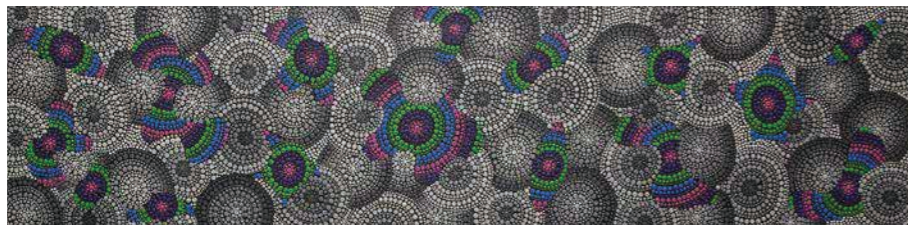
I have three deadly children that take up most of my time but when I get a moment to myself I spend it painting.

I have been painting for the past two years as a hobby. I find painting helps me connect with my culture and my mob and

brings me great joy seeing other people appreciate Indigenous art.

My family has been part of The Smith Family for the past four years. Through the support we receive from The Smith Family, we have been able to access programs such as the *Learning for Life* scholarship program, *Saver Plus*, the Christmas Toy and Book Appeal and business start up.

The support we receive from The Smith Family is amazing and it has helped my family in so many ways.



## The Smith Family

I pay respect to the Traditional Owners and Custodians of Country throughout Australia and their connection to their lands, waters and communities. I pay respect to Aboriginal and Torres Strait Islander peoples and cultures, and to Elders past and present.

Our 2021–2024 Reconciliation Action Plan (RAP) is The Smith Family's fourth RAP. A decade after we launched our first RAP, it is timely to reflect on how much – and in some ways how little – has changed. The RAP movement and community has gone from strength to strength. Awareness of our shared history has clearly increased, and we can all be proud of some very practical initiatives that have made a genuine difference to the lives of Aboriginal and Torres Strait Islander peoples in Australia.

But there is still much work to be done to address the ongoing inequities in life outcomes for First Peoples, and I am committed to keeping up the momentum and supporting progress that truly makes a difference. I am proud that The Smith Family has reached a stage in our organisational journey where we are committing to our fourth RAP. Like our other RAPs, it reflects our deep and ongoing commitment to supporting Australia's First Peoples to self-determination through our actions, and to addressing the educational inequities experienced by Aboriginal and Torres Strait Islander children and young people. This plan builds upon the actions The Smith Family has taken along our reconciliation journey to form strong relationships, create opportunities through our corporate action, and build ongoing respect between cultures.

I would like to acknowledge and thank the many Aboriginal and Torres Strait Islander people who have given their time and expertise to support the development of our RAP. I thank our Smith Family team members who have been integral in bringing it into existence, and our other stakeholders who have shared knowledge and helpful advice. I thank Reconciliation Australia for its leadership and focus on continuous improvement in helping us work through our RAPs.

Between 2021 and 2024, The Smith Family will continue on our reconciliation journey – open to learning and deeply grateful for the help of the many people who will guide us along the way.



**Judy Barraclough**  
Acting Chief Executive Officer  
The Smith Family

# Reconciliation Australia

On behalf of Reconciliation Australia, I commend The Smith Family on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan, its fourth RAP overall.

Formed around the pillars of *relationships, respect, and opportunities*, the RAP program helps organisations to realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, The Smith Family continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

With close to a century of supporting young Australians in need, The Smith Family works to improve the lives and wellbeing of disadvantaged children across the country. Driven by a belief that every child deserves a chance, The Smith Family drives reconciliation from a considerable sphere of influence across communities, schools, and a large network of volunteers and employees.

This Stretch RAP builds on the foundations, learnings and initiatives The Smith Family established in its previous three RAPs. Over the last 10 years, The Smith Family has consistently worked on building an accessible and culturally safe work environment for its First Nations employees, including with the establishment of an Aboriginal and Torres Strait Islander Network as a way for First Nations staff members to support each other, as well as three levels of cultural learning for staff. The Smith Family is open and reflective about the challenges it has faced over its reconciliation journey, including in the realm of accountability for RAP actions. It has approached and alleviated this problem by strengthening its governance framework and embedding Executive accountability for RAP actions across its functional areas.

These successes and challenges show The Smith Family has established experience, knowledge and maturity in how it approaches its reconciliation commitments, and this Stretch RAP continues to expand these outcomes across its work and sphere of influence. Internally, The Smith Family has set ambitious and deliberate targets for the next three years, including that 85% of all team members undertake formal and structured cultural learning by mid-2022, as well as supporting more Aboriginal and Torres Strait Islander staff members to progress to senior and managerial positions. Acknowledging that 20% of its *Learning for Life* scholarship students are First Nations peoples, The Smith Family is likewise prioritising Aboriginal and Torres Strait Islander perspectives in the services it provides, including making sure its programs have content reviewed and updated to reflect and embed Aboriginal and Torres Strait Islander knowledge systems. This strengths-based and considered approach to this Stretch RAP signals The Smith Family's intention to place its reconciliation commitments, as well as Aboriginal and Torres Strait Islander perspectives and leadership, at the forefront of its work.

On behalf of Reconciliation Australia, I commend The Smith Family on this thoughtful and ambitious Stretch RAP and look forward to following its ongoing reconciliation journey.



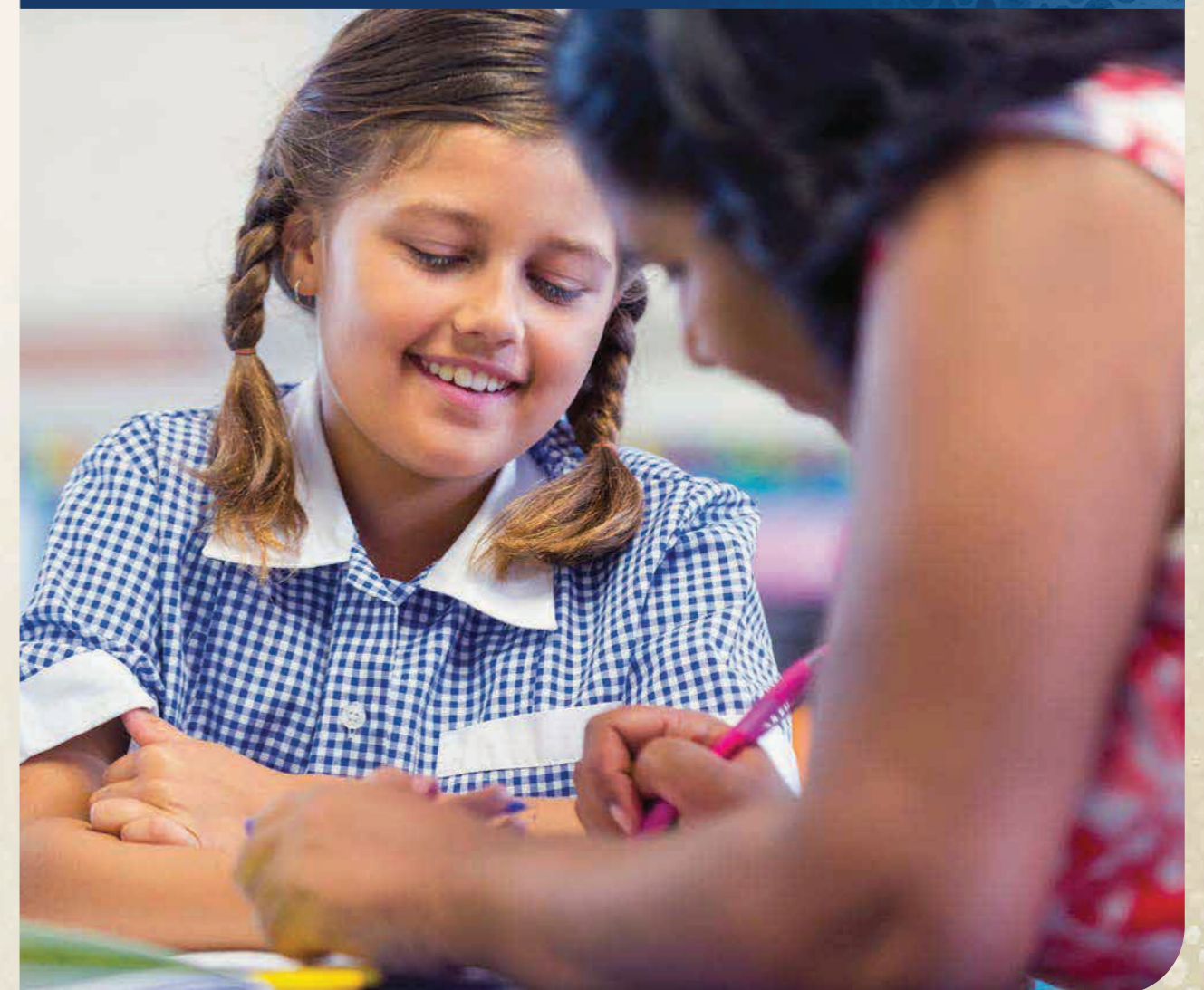
**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# The Smith Family approach

## The context for this Reconciliation Action Plan

At the heart of our policy approach is the principle of working in partnership with Aboriginal and Torres Strait Islander peoples and communities to improve educational outcomes. Our Aboriginal and Torres Strait Islander team members, many of whom are members of our State and Territory Activation Groups, are also members of those communities and engage through relevant networks to deliver our programs. We acknowledge their wisdom and knowledge in developing and delivering solutions to address deeply entrenched challenges.

