


Harnessing the power of education

Deepening our impact
and broadening our reach



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Our vision

A world where every child has the opportunity to change their future.

Our purpose

To overcome educational inequality caused by poverty.

Our belief

Education is one of the most powerful change agents.

Our values

Respect – We are caring.
Integrity – We are ethical.
Collaboration – We work together.
Innovation – We are dynamic.
Excellence – We strive for quality.

Acknowledgement of Country

The Smith Family pays respect to the Traditional Owners and Custodians of Country in the communities in which we work throughout Australia, and recognises their connection to their lands, waters and communities.

We pay respect to Aboriginal and Torres Strait Islander peoples and cultures, and to Elders past and present. We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and Custodians of the Land.

We acknowledge that the land on which our workplaces are located are the lands of the Traditional Owners and Custodians of Country.

Introduction

At The Smith Family, we believe in a world where every child has the opportunity to change their future. That's why we partner with children, young people and their families to help them overcome educational inequality caused by poverty.

This year, cost-of-living pressures, housing insecurity and the digital divide have heightened the challenges faced by families living in disadvantage. These issues can affect their children's motivation and engagement at school and put them at greater risk of poorer educational outcomes. However, with long-term and targeted support for their education, young people can have the chance to secure a brighter future.

Our support begins in early childhood, working alongside a child's family and in their community to help them develop the literacy and numeracy skills they need when they start school. Along the way, we work closely with families to help them gain the confidence and practical skills they need to be actively involved in their child's educational journey.

During the primary and secondary years, we ensure that children have the everyday school essentials and extra educational support they need to help them stay at school and complete Year 12 or equivalent. For those young people who continue to higher education, we provide further tailored help so they continue their studies.

Through our holistic, long-term educational focus, we provide children and young people with practical, emotional and financial support so they can harness the power of education and have the opportunity to change their worlds.

Supporting children to reach their full potential



Message from the Chairman and the CEO

Helping young Australians unlock their potential

The Smith Family Chairman
Nicholas Moore AO (left)
with Chief Executive Officer
Doug Taylor



It has been a challenging year for the families we support, with cost-of-living pressures exacerbating the difficulties many families face. Throughout the year, we focused on providing support for the educational needs of the children and young people we help.

We worked closely with parents and carers to help them engage in their children's education, and with our school and community partners across Australia to deliver better outcomes for young people. We continued to engage with generous Australians and our partners, who provided vital funds for our work, or practical help as program volunteers for example, or through partners providing digital resources for families lacking these necessities.

These efforts are important given the concerning national declines in school attendance and Year 12 completion. We are introducing extra measures to strengthen our relationships with families on Learning for Life. We are also bringing more children and families onto our program, and this year increased the number of Learning for Life scholarship recipients so that by 30 June we were supporting 62,822 students, up from 59,845 last year.

Data focus and innovation

We recognise the importance of evolving and developing our work with the input and expertise of others – such as research, sector and corporate partners, and governments – to ensure our decisions are data-driven and informed. For example, we worked with the South Australian Department for Education to embed data exchange which gives us access to real-time data on the students we support so that we can recognise success and act promptly to resolve any issues. We also made progress on introducing similar arrangements with the Queensland and Western Australian education departments.

Innovation continues to be essential for our work and this year we refreshed our Innovation Framework and trialed new programs and approaches.

These included our Catch-Up Learning tutoring trials, On PAR, peer to peer networks for families, and co-design work with Aboriginal and Torres Strait Islander students and families. We also developed new digital approaches to support program design and delivery.

Our commitment to child safety

As part of our commitment to being a child safe organisation, we follow the Australian Human Rights Commission's National Principles for Child Safe Organisations.

In addition to our strong ongoing focus on internal governance and ownership of child safety across all functional teams, we focused on ensuring our systems and processes are robust. This included improving our records management processes, with regard to the retention of Class 1 records. We also conducted an internal audit of our screening and training requirements and implemented improvements to our internal child safety alert system.

Progressing our Reconciliation Action Plan

This year, we made significant progress on meeting the commitments made in our current Reconciliation Action Plan. This includes developing meaningful partnerships with Aboriginal-owned organisations, continuing to build our cultural capability, and ensuring our programs are accessible and relevant to Aboriginal and Torres Strait Islander students and families. Overall, 15,020 (23.9%) of Learning for Life students identified as Aboriginal or Torres Strait Islander people.

Safeguarding the security of our systems and data

Cyber and data security continue to be priorities for The Smith Family. In response to the rapidly evolving cyber security landscape, we introduced additional cyber security measures to strengthen our capabilities and grow team member awareness and skills.

In November 2022, The Smith Family experienced a cyber incident. This involved an unauthorised third party attempting to steal funds. After the breach was discovered, we acted promptly to secure our systems, and the attempt was unsuccessful.

Following this incident, we engaged a team of cyber security experts to help us understand what happened. The investigation identified that some limited donor information may have been accessed but could not be used to make fraudulent purchases. We immediately informed affected donors and in the interests of transparency, we also informed supporters whose personal information was not accessed and who were not directly affected.

Empowering our people

This year, we launched a new people and culture strategy. Our vision is for our people to thrive in a resilient, adaptive and contemporary culture, where team members and volunteers are enabled and empowered, and have the skills and mindsets to deliver on our vision and purpose.

Our culture strategy is based on our organisation's values and is driven by our aspiration to be a destination organisation within the sector. We also worked to embed key changes to our organisational structure to streamline and improve how our business areas operate and deliver on their goals.

We conducted a comprehensive review of the application of industrial instruments to our team members. As a result of this, we identified issues concerning the application of entitlements to our team members who are covered by the Social, Community, Home Care and Disability Services Industry Award 2010 (Award), that required further investigation. We have engaged an independent expert to assist us with undertaking a thorough review of the pay and entitlements of current and former Award team members, in the period since 1 February 2017. We are committed to ensuring that all Award team members receive their applicable entitlements under the Award. Accordingly, we are taking a thorough, phased approach to the review which we expect to conclude in the first half of 2024. A provision has been made in our financial accounts to support expected remediation payments in the year to come.

Our finances and funding

The ongoing generosity of our supporters allowed us to continue helping children and their families in 2022–23 and provide more opportunities for children to stay engaged with their education.

We are profoundly grateful to the individuals, major donors, organisations, bequestors and VIEW Clubs of Australia for their support. Their dedication to our purpose contributed \$133.5 million for our vital work. Although the rising cost of living and general economic uncertainty created a challenging fundraising environment in 2022–23, we were overwhelmed with the generous financial support given, with total revenue exceeding that of the previous year.

The operating result for the year was a deficit of \$3.4 million, compared with a surplus of \$1.4 million in 2021–22. This reflected investments in initiatives that will continue to drive our long-term effectiveness and impact for our students. This deficit has not had a material effect on our reserves, which remain in a strong position.

We are committed to ensuring that the funds we raise are used in the most effective way to enable us to provide the most impactful programs for children and young people, so they can gain skills to change their futures.

Expenditure to administer programs and run the organisation is integral to our sustainability and outcomes. All organisations – profit and not for profit – need proper resources to give quality support and fulfil their purposes. We are encouraged that funders and partners are engaged in conversations with us to understand our business model and how they can best support the true costs of delivering the important services we provide to the Australian community. By working together, we create a stronger and more resilient organisation that can adapt to change and address the causes, not just symptoms, of poverty in our country.



Students on our **Learning for Life** program face complex and compounding challenges.



All live in **low-income families**



More than half live in a **single-parent family**



Around one-third of students and a similar proportion of parents/carers have a **disability or health issue**



About half have a parent or carer who **didn't finish Year 12 or equivalent**



Around three-quarters have a parent or carer who **is not in paid employment**



One in seven households (14%) **have no access to a home computer with an internet connection***

*This includes students who don't have a home computer/tablet as well as students who have a computer/laptop and no internet connection.

Refreshing our brand for our future

It is important that our brand reflects what The Smith Family does and connects us to families and our supporters. During the year, we saw our centenary as an opportunity to refresh our brand and share our cause with more Australians. Extensive consultation with key stakeholders including families and supporters helped to ensure that our refreshed brand would resonate strongly. Our goal is to communicate how we help children to overcome educational inequality caused by poverty, in a positive strengths-based way. Our updated organisational messaging, logo and tagline have been well received by audiences.

Acknowledgements

As always, we would like to thank the children and young people we support – and their families – for their continued commitment to education and securing better futures.

We also thank our Patron, the Governor General, His Excellency General the Honourable David Hurley AC DSC (Retd) and Her Excellency Mrs Linda Hurley, who is Patron of VIEW Clubs of Australia.

We are grateful to the members of the Board and our advisory groups for their commitment and expertise.

We thank our sponsors, donors and volunteers; VIEW Clubs of Australia; our corporate, trust and foundation, university, and community partners; as well as all governments that provide critical support.

In addition, we acknowledge and thank our partner schools, and the many non-government organisations we worked with during the year, for their shared commitment to our purpose.

Our goal is to help children overcome educational inequality caused by poverty.

We appreciate the ongoing support provided by our ambassadors and champions – Sarah Harris, Dr Craig Challen SC OAM, Wendy Harmer and Brooke Boney.

Finally, we acknowledge and thank our team members. Their energy, commitment and resilience are as inspiring as ever.

We remain grateful to all these committed people and groups for their ongoing support. We would not be able to assist thousands of children and young people to reach their full potential without them all.

Nicholas Moore AO, Chairman
Doug Taylor, Chief Executive Officer

Benjamin Watkinson – Company Secretary

This year former Company Secretary Ben Watkinson left The Smith Family after 47 years of dedicated service. Ben started as a management cadet in 1976 and held many roles before being appointed Company Secretary, a position he held from 1995 until his retirement. Having experienced and seen so much at The Smith Family, he was a generous source of expertise, insight and guidance to all who needed it. Ben also had a wealth of Smith Family history and anecdotes at his fingertips. We acknowledge Ben's enormous contribution to The Smith Family and thank him for his work over almost five decades. We wish him well in his retirement.



Compounding effects of disadvantage

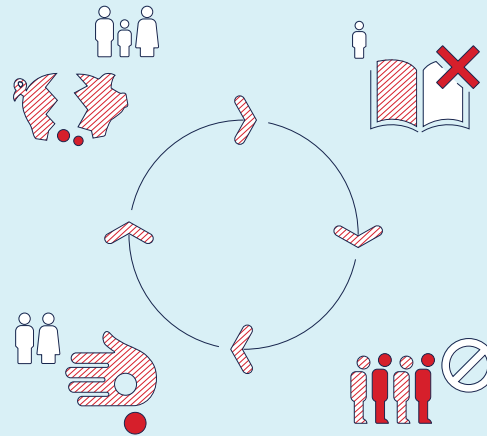
The risk factors that can lead to educational disadvantage can begin in a child's early years and continue throughout their school lives. This cycle shows that the contributors to disadvantage are complex, and without the right support at the right time the effects can be long term and intergenerational.

1. Family challenges

These may include sickness, disability, unemployment, difficulty affording basic living costs, inability to provide resources for their child's education, limited access to digital technology and skills, and a lack of knowledge or confidence about how best to support children's educational development.

4. Overall life outcomes impacted

Inability to get ahead in life, health and wellbeing affected, passing disadvantage on to the next generation.



2. Reduced educational outcomes for children

Behind in essential skills when they start school, not having the items they need to fit in, having limited access to resources for learning development, falling behind at school and facing difficulty in catching up, and having limited access to the support needed for guiding study and/or career paths.

3. Difficulty getting a job

A lack of engagement and motivation with their education, lower educational performance, leaving school early with few or no qualifications, fewer job opportunities, and having limited connections to community networks and services.

CASE STUDY

Achieving goals with families

"As a Family Partnerships Coordinator, my role is to unlock the strength that families already have, so they can support their children to reach their goals.

In my job, no two days are the same. Everything I do, though, is about supporting families and students on their educational journey.

I help families to work through barriers that may be preventing their children from attending school, and to build and maintain relationships with those schools. Where possible, we include ourselves in the family's relationship with the school, to build trust and communication.

I support families by facilitating access to educational programs and linking them with external organisations that are best placed to meet their other needs – like housing, food relief and counselling.