In this work, we note the key principles, articles and guiding statements contained in the United Nations Convention on the Rights of the Child, the United Nations Declaration on the Rights of Indigenous Peoples, and the Universal Declaration of Human Rights. We share a commitment to achieving the Closing the Gap targets in the areas of education and employment, and we will continue our best efforts to contribute to this.



# About The Smith Family

Originally established in 1922 to provide traditional welfare services, today The Smith Family is a children's education charity helping young Australians in need to get the most out of their education, so they can create better futures for themselves.

With almost 100 years of experience and strong partnerships with corporate supporters, donors, sponsors, and volunteers underpinning our work, The Smith Family delivers education support programs in 91 communities across Australia through our teams embedded in schools and community hubs. We have offices in each state and territory and a national office in Sydney. We employ more than 750 team members, with 32 identifying as Aboriginal and/or Torres Strait Islander people.

Our organisation focuses on supporting the education of children and young people in need, recognising that the effects of family disadvantage go beyond the home environment. Disadvantage can negatively affect a child's school years and may mean that they are less likely to achieve the educational outcomes needed to thrive as an adult.

We believe that with the right support at the right time, children and young people in need can overcome the challenges they face.

Our assistance starts in a child's early years, when we work with their family and community to build those important foundational skills needed to succeed at school. Once a child starts school, we ensure they have the everyday school essentials and extra support they need to engage fully with their education, from kindergarten to Year 12. If they go on to tertiary education, we provide additional resources and support to help them stay engaged with their studies and take the first steps in their chosen career.

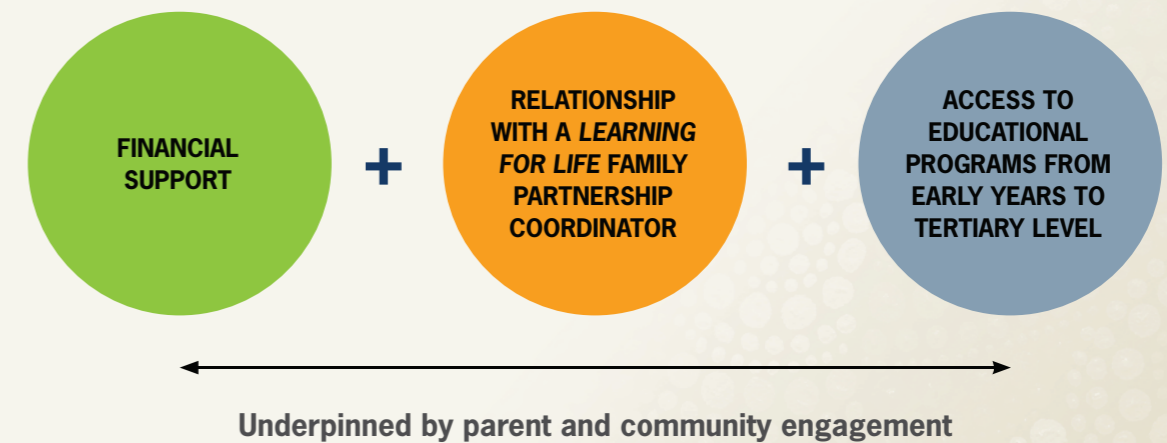
We also support parents and families to develop confidence and skills to engage positively with their child's education. With this assistance, parents can help their children reach their full potential.

Our long-term, targeted educational support gives children and young people opportunities to develop the tools they need to break the cycle of disadvantage and build a better future for themselves.

## KEY PROGRAMS AND SERVICES

Students can begin on a *Learning for Life* scholarship in the first year of school and continue through to tertiary level. *Learning for Life* provides support in three main ways:

### Learning for Life scholarship



### An educational journey that begins before school and goes all the way to adulthood

Early years	Primary years	Secondary years	Post-school years	Parents and carers	Whole of community
<ul style="list-style-type: none"> <li>Let's Count</li> <li>Let's Read</li> </ul>	<ul style="list-style-type: none"> <li>Digital Access</li> <li>Future Seekers</li> <li>Kidpreneur</li> <li>Learning Clubs</li> <li>Passport to Success</li> <li>student2student</li> <li>TechPros</li> <li>Young ICT Explorers</li> </ul>	<ul style="list-style-type: none"> <li>Certificate 1 in Financial Services</li> <li>Digital Access</li> <li>Career Coaching</li> <li>Girls at the Centre*</li> <li>Indigenous Youth Leadership Program*</li> <li>iTrack</li> <li>Learning Clubs</li> <li>SmArts</li> <li>Work Inspiration</li> </ul>	<ul style="list-style-type: none"> <li>Cadetship to Career</li> <li>Tertiary Scholarship</li> </ul>	<ul style="list-style-type: none"> <li>Digital Access</li> <li>Financial Literacy</li> <li>Let's Count</li> <li>Let's Read</li> </ul>	<ul style="list-style-type: none"> <li>Communities for Children Facilitating Partner</li> <li>Parent and community engagement*</li> </ul>

\*Programs focussing on Aboriginal and Torres Strait Islander children and young people.

## our vision

A better future for young Australians in need.

## our mission

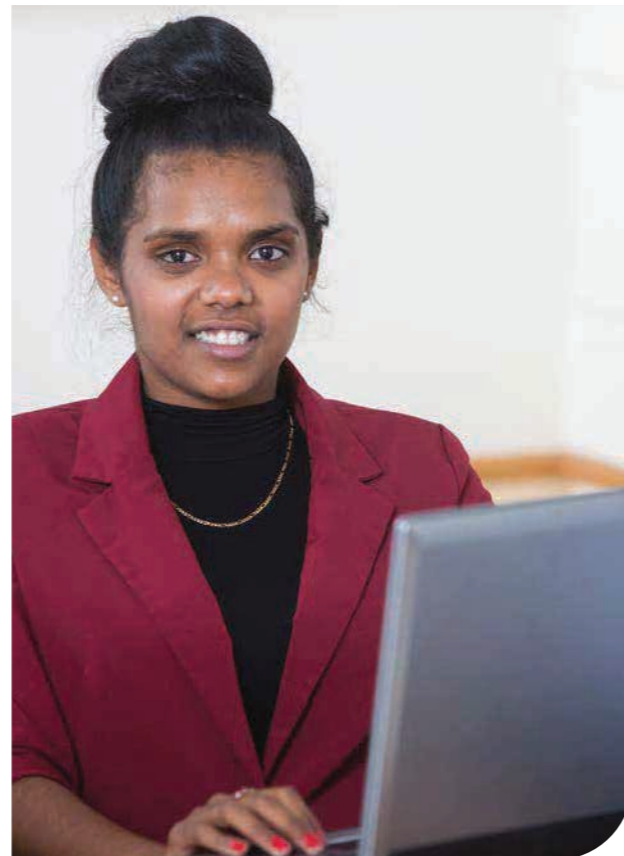
To create opportunities for young Australians in need by providing long-term support for their participation in education.

## our belief

Every child deserves a chance.

## our vision for reconciliation

As a large not-for-profit organisation, The Smith Family recognises our role in providing sector leadership to create a fairer and more equitable society for all Australians. The Smith Family's vision for reconciliation is a nation where Aboriginal and Torres Strait Islander children fully benefit from the education and learning opportunities this nation has to offer, and the broader Australian community truly values and shows deep respect for, and understanding of, the First Peoples of Australia.