The most challenging part of my role is the desperation that I hear in conversations with families, when they discuss the troubles they face. A lot of them have trauma in their backgrounds – we need to be sensitive to this trauma as we provide support to help them overcome it.

The things I find most rewarding are our kids' and families' little achievements. I recently worked with a family living in a remote part of the state. One of the children had severe anxiety and mental health issues, which led him to disengage from school. Working with the family, I was able to connect them with a free local alternative learning environment. The program provided wellness and mental health support, and even picked up the boy and dropped him off each day. He's now re-engaged with school and learning, which is a wonderful outcome."

Emma, Family Partnerships Coordinator

Our strategy

Ambition by 2027	<p>Over five years to 2027, we will deepen our impact and empower young Australians in need to create a better future for themselves. To do this, we will use personalised, evidence-based practice, data and digital. We are committed to growing the number of Learning for Life scholarship recipients to 100,000 and expanding the program to reach 250,000 children and young people.</p>												
Our goals	<p>IMPROVE STUDENT OUTCOMES MEASURED BY:</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">Attendance at school</td> <td style="width: 25%;">Advancement through school from Year 10 to completion of Year 12 or equivalent</td> <td style="width: 25%;">Tertiary continuation and completion</td> <td style="width: 25%;">Engagement in study or work post-school</td> </tr> </table> <hr/> <p>WE AIM TO GROW:</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 20%;">Scholarships: to 100,000 Learning for Life scholarships</td> <td style="width: 20%;">Program reach: to 250,000 program participants</td> <td style="width: 20%;">Program participation rates: to 50% of Learning for Life students participating in our programs</td> <td style="width: 20%;">Digital inclusion: ensuring 100% of Learning for Life students are digitally included</td> <td style="width: 20%;">Funding: to \$220 million in sustainable funding</td> </tr> </table>				Attendance at school	Advancement through school from Year 10 to completion of Year 12 or equivalent	Tertiary continuation and completion	Engagement in study or work post-school	Scholarships: to 100,000 Learning for Life scholarships	Program reach: to 250,000 program participants	Program participation rates: to 50% of Learning for Life students participating in our programs	Digital inclusion: ensuring 100% of Learning for Life students are digitally included	Funding: to \$220 million in sustainable funding
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To achieve these goals, we have developed our strategy around eight strategic priorities and foundations.

<p>Our strategic priorities and foundations</p>	DEEPER IMPACT, THROUGH STRENGTHENED PRACTICE ENABLED BY DATA AND DIGITAL				
		<p>Strengthen impact in Learning for Life</p> <p>Deepen long-term, evidence-based, personalised practice for Learning for Life participants to improve student outcomes.</p>			
		<p>Leverage digital and partners</p> <p>Leverage a greater range of partnerships to deliver short-course programs.</p> <p>Increase the digital delivery of short-course programs, with a consistent approach to digitisation.</p>			
		<p>Expand digital inclusion</p> <p>Ensure all Learning for Life students are digitally included.</p>			
	BROADER REACH				
		<p>Grow reach</p> <p>Grow Learning for Life scholarships and program reach, focusing on existing Learning for Life communities.</p>		<p>Grow influence</p> <p>Grow influence through advocacy in our priority domains to improve the lives of children living in disadvantage. Differentiate ourselves through a refreshed brand.</p>	
	STRATEGIC FOUNDATIONS TO ENABLE DEEPER IMPACT AND BROADER REACH				
		<p>Grow sustainable funding</p>		<p>Empower our people</p>	
Our commitments					
	<p>Be a child safe organisation</p>	<p>Strive for reconciliation and cultural safety for Aboriginal and Torres Strait Islander peoples</p>	<p>Embrace diversity and inclusion</p>	<p>Improve our environmental sustainability</p>	

Our highlights from 2022–23

Deeper impact

► Strengthen impact in *Learning for Life*

Our groundbreaking education dashboard developed with the South Australian Department for Education, is giving frontline team members vital access to educational information in real time on the students we help, enabling improvements in our support.

We developed a Family Impact Measure survey to collect more regular feedback from families.

► Leverage digital and partners

We brought in new program partners and now deliver 35% of programs through partners.

We began laying the foundations for digital engagement and program delivery.

30% of programs for school-aged children were fully or partially delivered digitally.

We developed a Partner Framework for Programs to help deliver further growth in this area.

► Expand digital inclusion

We delivered 2,500 digital devices.

Almost 11,000 students and family members were connected through Optus Donate Your Data™.

Broader reach

► Grow reach

We grew Learning for Life scholarship recipients to 62,822 students, up from 59,845 last year.

Overall program participation reached 162,534 children and young people across Australia.

► Grow influence

We published 14 public policy submissions, two research reports and one family pulse survey.

We continued advocating on our four priority advocacy domains – the impact of disadvantage on educational outcomes; digital inclusion; careers and transition support programs; and data for purpose.

Strategic foundations

► Grow sustainable funding

We received an incredible \$14.7 million for our Appeals from our generous supporters, and by year end had 67,665 active sponsors.

Bequest income grew to \$10.9 million.

Major donors, corporate partners, and trusts and foundations gave \$28 million in total.

Our customer service team achieved a 96.6% customer satisfaction rate.

► Empower our people

We developed a people and culture strategy to deliver on our organisational goals – to attract talented staff and support team members to grow skills, capabilities and to build their career pathways.

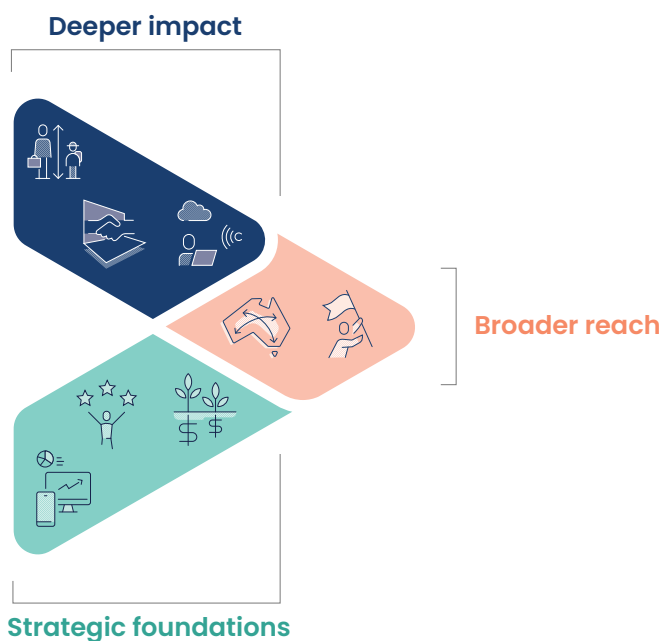
We achieved an employee engagement score of 74%, which is 4 percentage points above the not-for-profit Australian benchmark.

► Invest in digital, technology and data

70% of families we support engaged with our My Smith Family portal.

We refreshed our digital and data strategy to meet our strategic priorities.

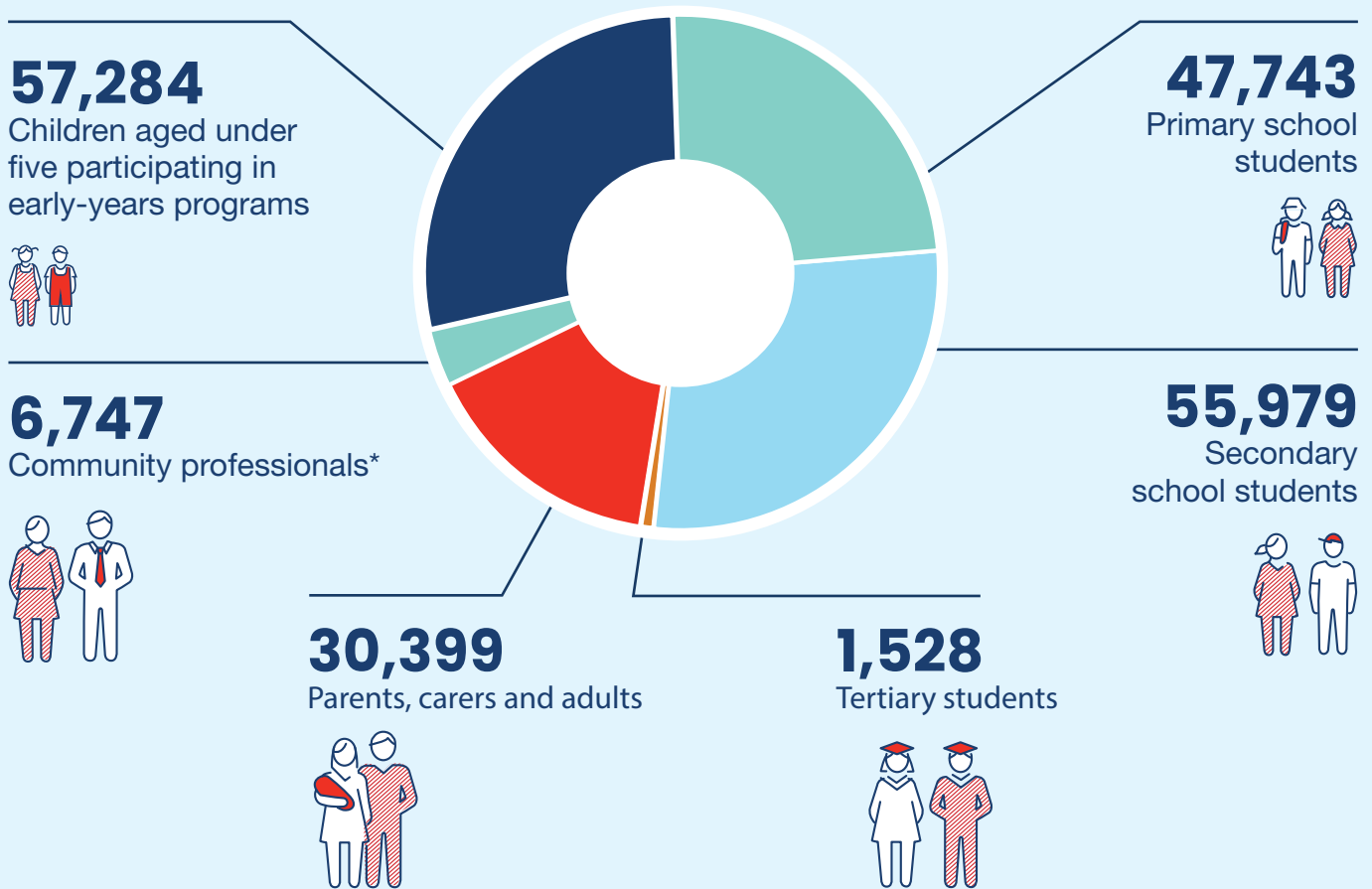
We continued to automate supporter processes, saving valuable time for volunteers and staff, and increasing the speed and accuracy of our supporter communications.



Our progress

199,680 participants

The Smith Family reached 199,680 children, young people, parents, carers and community professionals in 2022–23, up 4.1% on the previous year.



162,534

children and young people participated in our programs in 2022–23

62,822

Learning for Life sponsorship recipients

*Community professionals (not Smith Family team members) include early-years educators and program facilitators in communities.

91 Communities

in which *Learning for Life* programs are delivered



Learning for Life participation

23.9%

of sponsored students (15,020) in 2022–23 identified as Aboriginal and Torres Strait Islander people

We partnered with

799 schools

attended by *Learning for Life* students

217,096 Individual supporters

197,779

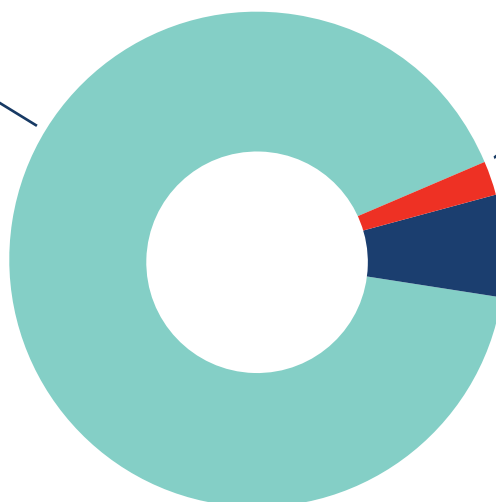
Sponsors and donors

▶ **67,665**

sponsors of *Learning for Life* students

▶ **130,114**

Donors funding *Learning for Life* programs



5,162

Individual volunteers

14,155

Members in 283 VIEW Clubs of Australia

260 Partner organisations

79 Corporate partners

170 Trusts and Foundations

11 Tertiary institutions



Deeper impact

through strengthened practice enabled by data and digital

CASE STUDY

Using data to tackle disadvantage

Decades of research have proven the link between a student's family background and their educational outcomes. Despite significant effort and investment however, disadvantage continues to drive a widening education gap between children from low and middle-to-high income households.