## EMBEDDING RECONCILIATION

**Our Acting Chief Executive Officer, Judy Barraclough, is an active and visible champion of our RAP, promoting and prioritising RAP targets and activities, and encouraging team members across the whole organisation to own their part in achieving our RAP ambitions. Our leadership team pro-actively and enthusiastically engages with our RAP and continues to incorporate learnings and improve our approach. This is summarised in the following three themes.**

### Theme 1: Responsibility

In our early RAPs, only a few leaders held accountability for RAP actions. This resulted in team members not having a strong sense of ownership or opportunities to contribute. That has changed, with Executive sponsors being responsible for achieving our RAP outcomes across all functional areas. Additionally, we have embedded responsibility for RAP-related actions and development opportunities across our team members.

### Theme 2: Reporting Structures and Processes

Over the past 10 years, we have learned that it is vital to have clear, measurable targets and deliverables. Early identification of data sources for reporting against key performance indicators (KPIs) and, where necessary, setting up processes for data capture, analysis, and synthesis, are crucial for tracking progress and reporting to Reconciliation Australia, our team members, and key stakeholders. This has been a learning experience for us and remains a work in progress.

### Theme 3: RAP Governance

As our organisation has grown, we have adapted and expanded our RAP governance arrangements. This aligns with our focus on shared ownership of RAP activities by our state and territory General Managers, team members, Aboriginal and Torres Strait Islander Staff Network members, Aboriginal and Torres Strait Islander Community of Practice group and the RAP Reporting Working Group.

Our RAP Governance Framework is leading the way in determining our focus, and ensuring consultation, development, delivery, and evaluation of our RAP actions. Our Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples has been key in informing this approach, sharing their expertise and showcasing their experiences.

## our reconciliation journey

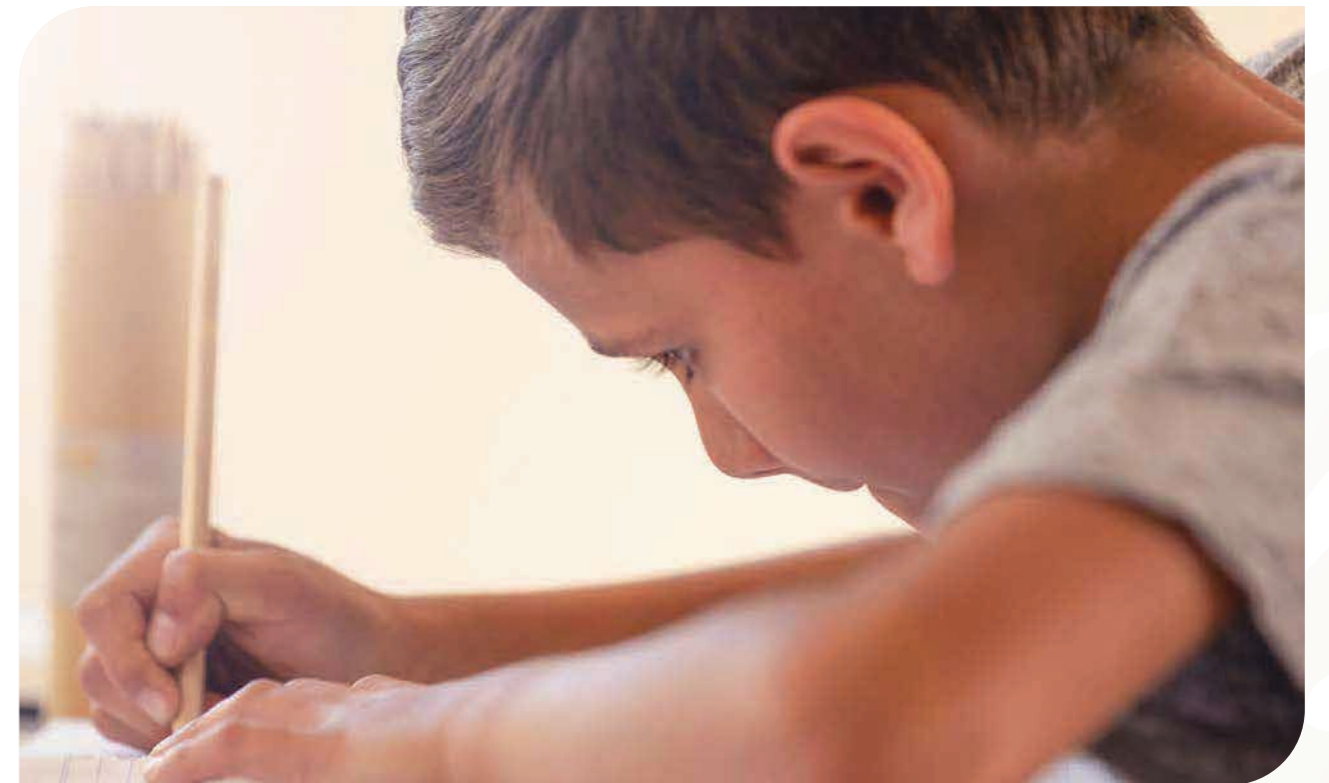
Since we launched our first RAP, our journey has been guided by the sound advice and support of members of our Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples. We are very grateful for their ongoing guidance and encouragement.

Over the past 10 years, we have set and achieved many targets in almost all areas of our organisation.

Through our first RAP (2010–2013), we set 27 targets across the four focus areas set by Reconciliation Australia. We fully achieved 24 targets and partially achieved three more. In 2013, following an internal and external consultation process, and with key input from our Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples, we launched our second RAP and our first Stretch RAP (2013–2016). This RAP continued our learning journey and established 46 targets across all areas of our organisation. While we reached all targets, we identified two areas for further improvement: implementation of our Employment Diversity Strategy (developed during the second RAP) and enhancement of our procurement processes to ensure support for Aboriginal and Torres Strait Islander-owned businesses. When developing our third RAP (second Stretch RAP), we focused strongly on ensuring that targets were well embedded in organisational governance arrangements and every team member was responsible for achieving those targets. We established 56 discrete deliverables in 11 action areas, reviewing and revamping our governance arrangements and establishing State and Territory Activation Groups. These brought together Aboriginal and Torres Strait Islander community members and Smith Family team members to oversee progress.

We are proud of our progress but recognise we have much more to do. We are committed to continuous improvement and to promoting recognition of our shared history and the compelling story of what can be achieved through open and honest dialogue and walking together to achieve reconciliation.

There are tangible signs of change across our organisation. All state and territory offices and our national office display artworks by local artists as well as Acknowledgement of the Traditional Owners. All Smith Family key meetings commence with an Acknowledgement of the Traditional Owners of the land, or, at significant events, a Welcome to Country. Our team members have all participated in learning



to build their cultural competency. Following consultation with all groups in our RAP Governance structure, we entered a partnership with Indigenous cultural awareness training expert, Evolve, to build this competency in 2019.

Team members have praised the training for its accessibility, interactivity, and respect in sharing knowledge of issues to equip them for the work they need to do. Our State and Territory Activation Groups are also now playing a more informed and proactive role in identifying what cultural competency means for their communities. Nationwide, team members have taken ownership for organising and participating in activities for National Reconciliation Week and NAIDOC Week.

We have significantly changed our governance arrangements, establishing State and Territory Activation Groups and involving members of our Aboriginal and Torres Strait Islander Staff Network to facilitate ownership of our RAP across all parts of the organisation. We want all team members to be empowered to play an active role in driving reconciliation in our organisation and more broadly.

Twenty per cent of the almost 58,000 students we support through our *Learning for Life* education program identify as Aboriginal and/or Torres Strait Islander people. We aim for these young people to have the opportunity to make the most of their education and we thank them, their parents, carers, and communities for continuing to work with us to achieve this shared goal.