To help bridge this gap, The Smith Family has partnered with the South Australian Department for Education on a data exchange initiative aimed at better supporting children at school.

Under a pilot program, the Education Dashboard South Australia (EDSA) was launched in late 2021. It provides frontline Smith Family team members with real-time access to data on Learning for Life students across the state. This data creates a comprehensive picture of a student's achievements in literacy and numeracy, school attendance and behaviour.

The EDSA helps Smith Family team members identify when a student needs support, and guides conversations with families at key transition points on a student's journey. Team members can intervene earlier when children are struggling to attend school, are at risk of disengaging or are having behavioural issues.



They are also able to promptly re-engage families who have moved home or schools and reinforce improvements in attendance or achievement.

Learning for Life team leaders in South Australia say the EDSA has been a gamechanger when it comes to helping children succeed at school.

"The information in the system is relevant, real-time and the go-to resource to gain an accurate description of a student's school journey," says one team leader.

The success of the EDSA pilot has led to discussions with other states about similar partnering, with Queensland already signed up to participate.

Recognition for EDSA

We were a finalist in the 2023 Australian Not-for-Profit Technology Awards in the Best Use of Data for Community Impact category for the Education Dashboard South Australia.

We were awarded third place in the AFR Most Innovative Companies (in the Government, Education & Not-for-Profit category) for the Education Dashboard South Australia.

Our approach

Research shows that when children are supported to thrive in their education, they can go on to create a better future for themselves. Our long-term educational support focuses on helping young people realise their potential.

The past 12 months have been challenging for many Australian families, as cost-of-living pressures, including food, transport and housing costs, have continued to increase.

These challenges come at a time when employers need a workforce that is ready to participate in an increasingly digital future. This shift makes it even more important for young people to be supported in learning the skills they will need to thrive in the world of work.

Our approach supports families from a child's pre-school years until they finish their education. In the early years, we help parents and local providers to develop children's foundational literacy and numeracy skills, so they are ready to start and flourish at school. During the school and tertiary years, The Smith Family works collaboratively with families in the Learning for Life program, delivering positive educational outcomes for children and young people. Learning for Life students are also connected with a sponsor who provides financial support to cover education-related expenses.

Learning for Life provides:

- financial assistance to pay for essentials like school uniforms, textbooks, digital tools and excursions
- support from a Family Partnerships Coordinator, who works closely with a student and their family to problem-solve any barriers to education
- access to a variety of short programs to improve literacy, numeracy and digital literacy outcomes, and connects students with mentoring and career-related opportunities

Our approach also focuses on building families' capacity to fully engage in their child's learning, developing digital and financial skills, and strengthening their relationship with their child's school. We do this because studies show that children whose parents are involved in their education, regardless of their income or background, are more likely to succeed in school, graduate and undertake further study.

We have developed a Family Practice Framework that guides our work and ensures we give our families the best possible support to improve their child's educational outcomes. This involves working collaboratively with families to create a safe, respectful, understanding and trusting environment.

Deepening our impact

Our work with children and families is guided by our strategy with its focus on three strategic priorities – strengthening impact in *Learning for Life*; leveraging digital and partners; and expanding digital inclusion.

Strategic priority 1

Strengthen impact in *Learning for Life*

We are deepening our long-term, evidence-based, personalised practice for the children and young people we support.

We measure our impact by tracking the educational outcomes of students participating in our Learning for Life program. We track their attendance at school, whether they complete Year 12 or equivalent, and their participation in further study or work after completing our program. (For results, see data on page 16.)

This year, we focused on providing targeted support for students relevant to each student's education stage. We worked with our partners to open extra educational opportunities for students and boost their capabilities and skills. We also worked on refining our program evaluations to deepen our understanding of program impact, and undertaking research with students and their families to better understand the impact of our offering.

With our continued focus on being more deeply connected to families, we finished training our team in our Practice Framework, which is designed for families and their children to receive more holistic support, tailored to their needs. We worked to reduce some administration requirements for team members, freeing them up to spend more one-on-one time with families. We also developed self-service functionalities that allow families to quickly access information and resources, and easily update their data online.



Strategic priority 2

Leverage digital and partners

We are developing partnerships to support growth and innovation in our short-course programs.

To provide effective, relevant and student-centric support at scale, we need to leverage our partners' skills and expertise. Accordingly, adopting a consistent approach to partnering and referrals was a key goal for us this year. We developed our Partner Framework for Programs with pro bono support from a team of Deloitte consultants. This framework sets out a structured, sustainable and practical approach to developing and nurturing program partnerships. Further phases of this project will be completed in 2023–24.

We also focused on building strong foundations for greater digital engagement and program delivery, and to ensure quality program delivery at scale to increase our efficiency and effectiveness.

For example, we continued to implement our Program Digitisation Roadmap to modularise Learning for Life delivery, and our Student Squads (technology development teams focused on digitisation) worked on digitising registration processes for programs with high growth potential. Online registration is now available for our iTrack, student2student and Work Inspiration programs, and our Money Talks short course.

Strategic priority 3

Expand digital inclusion

We will ensure all *Learning for Life* students are digitally included.

A key objective this year was to establish a sustainable model for families to have ongoing digital support. We determined what this support should include, and set priorities for device and resource allocation. Depending on their needs, families were offered a laptop and/or internet access, and technical support. We delivered 2,651 devices to students as a result.

We also facilitated 10,947 internet connections through Optus' Donate Your Data™ program, and a further 732 connections through the Australian Government's School Student Broadband Initiative (SSBI). We also responded to more than 5,700 requests for technical support.

Our work is enabled through new and existing partnerships, including with WorkVentures, which is supporting as a refurbished device provider. We are a key delivery partner for NBN Co and the SSBI, and a key nominating agency for the SSBI. We also launched a partnership with Quadrent's Green Lease program, providing us with more laptops in 2025.

We worked proactively with our partners and networks to develop a sustainable sector-wide approach to digital inclusion, and we provided input into the development of a national digital capability framework, focusing on families' and students' digital support needs, as part of our advocacy work.



Jemimah, Learning for Life student and Optus Donate Your Data™ participant



Smith Family team member Christine participating in a Smoking Ceremony at a LaTrobe Valley school

CASE STUDY

Helping children to thrive at school

“My role is to help Aboriginal and Torres Strait Islander families here in the Latrobe Valley to overcome the barriers their kids face at school. As an Aboriginal woman, I understand the need to support whole families, not just individual students. And I understand the need for a wraparound approach.

A lot of the people I work with haven't had the greatest educational experiences. A lot of trauma has been passed down from generation to generation.

The support I provide is as varied as the students I work with. Sometimes it's about helping parents who are struggling to afford uniforms and other school materials. Sometimes it's about advocating on behalf of a student when there are concerns at school. Sometimes it's about supporting students who are struggling with literacy. Often, it's about connecting families with other support services.

Building trust and relationships with community is vital to the work I do. Our kids need cultural connection and a sense of belonging and identity in the school setting. That's when you get the best out of students.

We've had great success with the Australian government-funded Indigenous Advancement Strategy work. This year, we celebrated the graduation of 23 Year 12 Koorie Celebration Inner Gippsland students.”

Christine, team member, Morwell, Victoria

Our work with Aboriginal and Torres Strait Islander children and young people

In 2021, 58% of young Aboriginal and Torres Strait Islander people aged 20 to 24 years and who are living in the most disadvantaged communities had attained Year 12 or equivalent, compared to 87% of those living in Australia's most advantaged communities. This disparity highlights the relationship between poverty and advantage for First Nations people.¹

Challenge

Aboriginal and Torres Strait Islander students' educational outcomes may be affected by a variety of complex social, systemic and cultural factors. Despite the best efforts of Aboriginal and Torres Strait Islander families and organisations, governments, education providers and communities over many years, many students continue to have poorer educational outcomes overall than non-Indigenous students. Targeted and appropriate support can help students to better engage with their learning. This support needs to form part of a fundamental shift in the current systems, operations and ways of engaging with Aboriginal and Torres Strait Islander young people, as well as their families and communities.²

How we help

This year, we saw the number of Learning for Life students who identify as Aboriginal or Torres Strait Islander people increase to 23.9%, up from 22.2% in 2021–22. We continue to be guided by our 2021–2024 Stretch Reconciliation Action Plan (RAP), as this supports our work building relationships with communities and families.

Our work with the Girls at the Centre and Engaging Parents and Community programs continues to grow, enabling us to provide support to students and their parents. We are working with local communities in Ipswich and Cairns to ensure that community members can share their experiences with education and The Smith Family with us. Listening and learning grows our knowledge and enables us to improve the effectiveness of our programs for Aboriginal and Torres Strait Islander peoples.

15,020

Learning for Life students identify as Aboriginal and Torres Strait Islander people

1 Productivity Commission 2023, Closing the Gap Repository.
2 Productivity Commission (2023), Review of the National Agreement on Closing the Gap, Draft Report.

Supporting a child's educational journey

Early years

When starting school, one in three children in Australia's most disadvantaged communities are developmentally vulnerable in at least one key area. This figure is just 15% in the least disadvantaged communities.¹

The challenge

Starting school is a significant milestone for every child and their family. The abilities children can draw on when they start school affect both their engagement in learning and their academic success. This makes it even more important for every pre-schooler to have the chance to develop the basic language, numeracy, physical, social and emotional skills they need to achieve positive educational outcomes later in life.

How we help

Our early numeracy and literacy programs help educators and community professionals support parents, carers and family members of children from birth to five years old.

This year we worked to evolve our numeracy program Let's Count to achieve greater community engagement and cultural relevance. This included embedding Aboriginal and Torres Strait Islander knowledge into the program pedagogies and practices. In 2024, the refreshed version will be rolled out nationally and aims to engage even more early-years professionals and families to support children to notice, explore and talk about mathematics in everyday life.

In collaboration with academic partners, Let's Read is being reviewed and redesigned to reflect contemporary best practice in supporting the early language and literacy development of young children.

In nine communities across Australia, we worked strategically with a broad range of partners to deliver place-based activities funded under the Australian Government's Communities for Children Facilitating Partner initiative. In each community, activities are co-designed and delivered under a five-year strategic plan with a strengths-based focus – developed in consultation with families, local service providers, schools, businesses and government agencies. Our work in these communities aims to improve the health and wellbeing of families and the development of young children in strong child-friendly communities.

- Key programs include Communities for Children (3,482 participants), Let's Count (26,017 participants), Let's Read (26,912 participants) and Child and Parent Centres (838 participants).

57,284
children aged under five participating
in early-years programs

Primary years

Only 12% of Year 5 students whose parents have not completed Year 12 exceed the national minimum reading standard for their year level. The figure for Year 5 students whose parents have a university degree is 57%.²

The challenge

Children and young people from disadvantaged backgrounds often face complex socioeconomic challenges that make it difficult for them to remain engaged at school. They are more likely to encounter systemic barriers within the education and broader human service systems than other young people. Families often struggle to access essential services such as housing, health care and the National Disability Insurance Scheme. This can directly impact children's educational outcomes, as many families don't have access to the support networks they need to thrive. In recent years, increased cost-of-living pressures have also disproportionately impacted young people.

How we help

This year, we built the foundations to boost the participation of students in our short-course programs. Participation in these programs supports students' motivation and engagement at school, and helps them build skills they need to succeed in Year 12 and lead productive lives after school.

Building on the success of the Catch-Up Learning program, we launched an online group tutoring pilot for Learning for Life students in Years 4–7 who would benefit from tutoring in literacy and numeracy. This pilot will be completed in 2023–24. A second research report highlighting the program's outcomes was published in December 2022.

While the initial results of our Peer-to-Peer project pilot were promising, we determined that we need to do further testing on the effectiveness and scalability of various delivery models. Testing of a community partnering model with a school community hub in Victoria is now underway.

- Key programs include Communities for Children (9,700 participants), Passport to Success (3,979 students) and Learning Club (2,461 students).
- 30,280 students are sponsored through Learning for Life.

47,743
primary years students
participating in programs

¹ Australian Government, Australian Early Development Census National Report 2021: Early Childhood Development in Australia, Department of Education, Skills and Employment, Canberra, 2022.

² Australian Curriculum, Assessment and Reporting Authority (ACARA), National Assessment Program – Literacy and Numeracy Achievement in Reading, Writing, Language Conventions and Numeracy: National Report for 2022, ACARA, Sydney, 2022 <nap.edu.au/docs/default-source/default-document-library/2022-naplan-national-report.pdf>.

Secondary years

Year 9 students from disadvantaged backgrounds are, on average, 4.5 years behind in reading and 3.2 years behind in numeracy, compared to students from advantaged backgrounds.¹

The challenge

The secondary years can be challenging for young people as they deal with physical, social and emotional changes. For young people from disadvantaged backgrounds, financial hardship, complex relationships and family health issues can make these years even more difficult. While rapid ongoing economic, social, technological, environmental and cultural changes are potentially expanding opportunities for young people, there is still a clear risk that those experiencing disadvantage will be left further behind as a result of these changes.

How we help

This year, we partnered with secondary schools in Learning for Life communities and delivered a suite of education and career-related programs and activities. We introduced a series of Career Activities designed to enhance students' career education by providing them with the necessary skills and knowledge for the world of work and further study.

Demand for programs such as Work Inspiration, an employer-led program for secondary students and SmArts, a creative skills program, continues to grow, demonstrating the need for career-focused, post-school option programs in communities experiencing disadvantage.

Two other programs we implemented this year were Money Talks and Keep the Change, both focused on building students' financial literacy skills.

Partnerships with industry experts and our corporate partners have been key enablers in the implementation of these programs and activities and will allow us to extend our support to more Learning for Life secondary students into the future.

- Key programs include Career Activities (20,634 students), SmArts (1,181 students) and Work Inspiration (1,712 students).
- 31,049 students are sponsored through Learning for Life.

Post-school years

Almost half (49%) of 24-year olds from the most disadvantaged backgrounds are not fully engaged in work or study, compared to 18% of those from the most advantaged backgrounds.²

The challenge

The post-school transition into work and study is a critical time for young people. For those from disadvantaged backgrounds, the cost of travel, textbooks and other necessities can exacerbate the financial pressure on their families. At the same time, students must adjust to a self-paced workload and timetable, and a wider range of academic choices. In families where a student from a disadvantaged background is the first person to participate in tertiary education, access to mentors and other support may be limited. The COVID-19 pandemic also negatively impacted young people by altering their experience of tertiary education, displacing them from critical part-time employment and reducing their ability to cover post-school education costs.

How we help

We researched how we can work more strategically with higher-education partners to support Learning for Life students in their chosen post-school pathways. We will continue work on this project in 2023–24 and consider the recommendations of the Australian Universities Accord, an independent review of the country's higher education system, established by the Australian Government.

- 1,528 tertiary students are participating in programs such as the Learning for Life Tertiary Scholarship (1,493 students) and Cadetship to Career (30 students).

55,979
students participating
in programs

1,528
tertiary students
participating in programs

¹ Australian Curriculum, Assessment and Reporting Authority (ACARA), NAPLAN results 2022.

² Lamb, S, Huo, S, Walstab, A, Maire, Q, Doeck, E, Jackson, J and Endekov, Z (2020), Educational opportunity in Australia 2020: Who succeeds and who misses out, Melbourne: Centre for International Research on Education Systems, Victoria University for the Mitchell Institute.

We track our results

We track the progress of the children and young people on our *Learning for Life* program, against four longer-term outcomes to understand the effectiveness of our approach. We also assess the short-term outcomes of our programs as these help to put children on the path to reaching the four longer-term goals.

1. Attendance

Regular school attendance is essential for students to achieve positive educational outcomes.

2. Advancement

Each year of schooling a child completes leads to better overall life outcomes, and improves their ability to make economic and social contributions to the community.

3a. Tertiary Continuation Rate

Our Tertiary Continuation Rate measures the proportion of first-year *Learning for Life* tertiary students who continue into their second year at university, while still on a scholarship.

83%

is the **average attendance** for **Years 1–10 *Learning for Life* students in 2022.**

85.7% for primary school students, **77.9%** for secondary school students, **79.2%** for Aboriginal and Torres Strait Islander students.

66%

of *Learning for Life* students in **Year 10 in 2020, advanced to Year 12 by 2022.**

88.1%

of *Learning for Life* Tertiary Scholarship students **continued from first to second-year study at university in 2022–23.**

Improved numeracy

Improved literacy

Increased academic engagement and achievement

Increased self-management and confidence

Let's Count

85%

of early-years professionals reported improved capacity to work with parents/carers to support emergent numeracy of their children.

Let's Read

97%

of community professionals reported an increased capacity to engage families to foster children's literacy development.

student2student

94%

of participating students improved their reading. 80% of students agreed *student2student* made it easier to do their schoolwork.

Longer-Term Results

Short-Term Results

Program Results

3b. Tertiary Completion Rate

Our Tertiary Completion Rate measures the proportion of students who complete a qualification in four years.

52.9%

of *Learning for Life* Tertiary Scholarship students who commenced study in 2019 had **completed a qualification** by 2022.

4. *Learning for Life* students engaged in post-school education, employment or training

A key indicator of our approach's success is the proportion of *Learning for Life* students who transition successfully from school to further education, training or employment.

85%

of students who were in Year 12 in 2020, **were in education, employment or training two and a half years after leaving school.**

Enhanced networks and relationships

Improved knowledge and understanding of study options and career paths

Improved knowledge and understanding of financial management

Passport

83%

of students increased their understanding of what to expect at high school.

iTrack

80%

reported that participating in *iTrack* has improved their knowledge of post-school options and career pathways.

Cadetship to Career

93%

strengthened their knowledge and skills in using digital systems and technology in the workplace. 93% reported that participating in the program had increased their commitment to what they're learning.

Saver Plus

87%

of participants were saving the same amount or more three to seven years after completing the program.



Broader reach

We are committed to growing our reach and influence so we can help thousands more Australian children and young people living in disadvantage to reach their full potential through education.

CASE STUDY

Building confidence in the classroom



Melita and daughter Audrina

“When I connected with The Smith Family, I was a single mum caring for my daughter Audrina and my mum, and providing kinship care for my nieces and nephews. I’m a proud Gamilaroi woman, and connection to culture and Country are important to me.

I was struggling financially at the time. I’d just lost my home and was just making ends meet on a casual wage. The Smith Family was there to support us through Audrina’s Learning for Life sponsorship, the student2student reading program and Saver Plus.

As a single parent it can be hard to instil confidence in your kids and encourage them to get involved at school. The Smith Family gave me the support I needed to do that.

The sponsorship funds meant I always had enough to give Audrina the basics she needed for uniforms, shoes, bags, pens, pencils and books. It also allowed her to get involved in netball, which helped develop her social skills and connected her to the community.

With The Smith Family’s support, Audrina is thriving. She has excelled in her reading and is getting into public speaking. Recently, she presented the Uluru Statement in front of 500 people at a public information session.

My number-one wish for Audrina is to be happy and follow her heart and passions. I want her to beat the past barriers our family members have faced, and The Smith Family is helping her do that.”

Melita, Learning for Life parent

Strategic priority 4

Grow reach

We aim to increase the number of *Learning for Life* scholarships we offer, as well as grow student participation in our short-course programs.

In 2022–23, one of our key focus areas was to establish a strong foundation to manage the planned growth in the number of children and young people who benefit from our Learning for Life program.

To achieve this, we recruited 20 additional Family Partnerships Coordinators to support deeper connections with families. We also further developed recommendations from the prior year's Learning for Life delivery model review, including digitising key tasks linked to scholarship and program recruitment. In line with this digital push, we launched online registration for our reading, mentoring and career learning programs student2student, iTrack, Work Inspiration and Passport to Success. Learning for Life scholarships grew from 59,845 to 62,822 during 2022–23.

We also set out to increase the number of short-course program participants by testing and trialling new approaches, developing our partner and community network, and scaling up pilot programs.

As part of this initiative, we partnered with Monash University for our Growing Careers Project* to develop new career activities for students in secondary years. We also trialled a new approach to providing adaptive learning resources, such as LiteracyPlanet and Matific, to our Learning for Life students.

The SmArts program continues to grow, and we were pleased to welcome more program providers and partners this year. The program helps develop young people's knowledge and creative abilities in the arts.

*The Growing Careers Project is supported by funding from the Australian Government Department of Education.



Tahlia, SmArts AFTRS program in the NT

CASE STUDY

SmArts AFTRS program in the NT

"In April, 15 students from one of our partner schools in the Northern Territory participated in a four-day Intro to Radio and Podcasting SmArts program developed through The Smith Family's partnership with the Australian Film Television and Radio School (AFTRS).

Guided by AFTRS educator Jess, who travelled from Sydney, the students learnt some of the skills required to be a radio or podcast presenter, edited their own podcast, and heard from an ABC Darwin producer and presenter about a career in radio. On day four, the students visited a local radio station, Top End Aboriginal Bush Broadcasting Association, where they participated in a live broadcast and recorded talk breaks.

The SmArts program allows students to experience something that they don't usually get in their day-to-day school life. The students from Taminmin College were really excited by the opportunity. Not every program ends with the students coming up to thank us, but this time they all lined up to thank me.

The students were so invested in what they were doing. The school principal said some students in the program weren't very engaged in their classwork and were usually disruptive. In the program, all of them were really interested in participating, especially when they went to the radio station and were on air.

When they listened to themselves, they were so chuffed. You could see their happiness. The growth in the students' confidence throughout the week and particularly after speaking on live radio was palpable."

Peter, Smith Family team member, NT

CASE STUDY

A much-needed laptop for Yasin



Charlotte with her children, Sanaa, Salma and Yasin

“During COVID, the teachers recommended that my son Yasin get a laptop to work on at home, but I couldn’t afford it. The only laptop we had was for my eldest daughter, who was studying at university. Yasin had to join video calls and write essays on his phone. It was hard.

The laptop from The Smith Family helped Yasin with his schooling. He is still using it.

Yasin is now 16, but when he was offered The Smith Family sponsorship he was in primary school. We were struggling financially. I wasn’t working. Only my husband was providing for us. We have five children.

I couldn’t go to work because it was too hard for me to find someone to look after them at home, and I couldn’t afford to put them in childcare. We went through some very hard times.

Ever since we’ve had The Smith Family sponsorship, it has helped me a lot. I really appreciate what The Smith Family is doing for my kids. The help that the sponsors give my children goes a long way. We were struggling before we started with The Smith Family. Now we’re able to do a bit more as a family because I don’t have to worry so much about the kids’ schooling.”

Charlotte, Learning for Life parent

Strategic priority 5

Grow influence

We will grow our influence through effective advocacy and a refreshed brand.

Advocacy

Advocating for a more equitable future for children and young people

This financial year was a busy one for our advocacy team, with the Australian government instituting three national education reviews across the early-years, schools and tertiary education sectors, all with a strong focus on equity.

Our CEO, Doug Taylor was invited to join the National School Reform Agreement Ministerial Reference Group, which provides a sounding board and source of advice to Education Ministers and to the Expert Panel set up to review the Agreement. Informed by our work with students experiencing disadvantage, The Smith Family is providing data and evidence-based advice to support building a better and fairer education system, and lifting student outcomes across Australian schools.

During the year, we made 14 public policy submissions and gave 26 external presentations across our four priority advocacy areas – educational disadvantage, digital inclusion, careers and transitions support, and data for purpose – to a range of governments, industry and sector audiences.

Researching better ways to support students

During 2022–23, we contributed to the Australian educational evidence base with our unique longitudinal data on Learning for Life students. We also evaluated several new pilot programs that help students struggling academically.