We have made some good progress with our Employment Diversity Strategy. We have established our Aboriginal and Torres Strait Islander Staff Network as a mechanism for Aboriginal and Torres Strait Islander team members to

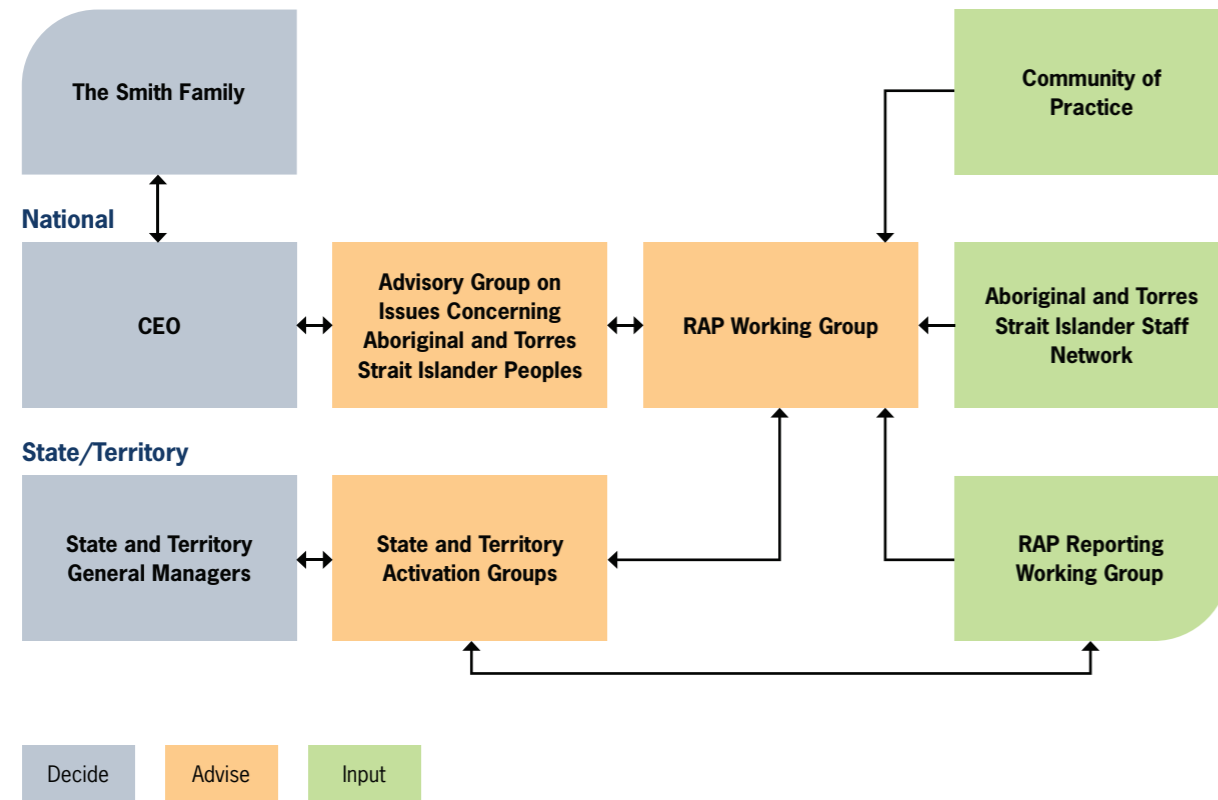
provide mutual support and discuss work-related issues. We have also updated our recruitment procedures to ensure that all roles are accessible to Aboriginal and Torres Strait Islander candidates, and established recruitment targets across the whole organisation.

To promote a culturally safe environment for Aboriginal and Torres Strait Islander team members, we updated our approach to cultural learning in the final year of our RAP. This includes three levels of cultural learning for team members: onboarding, regular participation, and learning that is specific to team members working in communities. Similarly, while as a not-for-profit organisation our resources are limited, we are continuing to explore how our procurement processes can support Aboriginal and Torres Strait Islander-owned businesses to grow and thrive. We have identified specific areas of procurement from such businesses and continue to develop our relationship with Supply Nation.

In October 2019, we hosted a one-day ideation workshop to build our third Stretch RAP. This included members of our Aboriginal and Torres Strait Islander Advisory Group, Aboriginal and Torres Strait Islander Staff Network, Reconciliation Australia team members, The Smith Family Executive team and our state and territory General Managers. The workshop focused on which areas of our RAP should continue unchanged, and which we should seek to enhance. The deliverables and targets set out in this RAP are the result of that workshop and we thank participants for contributing their advice and support.

This third Stretch RAP sets ambitious targets across all areas of our business. It is our goal that these practical actions make a meaningful contribution to progressing reconciliation in Australia.

# RAP Governance



## Champions

Our CEO provides the championship and leadership that enables our RAP. In 2012, we established our governance model to enable our RAP and since that time we have:

- grown substantially and will continue to increase the number of students we support;
- moved from a period of rapid growth to one in which we focus on enhancing quality and effectiveness;
- changed our organisational structure and focus;
- improved our data capability considerably.

Additionally, we have established a number of champion groups within the governance framework and these are reflected in the current model. They include:

- Aboriginal and Torres Strait Islander Staff Network;
- Aboriginal and Torres Strait Islander Community of Practice;
- State and Territory Activation Groups.

All three groups include representatives from all states and territories.

**We recognise the importance of ensuring that ownership of RAP targets is shared by all team members and embedded in work practices.**

## RAP CHAMPIONS

Each of these groups or individuals has a role to play as part of the governance structure for our RAP.



### DECIDE

WHO	WHAT
<b>Board</b>	The Board has overall responsibility for governing The Smith Family. One Board member is also a member of the Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples.
<b>CEO</b>	The CEO has ultimate responsibility for delivering our RAP and reporting on progress to the Board.
<b>State and Territory General Managers</b>	Each General Manager is responsible for overseeing activity towards achieving appropriate RAP deliverables, based on input and advice from the RAP Working Group and their local Activation Group. Each General Manager is also a member of the RAP Working Group.



### ADVISE

<b>Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples</b>	External Aboriginal and/or Torres Strait Islander community representatives from each state and territory meet for strategic discussions and provision of advice to the CEO and members of The Smith Family's Executive team who sit on the RAP Working Group.
<b>State and Territory Activation Groups</b>	Each group has its own unique membership and terms of reference, designed to be flexible to suit local needs. Broadly, each group is a forum for discussing strategic and operational issues and advising the General Manager on ways to achieve the outcomes of our RAP.
<b>RAP Working Group</b>	Members of this group are accountable for achieving RAP targets within their own sphere of influence. The group is made up of Executives responsible for RAP deliverables, General Managers, and the National Manager, Aboriginal and Torres Strait Islander Policy.



### INPUT

<b>RAP Reporting Working Group</b>	The group ensures that systems, processes and tools are in place to capture data for reporting against RAP deliverables internally and externally. Membership is made up of the National Manager, Aboriginal and Torres Strait Islander Policy, and nominated RAP Reporting Champions from each state and territory and from our national office.
<b>Aboriginal and Torres Strait Islander Staff Network</b>	The group was established as an initiative of our Employment Diversity Strategy and Retention Strategy. It is a forum for team members to form a network of support across functional areas, and it facilitates discussion of areas of interest or concern in relation to The Smith Family's culture and employment practices.  The group is made of staff who identify as Aboriginal and/or Torres Strait Islander.
<b>Aboriginal and Torres Strait Islander Community of Practice</b>	This is a forum for all team members who work with Aboriginal and Torres Strait Islander families to reflect on practice, learn from others, and share challenges and achievements.  It was established to support development of cultural competence in our practice. The group is led by The Smith Family's internal Practice Development Team, with key input and support from the National Manager, Aboriginal and Torres Strait Islander Policy.

## Our Advisory Group

### ON ISSUES CONCERNING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Our Advisory Group meets three times a year. It provides The Smith Family with much-respected support through its guidance and by challenging us to do better – for which we are very grateful.

We truly appreciate the time and expertise generously provided by members.

#### John Rawnsley – Chairperson

John is from the Larrakia and Anmatyerre groups in the Northern Territory. He was born and raised in Darwin attending Darwin High School and Charles Darwin University. Up until the age of nine he lived at Uluru and Kakadu and as an adult lived in Alice Springs for several years.

John Rawnsley is the Manager of the Law and Justice section at the North Australian Aboriginal Justice Agency. Prior to this he worked in various legal roles and in leadership development.

John is a Director of the Larrakia Development Corporation and is Deputy Chair of the Northern Territory PHN and Director of Winkiku Rumbangi NT Indigenous Lawyers Aboriginal Corporation. He was previously a Board Member for the Aboriginal Areas Protection Authority (2013–2015) and former Alderman of the Alice Springs Town Council (2008–2012, Deputy Mayor in 2009).

#### Judy Barraclough – Acting Chief Executive Officer

Judy was appointed Acting CEO in March 2021, after six years with the organisation, most recently as Head of Strategy and Philanthropy.

She is passionate about making a difference for young people facing disadvantage. Since coming to The Smith Family in 2015, Judy has been instrumental in developing our strategic direction and overseeing significant growth in our philanthropy funding streams, including corporate partnerships, major donors, trusts and foundations, and events.

Prior to joining The Smith Family, Judy held leadership roles in major corporations, as well as in governance and community service roles. She has deep experience in leadership, strategy, governance, corporate affairs, research, and mergers and acquisitions.

Judy holds a Masters of Business Administration from the Australian Graduate School of Management, is a graduate of the Australian Institute of Company Directors, and has current and past experience as a non-executive director of non-profit and community organisations.