A key project for 2022–23 was the Pathways, Engagement and Transitions project, funded by the Paul Ramsay Foundation. This project was established to help better understand how young people experiencing disadvantage move through the latter years of school and beyond and how they could be better supported during this time.

Now in its third year, the project looks at whether young people who were in Year 10 or 12 in 2020, and on the Learning for Life program, were in work or study during 2021–2023. It also explores the enablers and barriers to their engagement in work or study.

This year, having successfully surveyed around 3,500 young people and completed 60 in-depth interviews, we published the first in a series of reports on the project's findings.



Catch-Up Learning program trial

The report included a range of recommendations on how to strengthen the post-school pathways of young people experiencing disadvantage, and the support needed to achieve success, including from families, schools, tertiary institutions, industry, governments, non-government organisations and the wider community.

We also published the findings from the evaluation of the second-stage trial of the Catch-Up Learning program, funded through the Australian Government Department of Education. The evaluation highlighted the role that quality, in-home online tutoring can play in supporting improvements in literacy and numeracy for struggling students. Two-thirds of surveyed students who received this tutoring made greater-than-expected progress in numeracy, and more than half (53%) made greater-than-expected progress in literacy. Participants also increased in their confidence, as well as their commitment to and love of learning – core learning foundations that contribute to longer term educational success.

The Grattan Institute's 2023 report, *Tackling under-achievement: Why Australia should embed high-quality small-group tuition in schools* noted: "The only Australian-based evaluations which have published the impact on student results are the 2021 and 2022 Smith Family (Catch-up Learning) pilots."

We attracted wide media coverage for our research reports and family surveys released during the year.

System citizen

One of our ambitions is to strengthen our work as an effective and responsible not-for-profit organisation. To help us achieve this, we developed an approach focused on incorporating social, environmental and governance considerations in decision-making at all levels. In the next phase, we will define targets and track results across a range of areas, including child rights and protections, governance, team and volunteers, environmental sustainability, society, and our contribution to our sector.

Brand

A refreshed brand fit for our future

During our centenary year, we strengthened our brand as a vehicle to grow awareness of the impact of poverty on children’s educational outcomes.

In highlighting how poverty impacts education, we aimed to show The Smith Family as a provider of an effective solution that changes lives.

We consulted with our team members, the families we help and our supporters, to refresh our brand. We developed new materials including a refreshed logo and tagline, and updated messaging and campaign materials for roll-out in our marketing and communications.

Our refreshed brand communicates our contemporary purpose and is resonating positively with our audiences. It highlights our key point of difference, which is helping children to overcome educational inequality caused by poverty so they can have the opportunity to change their futures.



A selection of our refreshed brand messaging, advertising materials and collateral



Strategic foundations

To enable deeper impact and broader reach

We are committed to building solid foundations that will support young Australians to create strong futures for themselves. In growing sustainable funding, empowering our people and investing in digital, technology and data, we are building our capabilities, skills and connecting more supporters to help deepen our impact and broaden the reach of our

CASE STUDY

The rewards of giving back



"I grew up lucky enough to have all the things I needed for my education, and I am fully aware of my privilege. To think that some parents have to choose between food on their table and opportunities for their kids is heartbreaking to me.

My family has been sponsoring young people through the Learning for Life program for a number of years now, and it's something I'm passionate about.

In April 2022, I set off around Australia on my motorbike with my son and two friends.

Our aim was to ride 15,000 kilometres and raise \$15,000 for The Smith Family. I felt compelled to embark on this journey because I know the difference the charity makes to children who are experiencing disadvantage.

I'm happy to report we exceeded our target, raising \$20,000. We also had a lot of fun along the way. It's something I'd love to do again in the future.

I've also been an iTrack mentor for four years. It's a unique opportunity to give back and help high school students consider and meet their future goals, and access pathways to higher education. Often you can completely change a young person's perspective just by sharing a little of your time, experience and support. It's very rewarding."

Robert, community fundraiser, Learning for Life sponsor and iTrack volunteer

Strategic priority 6

Grow sustainable funding

We partner with generous Australian individuals and businesses to fund our effective programs and services.

Their ongoing support ensures we have sufficient resources to deliver the essential capabilities we need to operate, and allows us to invest in innovation to further build our organisational capabilities and impact. Together with our supporters we are helping young Australians throughout their educational journey to overcome the inequality they experience caused by poverty.

Individual supporters

We hugely appreciate all our supporters who share our vision of a world where every child, regardless of their circumstances, has the opportunity to change their future.

Attracting new supporters – particularly child sponsors and monthly donors – is vital to our sustainability. We were thrilled to welcome more than 10,200 new cash donors, 10,900 new sponsors and almost 3,000 monthly donors to the organisation this year.

Our donors continued to be extremely generous, giving at record levels despite the current economic environment and cost-of-living pressures. Our Winter Appeal equalled last year's record result, and this likely reflects donors' understanding of the significant challenges that the families we work with are managing. We were extremely grateful to receive their donations and thank them for their ongoing support.

Sponsors

Our sponsors help us enable better educational outcomes for Australian children living in disadvantage. This is particularly important in the current economic climate as many families are even less likely than before to be able to afford their children's school essentials.

We had a total of 67,665 active sponsors supporting 62,822 students at the end of the year. Pleasingly, 90.5% of our existing child sponsors continued their support this year.

Donors

As always, we are very grateful for Australians' generosity. Despite the economic climate, our cash appeals exceeded target, raising \$14.7 million, with an additional \$10.8 million received through other fundraising activities and from our monthly donors.

Bequests

As in previous years, we were privileged to receive bequests from several generous supporters who left a gift in their Will to support the education of children in need. This year their generosity resulted in us receiving \$10.9 million from 130 individual estates. We would like to extend our sincere condolences and grateful thanks to their families and friends.

We are also grateful to the growing number of supporters who informed us they will be leaving a legacy to support our work.

Growth in digital giving

In 2022–23, \$14.8 million in annualised income was donated via The Smith Family website. This included more than 15,000 donors and sponsors who made their first-ever donation.

With a focus on growing digital donations, we launched two new fundraising products: Digital Learning Essentials, which will raise money to fund our work with students facing digital exclusion, and a crowd funding product which aims to attract and increase the number of new, younger donors.

24,100

new supporters welcomed to the organisation in 2022–23



Philanthropy

We would like to thank our incredible, philanthropic community whose commitment and generosity is helping us build a more inclusive and prosperous society.

Major donors

We work in partnership with individuals who share our commitment to providing the best possible educational opportunities to children and young people in need. This financial year, more than \$11.8 million was gifted by 487 individuals to extend the reach of our work.

We gratefully acknowledge all our major donors for their exceptional generosity during the year.

The Children's Future Education Endowment

The Children's Future Education Endowment (CFEE) was established in 2016 to provide disbursements to support the education of children experiencing the effects of disadvantage.

Net earnings from the pooled investment of funds in the Endowment are used to provide students with Learning for Life scholarships.

Despite the challenging investment environment throughout the year, the value of the Endowment rose to \$11.2 million as at 30 June 2023, up from \$9.8 million in 2022.

We extend our heartfelt gratitude for our donors' unwavering support in contributing to our Endowment Fund. Their generosity has not only established a lasting legacy for themselves and their families, but has also paved the way for a brighter future for Learning for Life students in the years to come.

\$31.1 million

donated by our philanthropic community to support Australian children

Trusts and Foundations

We would like to extend our thanks to the 170 philanthropic trusts and foundations that donated \$5.1 million to support Australian children in 2022–23. We are also thankful for the generous support of trusts managed by our partners at Equity Trustees, Perpetual, Australian Communities Foundation, and the State Trustees Australia Foundation.

We are grateful for the continued support of the Paul Ramsay Foundation whose funding has helped us deepen our understanding of how best to support students experiencing disadvantage with their future careers while they are at school, and during the important post-school transition period.

With the generous support of a private donor and the Paul Ramsay Foundation, we have continued our On PAR pilot program. This two-year, place-based early intervention program aims to improve the educational outcomes of vulnerable primary school students through intensive case management support.

Corporate partnerships

The Smith Family is grateful for the ongoing support of 79 strategic partners throughout 2022–23. Collectively, our corporate partners contributed \$11.1 million, in addition to generous community fundraising and in-kind support. We thank them wholeheartedly.

We welcomed 10 companies as new strategic partners and collaborated on significant cause-related campaigns with Ampol, Asahi Lifestyle Beverages, Officeworks and TK Maxx. The outcomes of these campaigns exceeded last year's fundraising efforts.

Our partners' support is wide-ranging and built on shared values. In 2022–23 they contributed their considerable expertise and time to help us deliver and improve programs, and support our strategic goals to deepen our impact and grow our reach.

ANZ's Technology Leadership team donated valuable skills and time to support the development of a digital skills-building solution for our students and families.

The Officeworks Back to School campaign celebrated its 10th year supporting The Smith Family and launched its first matched giving day where customer donations were matched up to the value of \$50,000. Officeworks and its customers generously raised over \$1.48 million to support sponsorships of school-age students nationally.

Our long-term partner Orica, committed an additional three years of support for the Learning for Life program in Gladstone. Our programs in the Gladstone community have gone from strength to strength, growing from 50 supported students in 2018 to over 600 supported students today.



CASE STUDY

Thank you to our partner Officeworks

One of our long-standing partners, Officeworks, shares our belief that education is a powerful change agent. Together, we can give children the opportunity to change their futures.

This year, we celebrated 10 tremendous years of the Officeworks Back to School Appeal. This annual in-store and online fundraising campaign encourages Officeworks customers to donate to The Smith Family.

Funds raised in the 2023 Appeal, which ran from 28 December to 5 February, sponsor the education of students in our Learning for Life program and help families meet the cost of school essentials like uniforms, books and excursions.

Since the first Officeworks Back to School Appeal began a decade ago, they have raised more than \$8 million for The Smith Family's work – enough to support the education of more than 12,000 students on Learning for Life for an entire year.

This truly is a phenomenal partnership. The Appeal's success is thanks to the dedication of the incredible Officeworks team and the generosity of its customers across the country.

We'd like to extend our heartfelt gratitude to everyone at Officeworks for their ongoing support and commitment.

Through our partnership with Optus, we were once again thrilled to have the opportunity to offer the Donate Your Data™ program to eligible students and – for the first time – to their parents and carers. Joining more than 22,000 students who have previously received support through Donate Your Data™, in 2023 almost 11,000 additional participants activated a prepaid Optus SIM with data plus unlimited calls and text. Every month, participants receive up to 40GB of additional data, which is generously donated by Optus' customers. The impact of this continuing support from our partner Optus makes it easier for participating students and families to complete homework, learn, stay in touch and reach their full potential.

Ten corporate partners registered teams to participate in this year's Dream Run, raising almost \$140,000. Audi Centre Perth raised over \$50,000 and donated \$15,000 to its team on a matched giving day.

Events and community fundraising

Every year, thousands of people support The Smith Family by participating in community fundraising and events across the country, including The Smith Family Challenge, The Dream Run and our first Skipping Challenge.

The impact of people getting behind this area of our work grows year after year, and we couldn't be more grateful for their support. In 2022–23, over 2,000 supporters contributed \$3 million to our work through community fundraising and events.

Thank you to our Patrons, Ambassadors and Centenary Champions

We would like to acknowledge the ongoing support of our Patron, His Excellency the Honourable David Hurley AC DSC (Retd); VIEW Clubs of Australia Patron, Her Excellency Mrs Linda Hurley; and our ambassadors – journalist and television presenter Sarah Harris, and Dr Craig Challen SC OAM, who was co-appointed 2019 Australian of the Year. In our centenary year, we were also privileged to have the support of two Centenary Champions. Australian journalist, author, broadcaster and comedian Wendy Harmer raised awareness of our education programs through multiple ABC radio interviews and travelled to Adelaide to present at VIEW Club's National Convention. Brooke Boney, a News & Entertainment presenter at Channel 9's Today Show, also travelled to one of our partner schools in Tamworth to speak to students and filmed a moving segment for the program. We extend our heartfelt appreciation to all for their contributions.

Supporter data

Thanks to our supporters

197,779

individual supporters

◀ 67,665 +

sponsors of
Learning for Life students

130,114

donors funding
Learning for Life programs

260

partner organisations

◀ 79 + 170 +

corporate
partners

trusts and
foundations

11

tertiary institution
partners

CASE STUDY

A lifeline in tough times

"Without people stepping up and sponsoring kids, there would be no help for families like us.