#### Pauline Brown

Pauline Brown is a descendant of one of the clans of the Yuin Nation from the South Coast of NSW. Pauline has worked for over 35 years in the government sector across national, state, regional and local areas of responsibility within Aboriginal Affairs, primarily in the Aboriginal and Torres Strait Islander Commission and most recently with the NSW Government across Ageing, Disability, Home Care, Child Protection and Health for the past 13 years.

Pauline's Commonwealth public service experience ranges across National Office, the State Offices in South Australian and New South Wales, and regional offices at Darwin, Wagga, Dubbo and Lismore. Pauline's areas of employment have included Aboriginal social and economic programs and policy. Pauline is currently working in the Illawarra and Shoalhaven regions.

#### Teangi Brown

Teangi has experience performing Welcome to Country ceremonies at events and he has participated in film and documentary projects to promote Indigenous cultures. Teangi has been involved in Federal and State programs, and voluntary enrichment programs such as Rotary Club's Rotary Youth Program of Enrichment (RYPEN). He has a desire to learn through participation and he is aware that change is possible and sometimes necessary.

#### Wendy Field

Wendy is the Head of Policy and Programs at The Smith Family. She has more than 20 years of experience in management, administration and leadership across a range of environments, including the community sector, policy and advocacy organisations and public service sectors at State and Commonwealth Government levels.

Wendy initially trained as a social worker and spent several years working with homeless people, primarily young people and chronically homeless women; later in her career she gained a second degree in Social Sciences.

Prior to joining The Smith Family, she held a number of leadership roles across a wide variety of policy and program areas in the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.

#### Jayde Geia

Jayde is a Gunggandji, Kubin and St Paul woman. She is a manager at Ernst & Young and she volunteers her time with a number of organisations including the Multicultural Queensland Advisory Council, AFL Queensland Diversity Board, First Nations Foundation and the Queensland Law Society. Jayde is passionate about working with and for Aboriginal and Torres Strait Islander peoples and communities.

#### Lenique George

Lenique is an Aboriginal and Torres Strait Islander woman and she is currently studying a Bachelor of Laws. Lenique also volunteers her time with AIME as a tutor. She aspires to be a strong presence in her local community and to be a voice for disadvantaged children. Lenique believes in the power of education and would like to be a driver of change to instil in the upcoming generations a hunger for change through increased self-confidence.

#### Leonie Green

Leonie is the Head of State and Territory Operations at The Smith Family. She has a long history of leadership and management roles in both the corporate and not-for-profit sectors across a wide range of areas including children; young people and families; social enterprise development; employment and training; and homelessness and housing.

Prior to joining The Smith Family, Leonie spent six years as the NSW/ACT State Director for Mission Australia. In 2012–2013, she was a member of the NSW Premier's Advisory Council for Homelessness. In addition to her role at Mission Australia, Leonie has also held leadership roles at Work Directions Australia and Work Ventures. As a result, she has had significant experience developing and managing complex and multi-year partnerships, including with government.

#### Dr Jeff Harmer AO

Jeff retired in December 2011 as Secretary of the Department of Families, Housing, Community Services and Indigenous Affairs after six years in the role. During a 33-year career in the Australian Public Service, including 13 years as a CEO, he held a range of executive positions in a number of Commonwealth departments and was Managing Director of the Health Insurance Commission (now Medicare Australia) from 1998 to 2003. In 2003 and 2004, Jeff was Secretary of the Commonwealth Department of Education, Science and Training.

Currently, Jeff is a Director of The Smith Family and of the John James Foundation, a Canberra-based medical charity.



### **Alara Hood**

Alara is a Youth Worker at Bairnsdale Secondary College and supports students with their reading. She is a former *Learning for Life* scholarship student and holds a Bachelor of Arts degree majoring in Ancient History and Literature. Alara's late father was the ATSIC Council Representative and his portfolio was with those who were part of the Stolen Generation and their legal issues. Alara is passionate about giving back to the community and supporting Aboriginal and Torres Strait Islander children and families.

### **Jesse King**

Jesse is a Waanyi-Gangalidda descendant with close ties to the Mt Isa and Central Queensland regions. Jesse attended school in Townsville and completed his teacher training at Charles Darwin University. He is a teacher, with experience in school leadership, learning management systems, strategic planning and seeking funding for programs at a school level. Jesse has a passion for education and the opportunities it provides for everyone involved.

### **April Long**

April is from Gumbaynggirr and Darkinjung country, the Mid North Coast and Central Coast of New South Wales. April is the National Programs Manager at SHINE for Kids. She has experience working with a number of organisations that support children and youth, including The Smith Family, National Centre for Indigenous Excellence, and the Foundation for Young Australians. April has also worked at the Indigenous Law Centre and as Paralegal with Gilbert and Tobin Lawyers. In 2014 April was selected by the Australian Government and United States Department of State Bureau of Educational and Cultural Affairs to participate in the International Visitor Leadership Program: Indigenous and Minority Leadership Program.

### **Karen Parter**

Karen was born and raised on her Kalkadoon-Mitakoodi ancestral lands, Mount Isa and Cloncurry in north-west Queensland. Karen is an Education graduate of Deakin University and a *Learning for Life* Team Leader at The Smith Family. She has worked in a number of positions within the not-for-profit sector, including management of the Growing Healthy Families Program for The Smith Family, and as an adviser with Reconciliation Australia. Karen brings a wealth of experience obtained from nearly two decades working with the Queensland Public Sector.

Karen is on the Board of Directors of Australia's pre-eminent Indigenous women's advocacy body, the National Aboriginal and Torres Strait Islander Women's Alliance.

She is also on the Board of Directors for Beryl Women's domestic violence shelter in the ACT supporting and providing advocacy, case management and safe housing to women and children escaping domestic violence.

Karen wants to create a new way forward for her People and other Australians, while keeping her culture at the heart of all her actions.

### **Professor Peter Radoll**

Peter is a proud Anaiwan man living on Ngunnawal Country. Appointed to the Board of The Smith Family in April 2019, Peter is Professor and Pro-Vice Chancellor, Indigenous and Director of the Ngunnawal Centre at the University of Canberra. He has extensive experience in senior management in Indigenous higher education, including in research, teaching, curriculum development, marketing, and policy formation and implementation. Previously he was the Dean of Aboriginal and Torres Strait Islander Education and Research with the Wollotuka Institute at the University of Newcastle, and an Assistant Professor in Information Systems with the Faculty of Business Government and Law at the University of Canberra. Peter has conducted research over many years on a range of matters of importance to Aboriginal communities, with a particular emphasis on ICT and STEM issues and the digital divide, with findings reported in a number of books and academic journals. He holds a PhD in Commerce (Information Systems) and a Master of Information Technology degree.

### **Kieran Ryan**

Kieran is a descendant of the Malgana and Wajarri, Yamatji people from the Gascoyne and Mid-West regions of Western Australia. He grew up in Carnarvon WA and initially focused on a career in the offshore oil and gas industry. From there he developed a strong passion in contributing to improving areas which impact Aboriginal people.

Kieran has since moved into leadership roles across not for profits, WA State Government and Australian Government. Key areas include youth, education and training, employment, and Aboriginal affairs. Kieran believes education is fundamental for changing lives and over his career has used vocational education and training as the vehicle to drive successful employment and education outcomes for Aboriginal people. He has focused on positioning himself in roles where he can influence and enable positive change for Aboriginal and Torres Strait Islander people.

### **Todd Sculthorpe**

Todd is a proud Palawa man from Tasmania. He is the Project Officer for Inclusive Curriculum at the Tasmanian Department of Education (DoE). Todd has a strong focus on working collaboratively with a wide range of stakeholders in the community. Todd is the Secretariat for the Aboriginal Education Reference Group within the DoE as well as a member of the Tasmanian Inter-Departmental Committee for Resetting the Relationship with the Aboriginal Community and The National Aboriginal and Torres Strait Islander Education Action Group.

### **Jason Smith**

Jason is a proud Yithi Yithi/Nari Nari man from New South Wales and is known and accepted by his local Aboriginal community of Balranald NSW and Newcastle. Jason is National Manager, Aboriginal and Torres Strait Islander Policy at The Smith Family. He has extensive experience in the not-for-profit sector, including roles with Uniting Care and the Department of Family and Community Services. He has strengths in change management and in cultivating workplace culture to support accountability and transparent decision-making. Jason has a particular interest in developing strong partnerships to address educational, health and social needs for Aboriginal people.

### **Leanne Smith**

Leanne Smith has been with The Smith Family since March 2010. Leanne has a passion for contributing to positive social change, particularly in working with young Aboriginal and Torres Strait Islander people who are looking to make a difference in their own communities and more broadly.