We've been caring for our three grandchildren on and off for three years. My husband is on a disability pension and hasn't worked since 2012.

When the kids came to us, we were getting no money or help. My son helps out a little bit now, but most of the pressure is on my husband and me.

The money from The Smith Family helped out so much with Blake's uniform.



Rae and her three grandchildren

I was able to get him at least one of every item he needed, including a pair of socks. Thank goodness for that. Otherwise, he'd be getting into trouble for not having the right uniform.

The Smith Family has really helped in terms of getting uniforms and being able to say, 'Yes, we can afford to send you on that trip'. I know I have extra money for whatever they need – swimming fees and things like that. The other support is really good as well. If I have a problem, I can ring the staff.

I just wish there were more Smith Family sponsors out there. They've been a lifeline for us."

Rae, Learning for Life grandmother

Thank you

All our partners contribute much-valued support for our work. We are grateful for their commitment, expertise and contributions to our work with young Australians and their families.



The Alan and Barbara Bagnall Endowment Fund



The BB & A Miller Foundation

BF Foundation

BJLR Foundation



The Brazil Family Foundation



Charles Warman Foundation



The Donald & Joan Wilson Foundation



The First Eddystone Foundation



Garry Whyte Sea Angel Private Ancillary Fund



The Hammerton Family Scholarship

The Harvey Family Scholarship



The Jacobsen Family Foundation

Joe White Bequest



Maple-Brown Family Foundation

The Maria Vasas Foundation



Reuben Pelerman Benevolent Foundation

RODAN+FIELDS PRESCRIPTION for CHANGE



Scott Williams Foundation



Six Jeffries Foundation



Suitters Foundation



technologyone



VIEW Clubs of Australia

Established by The Smith Family in 1960, Voice, Interests and Education of Women (VIEW) is a national women's organisation and support network. It brings together women in local communities to connect with others through social events and activities, and to raise awareness and fundraise in support of young Australians in need.

Today, VIEW exclusively supports The Smith Family. It is proud to have 14,155 members in 283 communities nationally.

The Smith Family is sincerely appreciative of and thankful for the ongoing support of VIEW members in all clubs nationally.

Making connections makes a difference

VIEW made new connections in new communities, opening Yerrabi VIEW Club in the ACT in February 2023 after years of disruptions due to the COVID-19 pandemic. In March this year, Leopold VIEW Club became the 5th club on Victoria's Bellarine Peninsula.

Increasing Learning for Life sponsorships

VIEW Clubs are generous and committed supporters of our Learning for Life program. In 2023, VIEW reached a new milestone of sponsoring 1,680 Learning for Life students and is the largest community sponsor of students participating in the program.

VIEW members also volunteer as tutors and mentors in local communities, aligning with and strengthening the impact of The Smith Family's Learning for Life program for children and their families.

VIEW National Convention 2022

Due to the pandemic and associated travel restrictions in 2021, VIEW's biennial convention was postponed to 2022. Held in Adelaide, the convention also celebrated VIEW's 60th anniversary and The Smith Family's centenary. It offered an opportunity to recognise the pioneering members who helped forge and expand the organisation nationwide.

VIEW Leadership and Governance Project

To ensure VIEW's long-term future, at its February 2023 meeting, VIEW National Council agreed to:

- strengthen its governance and leadership structure
- review its geographical boundaries to make national and zone councillors' responsibilities more equitable and help attract future leaders
- investigate ways to increase support and education opportunities for VIEW members to develop leadership skills and a stronger sense of agency

VIEW members continue to engage via social media

VIEW's Facebook community and presence continues to grow, and it currently has 2,240 followers. Over half of all VIEW Clubs have their own Facebook page, profile or group, providing a way for members to connect with each other and help increase VIEW's profile in the wider community.

14,155

VIEW Club members
in 283 clubs across Australia

Embracing a digitally enabled society

VIEW provides online training sessions on roles and resources for club treasurers and other interested committee members.

As many clubs continue to adopt new payment methods, VIEW provided Square Reader device training for donation collecting and payments for club activities.

Celebrating International Women's Day

Throughout Australia, VIEW Clubs held significant International Women's Day events with the theme #EmbraceEquity offering opportunities to celebrate everything women do for and give to the community.

Online Centenary raffle

VIEW Clubs' Online Raffle celebrating The Smith Family's Centenary in 2022 raising a much-appreciated sum of \$25,300.

Strategic priority 7

Empower our people

We are empowering our people by optimising our organisational capabilities, culture and communication.

In 2022–23, the People and Culture team launched a clear roadmap to support the broader organisation's strategy. Our vision is for our people to thrive in a resilient, adaptive and contemporary culture, where team members and volunteers are enabled, feel empowered, and have the skills and mindsets to deliver our vision and purpose. Our strategy is based on our organisation's values and driven by our aspiration to be a leading organisation within the sector.

Refine our operating model to support our strategy

This year we worked to consolidate changes to our organisational structure that began in 2022. We brought all fundraising activity under the leadership of one executive, and welcomed a new executive to lead a new Digital and Transformation function. We refreshed our People and Culture team structure to embed a business partnering approach to our work. We also continued enhancing the effectiveness of our senior leadership team, holding regular forums to connect, learn and work together on key organisational matters.

Strengthen our employee value proposition

Given our ambitious growth agenda, finding the right talent in the current competitive market has been particularly challenging. As a result, we sharpened our efforts to attract top candidates by leveraging our strong reputation and compelling purpose. The brand refresh supported us to clearly communicate our organisation's contemporary focus and impact.

Policies and practices are important levers for employee retention. During the year, we launched our revised Flexible Working policy and approach to clarify our commitment to offering flexible working options that help team members achieve work-life balance.

Our focus on our Reconciliation Action Plan deliverables and Indigenous Employment Strategy allowed us to achieve our target number of 3% of our workforce identifying as Aboriginal and Torres Strait Islander people.

Evolve our culture

We continued to focus on employee engagement this year. This included seeking team member feedback. In our annual staff survey, we achieved an excellent participation rate of 85% (667 team members), assuring us that the feedback received is representative of the entire organisation. We achieved an engagement score of 74%, which is 4 percentage points above the not-for-profit benchmark in Australia.

We also continued to embed our revised Performance Development approach across the organisation, enhancing team members' motivation, engagement, wellbeing and development.

Build our team members' key capabilities

Our Leader as Coach program embeds the practice framework for our Learning for Life program. It comprises group and individual coaching, facilitated sessions and self-directed learning.

Leaders who participated in the program reported that it made them feel more confident and capable in coaching their teams, embedding the practice framework and working within it.

We offered our evidence-based Ignite Leadership Development program to team members again this year. The program has been tailored to enable our team to support respectful workplace relationships and navigate environments present in the workplace.

The Smith Family Enterprise Agreement

In 2023, we commenced negotiations on a revised Community Programs Enterprise Agreement. We aim to have the new Enterprise Agreement ratified and in operation in the second half of 2023–24.

Improve the effectiveness of portfolio planning management

The Planning and Prioritisation Project began in October 2022, with the aim to continuously improve how we identify, select and manage initiatives, to better enable delivery of our initiatives and strategic ambition. The project has delivered changes to processes, provided enhanced inputs for decision-making and enhanced visibility of our portfolio of work.

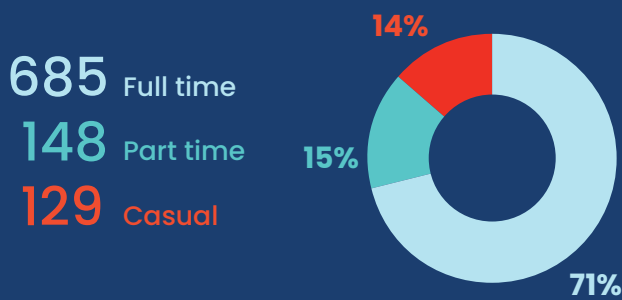


Our team members

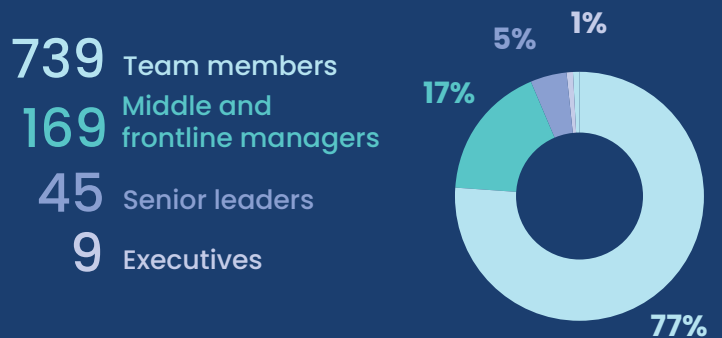
962 Smith Family team members

or 786 full-time equivalents

Employment status

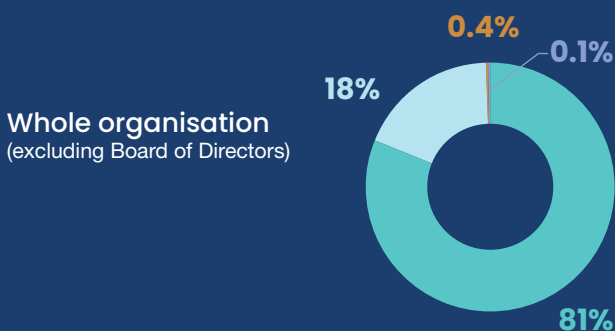
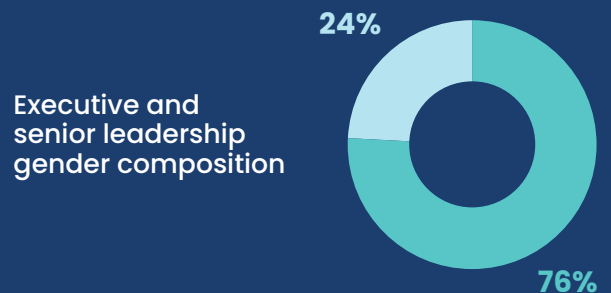
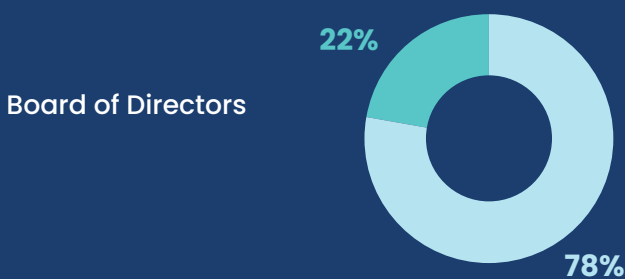


Breakdown of roles



Gender composition

Male Female Gender diverse Unspecified



16.9% Voluntary employee turnover for 2022-23

Our organisation chart



Volunteers

Without our dedicated volunteers giving their time and skills, much of The Smith Family's work would not be possible at the current scale. We extend our gratitude to our loyal volunteers for their support in enabling us to deliver our organisational purpose.

Volunteer participation

This year, we continued to feel the impacts of the COVID-19 pandemic on volunteer participation. Available volunteering roles increased by 12% and there was a significant increase in one-day roles. While the number of roles has not returned to the pre-pandemic level, we were fortunate to have 88% of available roles filled.

Program and administration roles proved the most challenging to fill, reflecting a sector trend away from longer-term roles. Overall volunteer numbers are beginning to rise again due to more remote, hybrid and short term opportunities becoming available, however program and skilled volunteer numbers have not yet returned at the same rate.

Interestingly, excluding our youngest volunteers who participate in the student2student reading program, the largest number of volunteers comes from the 20–29 age group, closely followed by those aged 60–69 years. Around 72% of volunteers identify as female. The main referral sources are our corporate partners (which account for 41% of roles filled), followed by word of mouth.

The volunteer experience

Prioritising volunteer experiences enabled us to retain many volunteers and achieve high satisfaction rates in a challenging environment. More than 95% of survey respondents spoke positively about their volunteering experience and the support provided. This year we filled 5,760 volunteer roles with 5,162 individuals (some took on more than one role). A total of 108,341 hours of service – valued at \$3.4 million – was donated.

In May 2023, we held our biggest National Volunteer Week campaign ever, celebrating our 'change makers'. We rounded off our centenary year in 2022, by gifting a special commemorative coin to some of our long-term volunteers, and we distributed an all-volunteer communication that recognised an incredible 100 years.

5,162

individual volunteers filling
5,760 volunteer roles

(with some volunteers taking on
more than one role)

108,341

hours of service donated
by volunteers, equivalent to
\$3.4 million

95%

of volunteers indicated
satisfaction with
our support to them

95%

indicated they would
speak positively about
their volunteering
experience with others



Developing capability in volunteer management

The volunteering team plays an active role in 'empowering our people' – a foundational element of our strategy. During the year we offered a series of learning and development opportunities to managers of volunteers and launched a range of resources to support them in their roles via our Volunteer Support Centre. A volunteer management forum was held during Child Protection Week where we shared good practice.

We finalised the first phase of a multi-year program of digitisation and delivered technical solutions to enhance stakeholder experiences of volunteer engagement. A key achievement has been halving the time it takes for a volunteer to progress from expressing an interest to becoming an active volunteer. This has not only eased some existing pain points in screening high volumes of volunteers, but also enabled potential future growth.

We continued to use features of the Zendesk email management tool to better service team members with volunteer management enquiries. This tool highlights the topics on which volunteer managers most commonly seek support, allowing us to tailor resources accordingly.

Looking towards the future

Given the changing volunteering landscape in post-pandemic times, we continue to provide insights to our internal stakeholders to help with planning. We attended Volunteering Australia's annual conference in Canberra, which saw the launch of a new National Strategy for Volunteering – a blueprint for sustaining volunteering into the future.

We are closely engaged with developing, testing and refining the national strategy, including attendance at webinars for the launch of important sector research papers. We were proud to present at this sector-wide conference and showcase how we have evolved our post-pandemic volunteer offerings by moving some activities online (via an extranet), so that new, remote volunteers can support us in a flexible and responsive way.

To complement external research, we also conducted a broad-scale 'Future of Volunteering' survey of our own volunteers, many of whom indicated a preference for shorter-term engagements and remote volunteering. We shared external trends and internal insights during key organisational events and forums, ensuring team members and leaders are cognisant of shifts in volunteer participation as they plan for the future.

CASE STUDY

Celebrating our volunteer changemakers



"I have always been interested in helping people and have a passion for volunteering.

My first volunteering experience was dropping into the Children's Hospital on my way to work, to read to the kids. Since then, I've worked with international food and refugee charities, and fostered children from all over the world.

I started volunteering at The Smith Family around six years ago. At first, I mostly did admin work at the volunteer centre, but I have since started helping at my local Learning Club. I'm also training to be an early learning reader.

I'm motivated to give back because I know what it's like to receive a helping hand when times are tough. I experienced disadvantage as a kid and was raised by my mum in a single-parent household.

I love working with a wonderful team, and celebrating the wins and joys of the students I support.

COVID was a challenging time for me as I have health issues, but I was able to keep volunteering with The Smith Family through remote admin work. I did it because I wanted to stay connected to my network.

It was a really amazing feeling to be recognised by The Smith Family as a changemaker. For me, volunteering has always been about having a strong sense of community and a feeling of doing something positive for society. I really do give it my all and am always happy to put in the extra hours."

Christine, Smith Family volunteer

Strategic priority 8

Invest in digital, technology and data

We are focused on building and developing our digital, technology and data capabilities so we can achieve our goals.

Digital and data

In 2022–23, our digital delivery team prioritised delivering solutions for a digitally empowered future. While we have not yet fully transitioned to end-to-end enterprise agility, our approach continues to evolve, and we are balancing agility with stability. This approach allows us to foster a culture of adaptability, collaboration and improvement that enables us to thrive in a fast-paced digital landscape.

A key project was refocusing our 'Ways of Working and Teaming Support' initiative on improving our agile digital delivery. This involved conducting a diagnostic review of The Smith Family's digital work processes, governance, value streams and strategy execution links, to identify key challenges and opportunities for 2023–24.

As part of our data modernisation project, we focused on creating a unified data platform that will help us enhance the quality of our analytics. To achieve this objective, we first established a solid foundation by replacing deprecated integration services and using a data lake to store customer relationship management data. Phase two of the project involved exploring use cases, including one for Family Partnerships at Risk using predictive analytics to identify students at risk of exiting the Learning for Life program before completing their schooling. Insights from this tool will enable us to better provide Learning for Life students with targeted support to maintain their engagement with school.

Policy and processes

We finalised our Data Rights Policy, a Data Sharing Framework, Information Asset Security Classification Policy, and Data Handling Guidelines, in readiness for implementing into our systems and processes.

Reducing risk

We reduced our risk exposure and enhanced team productivity and experiences through a range of initiatives. These included updating digital devices for team members; implementing Microsoft Intune for device management and secure app handling; introducing new policies to secure our data in managed apps; delivering anytime, anywhere access to files via SharePoint; and by consolidating telephony systems into a flexible, cloud-based solution for remote work.

This year we also enhanced The Smith Family's resilience and continuity across regions, conducting disaster recovery tests for all core systems, and we established high availability disaster recovery for our content management system. We also upgraded the platform used to deliver some of our key programs.

Enhancing our supporter experiences

Enhancing supporter experiences with digital platforms and emerging technologies was a key focus this year. Projects included enhancing the architecture and security of the donation form on The Smith Family's website and building new online supporter features, including the ability to customise communication preferences.

We worked to enhance the experience of our volunteers, volunteer managers and our volunteering team by implementing a range of technical solutions and automations. Key projects included rolling out Zendesk Talk for centralised volunteer coordination, which resulted in greater efficiency and improved reporting capabilities. We also enhanced the user experience for team members and volunteers within Microsoft Dynamics, which resulted in a 54% improvement in efficiency in creating volunteer request matches. Centralising volunteer data in an onshore system for better data management also helped to ensure our compliance with Australian legislation.

Overall, our focus on improving core information technology services saw the overall service satisfaction score among our team members increase by 13 percentage points to 63% in 2023.



CASE STUDY

Programs and support to succeed at school



Ebonie and daughters
Holly and Lily

"I was struggling a bit when I was connected with The Smith Family in 2019. Back then, I wasn't working and was relying on Centrelink payments. My kids, Holly (11) and Lily (9), were starting school. I didn't realise how much the uniforms actually cost. It was a struggle to get uniforms, shoes, and all the bits and pieces they needed for school. I'm now lucky enough to have a job, but The Smith Family really has helped.

Lily started doing student2student last year. I haven't had a lot of time to sit down and read with her as much as I did with Holly. It's really helped having someone read with her one on one. She was a bit shy to start with, but after a few sessions, she opened up and the buddy also opened up. She had a wonderful experience, and I noticed her reading improved a lot.

Holly started student2student this year. Her reading's not bad, but having someone help her with bigger words, and explain what they mean, has been really helpful to her.

Within the last few years, The Smith Family has offered Learning Club cooking sessions and student2student, which has been great. Holly has done the Future Seekers program too.

My kids' education is very important. I didn't do well in school, so I'm glad that my kids are doing a lot better than I was at their age. I want to say a big thank you to our sponsors, but that's really not enough for what they've done to help us."

Ebonie, Learning for Life parent

Governance

We are transparent and accountable for how we manage our assets.

CASE STUDY

The life-changing gift of education



“Learning for Life sponsorship has changed my life and the lives of so many other young people.

We didn't have much growing up. Mum didn't work, and she was looking after three kids while trying to deal with her own mental health issues. She did her best, but our shoes were always too small and falling apart, and we always got the same Vegemite sandwich in our lunchboxes. I was never able to join school excursions and activities, and I never had my school photo taken.

Once my sponsor started their support, my life changed completely. It shaped who I am today. All of a sudden, I was able to have a pencil case, a proper school bag, shoes, books and pencils. When you're a kid and you don't have all the stuff everyone else has, you feel left out and left behind.

I never thought I'd get the opportunity to go to university, but when I won the New England University Vice Chancellor's Award at the end of Year 12, I knew I had to go. The Smith Family helped me with a Learning for Life Tertiary Scholarship. That's when I knew I'd be able to do it.

Today I'm working in the banking sector, looking to develop my leadership skills and build a life with my partner.

Sponsorship has given me the opportunity to fulfil my dreams and aspirations, and better myself. It gave me the confidence to achieve the things I've achieved.”

James, Learning for Life Alumni

Board of Directors



Nicholas W. Moore AO

BComm LLB FCA
Chairman and Non-executive Director since November 2019; Chairman of Screen Australia, The Centre for Independent Studies, Willow Technology Corporation, Aldus Group and the

National Catholic Education Commission; Chairman of the Markets Taskforce Expert Advisory Panel and the Financial Regulator Assessment Authority within the Department of Treasury; former Chairman of the Sydney Opera House and PCYC NSW; former Chief Executive Officer of Macquarie Group; member (and former Chairman) of the UNSW Business School Advisory Council. Australia's Special Envoy for Southeast Asia.



Mark G. Johnson

BComm FCA CPA FAICD
Non-executive Director since 2012; Non-executive Chairman and Director of The Hospitals Contribution Fund of Australia Ltd; Non-executive Director of Aurecon Group Pty Ltd, Boral Ltd, Goodman Ltd, Goodman Funds Management Ltd and Metcash Ltd;

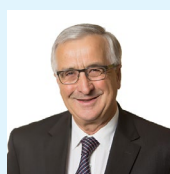
Sydney Airport; member of the UNSW Council and former member of the Board of Partners of Corrs Chambers Westgarth; former Non-executive Director of Coca-Cola Amatil Ltd, Westfield Corporation and HSBC Bank Australia; Chief Executive Officer of PwC in Australia from 2008–12, a former Chairman of the PwC Foundation, and for 15 years holding senior roles managing PwC's Assurance and Business Advisory Services, Consumer and Industrial Products team, and Audit, Technical, Risk and Quality groups; member of the UNSW Business School Advisory Council.



Christine Cawsey AM

BA DipEd MEd (Admin)
Non-executive Director since 2013; Principal of Rooty Hill High School since 1997, and a Past President of the NSW Secondary Principals' Council; former board member (2011–2021)

and now life member of GWS Giants AFL Club; member of Teachers' Mutual Bank Educational Advisory Panel.



Adrian J. Kloeden

MSc (Business Studies) BSc (Hons–Forestry) Hon. Doc FAICD
Non-executive Director since 2016; Chairman of Aquasure Pty Ltd; President of the Victorian Chamber of Commerce and Industry; Director of the Australian Chamber of Commerce and Industry;

extensive experience in senior management roles in a range of companies in Australia and overseas involved in agribusiness, manufacturing, distribution, retail, technology and transport.



S.A. (Tony) Davis

Non-executive Director since 2016; Founding Director and past Chairman of Quantum, a global leader in data analytics, technology and AI; Director of Seaford Foundation; Director and investor at Greenbanks Tasmanian Whiskey; former Chairman and Director of

peak marketing industry body ADMA; active investor and advisor to a range of early-stage, high-growth tech ventures, including Stream (media), ParaFlare (cyber security) and Prospection (medtech).



Jeremy C.R. Maycock

BEng (Hons) FAICD FIPENZ
Non-executive Director since 2013; Chairman of NSW Electricity Operations Group (Transgrid); former Chairman and Non-executive Director of AGL Energy Ltd, Port of Brisbane Pty Ltd and Arrium Ltd; former Non-executive Director,

Nuplex Ltd; former Managing Director and CEO of CSR Ltd (2007–10); Inaugural Chairman of Cement Australia Pty Ltd; former Member of the UNSW Business School Advisory Council.



Rosheen M. Garnon

BEC/LLB FCA CTA GAICD
Non-executive Director since 2019; Chair of the Board of Taxation and Alexium International Group Ltd; Deputy Chair of the Australian Council for the Arts; Non-executive Director of Venues New South Wales,

Australian Rail Track Corporation and Resolution Life Australia; former senior partner with KPMG with over 29 years' experience in professional services; member of Chief Executive Women.