As the Project Manager for the *Indigenous Youth Leadership Program*, funded by the Australian Government's Department of Prime Minister and Cabinet, Leanne oversees its operations across four states and territories and with over 18 education partners.

Throughout her career Leanne has worked in not-for-profit organisations and has also held various positions with the University of South Australia.

### **Wanda Wellington**

Wanda has been involved in Aboriginal (Koorie) education for over 15 years, and she is currently a Koorie Engagement Support Officer with North West Region Department of Education Training. She brings a wealth of experience in policy advocacy, community consultation and strategic program implementation, through her positions with the Victorian Aboriginal Education Association INC.

Wanda is a strong advocate for Aboriginal social and criminal justice and she helped establish the Regional Aboriginal Justice Advisory Committees on which she was also a Loddon Mallee representative for a number of years. Wanda was involved in the engagement and consultation with community around the establishment of one of the first KODE Schools in Victoria (Swan Hill).

### **Jodie Wyatt**

Jodie is working in the Education Department on a Full-Service School model. She is the Deputy Chair of the Kwopertok Yorga Alumni Working Group, offering ongoing professional and personal development and leadership opportunities for Aboriginal women. Her previous experience includes positions as an Aboriginal Islander Education Officer for primary schools and as the Coordinator of Aboriginal Education.

Jodie is committed to fostering strong partnerships to drive positive change. She truly believes that early intervention in the education setting can change lives.

## our RAP Working Group

The RAP Working Group is an important component of the governance arrangements for our RAP. This group is led by The Smith Family's Head of Policy and Programs. The National Manager, Aboriginal and Torres Strait Islander Policy, provides direction and support, and works with all Executives to ensure we meet our commitments. Membership of the group includes Smith Family leaders with the capability to drive agreed actions and to ensure buy-in from our broader team. The involvement of organisational leaders is important to promote collaboration and help meet targets.

The RAP Working Group includes:

- Aboriginal and Torres Strait Islander representative:
  - National Manager, Aboriginal and Torres Strait Islander Policy
- Executive team members
- State or territory General Managers or their nominees:
  - General Manager, NSW and the ACT
  - General Manager, Queensland
  - General Manager, South Australia and the Northern Territory
  - General Manager, Tasmania
  - General Manager, Victoria
  - General Manager, West Australia

The activities of the RAP Working Group are guided by the actions and targets in the RAP. The group brainstorms ideas and makes recommendations and to help achieve our targets.

We established this group in 2013 to support comprehensive tracking and reporting of progress against key targets, and to ensure that vital information is updated on a regular basis. Members include representatives from each state and territory and our national office. They have a key role in assisting team members at each site to complete the RAP reporting and measurement templates.

Members of the RAP Reporting Working Group also continually refine and improve tools for capturing data and improving its visibility. This work will respond to needs identified by Executive sponsors of deliverables, the RAP Working Group and the State and Territory Activation Groups.

## PRINCIPLES GUIDING OUR WORK WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

**Our work with Aboriginal and Torres Strait Islander peoples is informed by a commitment to continuous improvement and to deepening our cultural capacity through ongoing learning and building our knowledge and understanding. To support this commitment, our approach is underpinned by seven guiding principles relating to Aboriginal and Torres Strait Islander peoples:**

- 1.** Together we seek the involvement, advice, and guidance of people with expertise and acknowledge their contribution. Wherever possible, we work on the evidence-based understanding that for sustainable improvement in educational achievement and wellbeing, working together with Aboriginal and/or Torres Strait Islander Elders, respected and recognised leaders, parents, teachers and community leaders (among others) will be crucial.
- 2.** Together we work towards effective practice. Wherever possible, we follow agreed principles for investments and finding soft entry pathways that promote a sustainable and inclusive approach to designing and/or delivering services in urban, regional and remote locations.
- 3.** Together we understand that to have an impact, we need to take time to build trusting relationships. Together we adopt a 'whole of community' intergenerational approach that focuses on building the developmental capacity of a place or community in a sustainable manner. It also promotes respect and understanding for how ideas and concepts relate to Aboriginal and/or Torres Strait Islander knowledge systems.
- 4.** Together we adopt a strengths-based approach, appreciating that Aboriginal and/or Torres Strait Islander Australians have expert knowledge, skills and abilities, and the potential to develop other skills and capacities to address problems, and develop, design and deliver programs.
- 5.** Together we build trusting relationships, connecting people, resources and ideas. Within the spirit of working together and the power of possibilities in relationships, wherever possible, we aim to work together to build the capacity of Aboriginal and/or Torres Strait Islander-managed organisations and promote opportunities for Aboriginal and/or Torres Strait Islander employment.
- 6.** We are transparent and accountable in managing complex community-based systems of collaboration and action. Together we are accountable to Elders, families, communities, school principals and staff, school councils and community leaders for outcomes. We are also accountable to our supporters including sponsors, donors and our corporate, government and other business partners.
- 7.** As an evidence-based organisation, we incorporate appropriate evaluation processes to ensure that we have the highest standards of transparency and risk management when providing support for our communities.

# Relationships

We recognise that change cannot happen though working alone. At the heart of The Smith Family's approach to working in community is the way we connect and join up people. Our work fostering relationships helps to improve educational outcomes for Aboriginal and Torres Strait Islander children and young people. We will bring together those with the will and the means to help address deeply entrenched and complex social issues. As set out in our guiding principles for working with Aboriginal and Torres Strait Islander peoples, we seek the involvement, advice and guidance of people with expertise, and we acknowledge their contribution. Wherever possible, we work on the evidence-based understanding that for sustainable improvement in educational achievement and wellbeing, ensuring that programs are informed by Aboriginal and Torres Strait Islander leaders in the communities we work in is vital. In practice, this involves respectful consultation through existing community mechanisms such as established consultancy groups, community liaison officers, parents and school staff in the development and implementation of programs.

## Focus area: The power and possibilities of relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. At least one meeting per state or territory and one national meeting each year.	June 2022, 2023, 2024	Head of State and Territory Operations
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, to ensure that the principles for engagement reflect feedback received.	June 2022, 2023, 2024	Head of Policy and Programs
	Establish and maintain at least three formal two-way partnerships annually with Aboriginal and Torres Strait Islander communities or organisations. This includes one per state or territory and one national agreement.	June 2022, 2023, 2024	Head of State and Territory Operations
	Ensure <i>Communities for Children</i> Committees include representation from Aboriginal and Torres Strait Islander peoples in governance arrangements	December 2023	Head of State and Territory Operations
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Distribute Reconciliation Australia's NRW resources to all team members at least two weeks prior to NRW.	13 May 2022, 2023, 2024	Head of Policy and Programs
	Each RAP Working Group member participates in 2-3 external NRW events.	27 May – 3 June 2022, 2023, 2024	Head of Policy and Programs
	Organise at least 25 NRW celebrations nationally each year as part of Learning Clubs, <i>Girls at the Centre</i> (G@C) and <i>Indigenous Youth Leadership Program</i> (IYLP) activities.	27 May – 3 June 2022, 2023, 2024	Head of State and Territory Operations
	Encourage and support team members and senior leaders to participate in at least one external event each to recognise and celebrate NRW.	27 May – 3 June 2022, 2023, 2024	Head of Communications
	Organise at least one internal NRW event per state or territory, and at least one organisation-wide NRW event, each year.	27 May – 3 June 2022, 2023, 2024	Head of Policy and Programs
	Facilitate access for our team members to attend at least 10 NRW activities each year that are hosted or produced by our corporate partners.	27 May – 3 June 2022, 2023, 2024	Head of Philanthropy
	Register all our NRW events on Reconciliation Australia's NRW website.	30 June 2022, 2023, 2024	Head of Policy and Programs

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage all staff to drive reconciliation outcomes.	June 2022, 2023, 2024	Head of Policy and Programs with Head of People and Culture
	Communicate our commitment to reconciliation publicly through at least five social media posts each year, referencing our RAP.	June 2022, 2023, 2024	Head of Communications
	Communicate our commitment to reconciliation publicly via an annual update promoting our RAP work on The Smith Family's website.	June 2022, 2023, 2024	Head of Marketing
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. At least once each year, share information about our RAP experience and journey with corporate partners establishing their first RAP.	June 2022, 2023, 2024	Head of Philanthropy
	Collaborate with five RAP and other like-minded organisations each year on activities to advance reconciliation.	June 2022, 2023, 2024	Head of State and Territory Operations
	Include a reference to our RAP in partnership agreements with schools.	December 2021	Head of Policy and Programs
	Share information with partner schools about our RAP and targets through at least 10 events each year promoting the RAP and Narragunawali Program.	June 2022, 2023, 2024	Head of State and Territory Operations
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Develop at least one piece of information or insight to inform approaches to improving educational outcomes for Aboriginal and Torres Strait Islander children and young people each year. This is in addition to our regular reporting on attendance, advancement to Year 12 and engagement for Aboriginal and Torres Strait Islander students.	June 2022, 2023, 2024	Head of Research and Advocacy
	Continuously improve HR policies and procedures concerned with anti-discrimination by annually reviewing the Discrimination, Bullying and Harassment Policy.	June 2022, 2023, 2024	Head of People and Culture
	Engage with Aboriginal and Torres Strait Islander team members through the Aboriginal and Torres Strait Islander Staff Network, State and Territory Activation Groups and the National Aboriginal and Torres Strait Islander Advisory Group to update our anti-discrimination policy.	June 2022	Head of People and Culture
	Implement an anti-discrimination policy for our organisation and communicate it to all team members and relevant stakeholders.	June 2023	Head of People and Culture
	Develop and implement a process for promoting positive race relations to school and corporate partners and other stakeholders through updated partnership agreements and social media.	June 2024	Head of People and Culture
	Develop and implement ongoing educational opportunities for senior leaders and managers on the effects of racism by ensuring that racism is a defined focus of cultural learning activities and NRW activities.	June 2023	Head of People and Culture
	Ensure there is a minimum of two instances in each of FY22 and FY23 where senior leaders publicly support anti-discrimination campaigns, initiatives, or stances against racism.	June 2023	Head of Research and Advocacy
	Host a film or presentation on race relations in each of our offices and facilitate a discussion about it.	June 2023	Head of People and Culture



Fundamental to ongoing meaningful partnerships is The Smith Family's continued commitment to building our understanding of the histories, the cultures, and the connection to land of Aboriginal and Torres Strait Islander peoples. Working in partnership is our approach, and respect is our starting point. Through respectful partnerships and deep understandings, we can work with families and communities to help improve educational outcomes for Aboriginal and Torres Strait Islander children and young people.

**Focus area:** Developing cultural capability and building partnerships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Review the cultural learning strategy and needs within our organisation once across the life of the RAP. This will include ensuring our ambition for community-based interactions.	June 2024	Head of People and Culture
	Consult and seek endorsement from our Advisory Group on Issues concerning Aboriginal and Torres Strait Islander Peoples, and from our Aboriginal and Torres Strait Islander Staff Network on implementing a cultural learning strategy.	June 2023	Head of People and Culture
	Implement a cultural learning strategy and communicate it to our team members.	June 2023	Head of People and Culture
	Ensure all new Smith Family team members undertake online cultural learning activities as part of their induction.	June 2022, 2023, 2024	Head of People and Culture, National Manager Learning and Organisational Development
	520 (80%) of team members undertake face-to-face cultural learning activities as part of the State Conference or roadshows.	June 2022, 2023, 2024	Head of People and Culture, National Manager Learning and Organisational Development
	162 (25%) of team members undertake cultural immersion learning activities.	June 2022, 2023, 2024	Head of People and Culture, HR Advisor
	All 12 RAP Working Group members undertake cultural learning activities.	June 2022, 2023, 2024	Head of People and Culture
	Commit all People and Culture and RAP Working Group team members to undertake formal and structured cultural learning.	June 2022, 2023, 2024	2022, 2023, 2024 Head of People and Culture
Facilitate at least three forums for the leadership team with our Aboriginal and Torres Strait Islander Advisory Group to enable them to better understand issues relating to self-determination for Aboriginal and Torres Strait Islander peoples.	June 2022, 2023 2024	Head of Policy and Programs	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>6. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Annually review and update the SmithNet Aboriginal and Torres Strait Islander Policy Page to explain the significance of cultural protocols including Acknowledgement of Country and Welcome to Country.	June 2022, 2023, 2024	Head of Policy and Programs
	Increase team members' understanding of the purpose and significance of cultural protocols by including information about them in cultural competency training.	June 2022, 2023, 2024	Head of People and Culture
	At least 30 Smith Family communities each year implement and communicate a cultural protocol document (tailored to their local community) to accompany the existing National Cultural Protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2022, 2023, 2024	Head of State and Territory Operations
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including at the Annual Leaders Forum, Great Big Thank You events in each state, and <i>Indigenous Youth Leadership Program</i> graduation events.	June 2022, 2023, 2024	Head of State and Territory Operations
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all formal and significant meetings.	June 2022, 2023, 2024	Head of Policy and Programs
	Team members and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2022, 2023, 2024	Head of Policy and Programs
	Display Acknowledgment of Country plaques in the national office and all state and territory offices.	June 2024	Head of State and Territory Operations
	<b>7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in 2–3 external NAIDOC Week events each year.	First week in July 2021, 2022, 2023
Develop a NAIDOC Week external community support strategy, in consultation with our State and Territory Activation Groups.		June 2022, 2023,	Head of Policy and Programs
Execute a NAIDOC Week external community support strategy.		July 2023	Head of Policy and Programs
In consultation with Aboriginal and Torres Strait Islander stakeholders, nationally promote external NAIDOC Week events to team members each year, including those listed on the formal NAIDOC website.		June 2021, 2022, 2023	Head of Policy and Programs
HR policies and procedures are reviewed regularly to remove barriers to team members participating in NAIDOC Week.		June 2022, 2023	Head of People and Culture
At least one team member from at least 80 Smith Family communities to participate in at least one NAIDOC Week event across our footprint.		First week in July 2021, 2022, 2023	Head of People and Culture



The core business of The Smith Family is to provide opportunities for children growing up in disadvantage to engage in their education. In this capacity, we recognise that for a range of historical, cultural and economic reasons Aboriginal and Torres Strait Islander children often face additional challenges in achieving educationally. We are committed to ensuring that at least 20% of the participants in our *Learning for Life* program identify as Aboriginal and/or Torres Strait Islander people.

We also recognise the role that we play in ensuring that our workforce represents the diversity of communities, families and children that we support. To that end we will build our internal capabilities through enabling employment and volunteering opportunities for Aboriginal and Torres Strait Islander peoples.

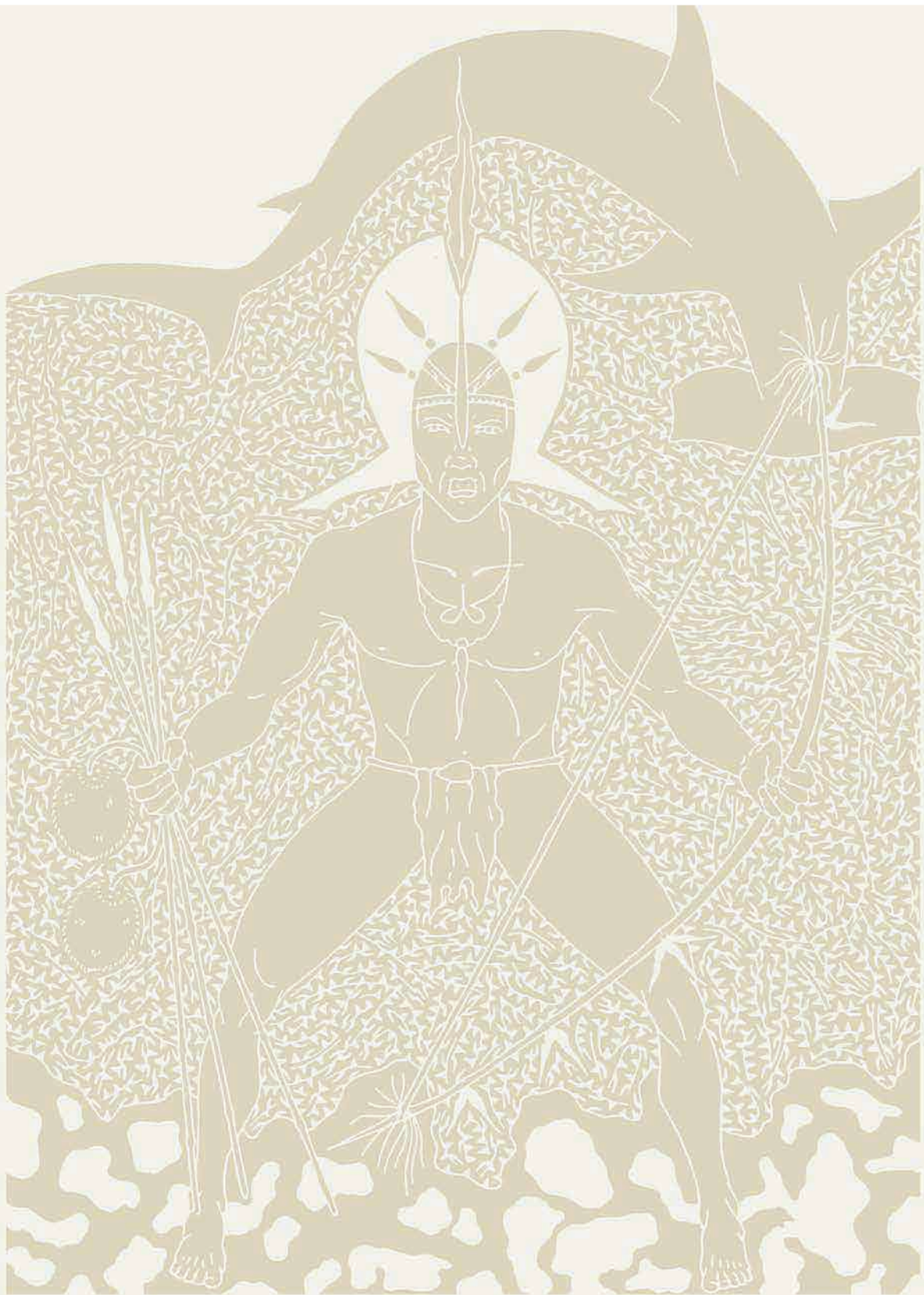
As a procurer of goods and services, we further recognise that within our sphere of influence we can direct our purchasing power to support Aboriginal and Torres Strait Islander-owned businesses with a view to supporting the economic empowerment of Aboriginal and Torres Strait Islander peoples.

**Focus area:** Based on lessons from our previous three RAPs, a key focus for the term of this RAP will be employment and supplier diversity

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Review and update our Aboriginal and Torres Strait Islander Employment strategy.	June 2022	Head of People and Culture
	Engage with Aboriginal and Torres Strait Islander team members (including the Aboriginal and Torres Strait Islander Staff Network) to consult on our recruitment, retention and professional development strategy.	June 2022	Head of People and Culture
	Execute our refreshed recruitment, retention and professional development strategy	June 2023	Head of People and Culture
	Advertise job vacancies effectively to reach Aboriginal and Torres Strait Islander candidates.	June 2022, 2023, 2024	Head of People and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplaces.	June 2022, 2023, 2024	Head of People and Culture
	Minimum of 3% of senior management positions are held by Aboriginal and Torres Strait Islander team members.	June 2022, 2023, 2024	Head of People and Culture
	At least 3% of all team members identify as Aboriginal and/or Torres Strait Islander people.	June 2022, 2023, 2024	Head of People and Culture
	Employ a targeted HR coordinator to coordinate and engage the Aboriginal and Torres Strait Islander Staff Network in line with the Employment Strategy refresh.	June 2022, 2023, 2024	Head of People and Culture
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity.</b>	Supply Nation membership is renewed and active.	December 2021, 2022, 2023	Head of Marketing
	In collaboration with Supply Nation, identify three strategic opportunities to shift our procurement of specific goods and services to Aboriginal and Torres Strait Islander businesses.	June 2022, 2023, 2024	Head of Marketing
	Review and update procurement guidelines to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2022	Head of Marketing

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity (continued).</b>	Undertake two internal communication and promotion campaigns each year to encourage and promote commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2022, 2023, 2024	Head of Marketing
	Ensure, as a minimum, that all goods and services procured for NRW and NAIDOC Week events are sourced from Aboriginal and Torres Strait Islander businesses.	June 2021, 2022, 2023, 2024	Head of Marketing
	Engage in at least seven formal commercial relationships with Aboriginal and/or Torres Strait Islander businesses annually.	June 2022, 2023, 2024	Head of Marketing
	Provide Supply Nation training annually to all relevant team members in procuring, engaging with and reporting on Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2022, 2023, 2024	Head of Marketing
	Meet a target for the procurement of goods and services from Aboriginal and Torres Strait Islander-owned businesses of \$600,000 for FY22.	June 2022	Head of Marketing
	Develop robust and risk-mitigated Aboriginal and Torres Strait Islander procurement targets and strategies for FY23 and FY24.	June 2022	Head of Marketing
	Deliver on newly identified procurement targets and strategies for FY23 and FY24.	June 2023, 2024	Head of Marketing
<b>10. Ensure our programs are accessible by and relevant to Aboriginal and Torres Strait Islander students and families.</b>	Maintain at least 20% of <i>Learning for Life</i> scholarship students who identify as Aboriginal and/or Torres Strait Islander people.	June 2022, 2023, 2024	Head of State and Territory Operations
	Through consultation with Aboriginal and Torres Strait Islander program participants and stakeholders, and outcomes of the Indigenous Student Experience Project, ensure that all our programs are culturally safe and mindful of impacts for Aboriginal and Torres Strait Islander students.	June 2024	Head of Policy and Programs
	Update content for at least two programs to reflect Aboriginal knowledge systems.	June 2024	Head of Policy and Programs
	Update <i>Learning for Life</i> program guidelines to reflect feedback from Aboriginal and Torres Strait Islander families and communities involved in the Indigenous Student Experience Project, contacted through our Research and Advocacy Team, who participated in our regular program review processes.	June 2023, 2024	Head of Policy and Programs
	Finalise an Aboriginal and Torres Strait Islander volunteer strategy and resources.	June 2022	Head of People and Culture
<b>11. Increase and improve the experiences of Aboriginal and Torres Strait Islander volunteers</b>	Conduct two pilot sites that use a 'try, test and learn' approach to engaging Aboriginal and/or Torres Strait Islander volunteers in the local community.	June 2023	Head of People and Culture
	Document the Aboriginal and/or Torres Strait Islander volunteer pilot process, strategy and learnings, and make a recommendation on the potential to scale the approach.	December 2023	Head of People and Culture
	Engage with and share our experience of implementing our volunteer strategy with relevant interest groups.	June 2024	Head of People and Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12. Establish and maintain an effective RAP Working Group to drive governance of the RAP.</b>	A minimum of one representative on the RAP Working Group identifies as an Aboriginal and/or Torres Strait Islander person.	June 2022, 2023, 2024	Head of Policy and Programs
	RAP Working Group to meet at least four times each year to drive and monitor RAP implementation.	June 2022, 2023, 2024	Head of Policy and Programs
	RAP Working Group Terms of Reference are updated at least once across the life of the RAP.	June 2022	Head of Policy and Programs
<b>13. Provide appropriate support for effective implementation of RAP commitments.</b>	Embed resource needs for RAP implementation. This includes budget to support a Governance group face-to-face meeting once each year.	June 2022, 2023, 2024	CEO
	Include a RAP participation KPI in all team members' annual Performance and Development Agreements and Functional Plans to support engagement and drive reconciliation outcomes.	June 2022, 2023, 2024	Head of People and Culture
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2022, 2023, 2024	Head of Policy and Programs
	Identify an internal RAP Champion from senior management each year across the life of the RAP.	June 2022, 2023, 2024	CEO
	Include our RAP as a standing agenda item at senior management meetings.	June 2022, 2023, 2024	CEO
	Our Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples continues to meet at least three times each year.	June 2022, 2023, 2024	CEO
	Key governance groups (RAP Reporting Working Group; Aboriginal and Torres Strait Islander Staff Network; and Community of Practice) meet three times each year to drive and monitor RAP implementation.	June 2022, 2023, 2024	Head of Policy and Programs
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021, 2022, 2023	Head of Policy and Programs
	Report RAP progress to all team members and senior leaders quarterly.	Quarterly from October 2021 to May 2024	Head of Policy and Programs
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	November 2021, 2022, 2023	Head of Communications
	Decision made regarding participation in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Head of Policy and Programs
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	Registration completed via Reconciliation Australia's website to begin developing our next RAP.	November 2023	Head of Policy and Programs
<b>16. Embed Reconciliation Action Plan ownership in every State and Territory.</b>	Develop a Local Initiative Plan reflecting national RAP, state and local government, and community priorities in each state and territory in consultation with the State Activation Group.	June 2022, 2023, 2024	Head of State and Territory Operations
	Report Local Initiative Plan progress into the RAP Working Group on a quarterly basis, as per the RAP Governance Framework.	June 2022, 2023, 2024	Head of State and Territory Operations
	All State and Territory Activation Groups to meet at least three times each year.	June 2022, 2023, 2024	Head of State and Territory Operations



RECONCILIATION  
ACTION PLAN

**STRETCH**



*everyone's family*

**Enquiries about The Smith Family's Reconciliation  
Action Plan, please contact:**

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