Professor Peter J. Radoll

BInfoTech MInfoTech PhD
Non-executive Director since April 2019; Deputy Vice-Chancellor Indigenous, Equity and Inclusion at Victoria University; formerly Deputy Vice-Chancellor People & Organisation at Victoria University; Member of the Victorian Chamber

of Commerce and Industry's Executive Council; Fellow of the Royal Society of NSW; Member of the Golden Key Society.



Dr Jeffrey A. Harmer AO

BA (Hons) DipEd PhD FAIM FIPAA FANZSOG
Non-executive Director since 2013; Director of the John James Foundation; former Secretary of the Department of Families, Housing, Community Services

and Indigenous Affairs (2004–2011) and of the Department of Education, Science and Training (2003–2004); former Managing Director of the Health Insurance Commission (1998–2003).



Douglas D. Taylor

BMin BA (Hons) GradCertM GAICD
Chief Executive Officer and Executive Director since 2021; former Deputy CEO, Uniting NSW & ACT; Chairperson, Warakirri College; Non-executive Director of the Australian Centre for Social Innovation;

member of the Centre for Social Impact Advisory Board; Community Fellow with Western Sydney University.

Council of Governing Members

The Council of Governing Members consults with the Board of Directors on The Smith Family’s operations, ensuring that they align with the objectives stated in our constitution.

The Council comprises the voting membership of the organisation and is responsible for electing Directors and approving annual accounts.

In addition to the Directors, the members of the Council are Arun Abey AM, Christine Bartlett, Barbara Cail AO, Emeritus Professor Ross Griffith, Jane Hemstritch, John Kelly AM, Chris Leptos AM, Christine McLoughlin, Greg Ruddock, Doug Snedden, Rosa Storelli, Peter Stumbles (appointed in 2023), Paul Tobin, Richard Warburton AO, Emeritus Professor Ken Wiltshire AO and Marg Woodhouse.

We thank all Council members for their support during the year. Thanks also to James Millar AM, Linda Bardo Nicholls AO, Richard Turner AM, Terry Walsh and Geoff Willmott whose terms ended this year.

Board of Directors

The Board of Directors is the decision-making body of The Smith Family, responsible for governance and oversight of management. Its role and responsibilities are governed by the constitution and a comprehensive Board charter. In 2022–23, the Board consisted of nine honorary Non-executive Directors and the CEO, with each person offering a range of skills in addition to their board-level experience in various sectors.

Having regard to forthcoming retirement vacancies and the desirability of overlapping appointments, the Board was engaged during the year with the Corporate Governance Committee in identifying candidates for directorships to be presented to the Council of Governing Members for endorsement. Several nominees will be considered at the Annual General Meeting in 2023.

The Smith Family’s management conducts a detailed induction process for new Directors to ensure they have a comprehensive understanding of our organisation, strategy and programs. This enables each Director to start contributing as soon as they are appointed.

Board committees

The functions of the Board’s committees in 2022–23 are outlined below.

The Corporate Governance Committee supports the Board in developing governance principles; identifying candidates for membership of the Board, its committees and the Council of Governing Members; and reviewing The Smith Family’s constitution.

The Endowment Fund Committee oversees our investment policy and mandate for the Children’s Future Education Endowment. Over time, its earnings will provide a secure revenue stream to fund student scholarships and community work as part of our Learning for Life program. The Endowment had investments in June 2023 of \$11.2 million.

The primary responsibility of the Finance, Audit & Risk Committee is to assist the Board in its governance role of ensuring the organisation operates prudently, effectively, efficiently, ethically, and legally.

Meetings held and meetings attended

Director	Board of Directors		Corporate Governance		Finance, Audit & Risk		People & Culture		Endowment Fund	
	Number held	Number attended	Number held	Number attended	Number held	Number attended	Number held	Number attended	Number held	Number attended
C. Cawsey	4	4					2	2		
S.A. Davis	6	4								
J.A. Harmer	6	6	2	2						
R.M. Garnon	6	5			4	4			1	1
M.G. Johnson	6	4			4	4			1	1
A.J. Kloeden	6	4					2	2		
J.C.R. Maycock	6	5	2	2						
N.W. Moore	6	6			4	2			1	1
P.J. Radoll	6	5					2	2		
D.D. Taylor	6	6	2	2					1	1

The Smith Family is a company limited by guarantee. Its ABN is 28 000 030 179.

Its status as a Public Benevolent Institution (PBI) was confirmed in July 2005 by the Australian Taxation Office as part of its registration requirements for all non-profit entities, as was the organisation’s status as an income tax exempt charity and a deductible gift recipient.

The organisation enjoys certain other tax concessions and exemptions consistent with its status as a PBI which relate to goods & services tax and fringe benefits tax.

The Smith Family is registered with the Australian Charities and Not-for-profits Commission (ACNC), and as required by state and territory regulations:

New South Wales
Registration number CFN 11049
– renewable in 2024

Queensland
Registration number CP 4163
– registration is ongoing subject to meeting certain annual financial reporting requirements

South Australia
Registration number CA 778
– ongoing subject to continued registration with the ACNC

Tasmania
Registration number FIA-170
– registration is ongoing

Victoria
Registration number FR 0010290 – ongoing subject to continued registration with the ACNC

Western Australia
Registration number CC 20352
– ongoing subject to continued registration with the ACNC

Australian Capital Territory
Registration is ongoing subject to continued registration with the ACNC

The Committee monitors the effective management of finances and investments to ensure that funds are available to meet our operating requirements. The Committee also monitors the effectiveness of risk management policies and procedures, and reviews and addresses complaints received under the Whistleblowing Policy.

The People & Culture Committee provides advice on remuneration policies and practices and ensures The Smith Family complies with employment-related statutory and regulatory requirements, including those concerning workplace health and safety. During the year, an organisation-wide review of industrial instrument coverage was initiated and some issues regarding the application of the Social, Community, Home Care & Disability Services Industry Award 2010 to some team members were identified. Remediations for an as-yet undetermined number of current and former team members will be made in 2024.

VIEW Clubs of Australia

This national women's organisation, with more than 14,000 members, supports the work of The Smith Family through volunteering and fundraising. The organisation's National Council leads the overall development of VIEW and administers policy. The two-year term of the National Executive appointed in January 2022 ends in December 2023. The National President is Marg Woodhouse, and she is supported by two National Vice-Presidents, Evelyn Berg and Elizabeth Birch.

The National Councillors are Brenda Caligeros, Joan Coleman, Robyn Garard, Pauline Glover, Sandra Jankovskis, Jean Jennings, Bev Orgill and Lorraine Thomson.

Advisory groups

The following groups provide advice to the CEO as well as offering their expertise to senior management on issues and projects.

The Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples is chaired by John Rawnsley. Its members are Lenique George, Dr Jeff Harmer AO, Alara Hood, Jesse King, Professor Peter Radoll, Kieran Ryan, Wanda Wellington, Sarah Chaloner and Rebecca McPhee. Meetings are also attended by two of The Smith Family's Aboriginal and Torres Strait Islander team members, Karen Parter and Leanne Smith. Pauline Brown stepped down from the group at the end of the financial year.

The Information Systems Advisory Group is chaired by Doug Snedden. Its other members are David Boyle, David Ellis, Richard McLaren, Peter Spicer and Anthony Robinson. During the year David Boyle stepped down from the group.

The Let's Count Project Advisory Group's members are Alan Dougan, Belinda Emms, Associate Professor Ann Gervasoni, Dan Leach-McGill, Penny Markham and Emeritus Professor Bob Perry. While the group did not meet in 2022–23, individual members were engaged in various activities throughout the year, including the Let's Count Revision project.

The Principals Advisory Group is chaired by The Smith Family Director Christine Cawsey. Its members are Malcolm Elliott, Caroline Fishpool, Donna McDonald, Andrew Pierpoint, David Samaha, Lee Sibir, Karen Snibson and Jarrod Williams. Natalie Banks and Zachary Taylor stepped down from the group during the year.

We sincerely thank all past and present members of our advisory groups for their service and support.

Governance standards

As a registered charity, The Smith Family is required to meet the Australian Charities and Not-for-profits Commission (ACNC) Governance Standards. These standards are a set of high-level principles for how an organisation should be governed, and we review our compliance with them on a regular basis.

Our policy framework ensures that our practices are aligned with:

- the ACNC Governance Standards, which include an obligation to act consistently with Australian laws
- our contractual commitments, including those under key government funding arrangements
- community expectations, and
- our values.

We operate in an environment of increasing focus on governance and risk and worked throughout the year on strengthening our practices.

Our records management framework continues to be enhanced by the development and implementation of a document management system on our Folio platform which will ensure that contracts and agreements are appropriately reviewed, endorsed and approved prior to execution. This is being done within the context of broader work we are undertaking in relation to data governance and implementing the Supplier Code of Conduct which we developed in 2021 to minimise the risk of modern slavery issues in our supply chain and operations.

Recognising and managing risk

The Smith Family's Risk Management Framework guides us in managing risks at the organisational, functional and programs levels. Customised risk management processes and controls at each level support our ability to identify, analyse, evaluate and manage risks.

PwC was engaged in April 2023 on a pro bono basis to conduct a high-level review of the organisation's risk management framework and associated practice statements.

The aims of the review were to provide insights into how The Smith Family compares to contemporary market practice, and recommendations to assist the organisation with developing and maintaining risk management and governance practices of sufficient maturity to meet legal, regulatory and other stakeholder requirements.

The review identified a number of thematic recommendations to facilitate the development of The Smith Family's Governance Risk Compliance Framework, and Management has formed a Steering Committee to develop a program of actions aimed at addressing those recommendations.

Child safety

As part of our commitment to being a child safe organisation, we endorse the Australian Human Rights Commission's National Principles for Child Safe Organisations and this year focused our efforts in particular on National Principle 2, that 'children and young people are informed about their rights, participate in decisions affecting them and are taken seriously'. This included running several 'try, test and learn' engagements with students and young people as part of our Student and Family Engagement project.

Environmental sustainability

As part of the organisation's strategy commitments, The Smith Family has been reviewing opportunities to improve its environmental impact. The nature of our operations as a service-based organisation means that we do not have significant negative environmental impacts. However, to improve our operations, we have established an initiative and working group to evaluate and baseline our current status and footprint. We will be collaborating with a corporate partner to assist with this evaluation, initially reviewing our property footprint and travel arrangements and identifying what opportunities there are for improvement.

Five-Year financial summary

(Figures in \$'000s)

	2018–19	2019–20	2020–21	2021–22	2022–23
Income					
Fundraising					
Donations and corporate support	73,672	92,152	111,197	110,797	116,797
Bequests	5,882	9,090	9,773	9,462	10,925
VIEW Clubs	5,297	5,300	2,856	4,558	5,138
Government funding	26,563	35,814	26,366	19,824	18,886
Children's Future Education Endowment	1,631	1,169	836	835	667
Commercial activities net contribution	7	10,702	31	59	33
Investment and other income	3,348	1,831	3,297	312	4,922
Total income	116,400	156,058	154,356	145,847	157,368

Expenditure

Policy and programs	(72,136)	(82,325)	(87,247)	(102,943)	(111,457)
Fundraising	(32,004)	(32,598)	(30,251)	(28,523)	(33,779)
Promotion and profiling	(3,945)	(4,358)	(4,852)	(6,359)	(7,036)
Administration	(2,569)	(2,314)	(2,507)	(3,424)	(4,844)
VIEW Clubs	(3,865)	(4,198)	(1,516)	(3,198)	(3,607)
Total expenditure	(114,519)	(125,793)	(126,374)	(144,447)	(160,723)
Surplus/(Deficit)	1,881	30,265	27,981	1,400	(3,355)

Other results and indices

Commercial activities					
Sales and other revenue	17,173	24,911	46	77	38
Expenditure	(17,166)	(14,209)	(15)	(18)	(5)
Commercial activities net contribution	6	10,702	31	59	33

Volunteering

The Smith Family receives substantial contributions by way of pro bono support from corporate partners and volunteers, the value of which is not reflected in the financial statements. Volunteering contributions are valued based on the level of skill required by various volunteering positions.

	2018–19	2019–20	2020–21	2021–22	2022–23
Volunteer hours	362,450	214,000	152,596	116,038	108,341
Value of volunteering contribution (\$m)	10.7	6.3	4.7	3.7	3.4

Income

Since 2018–19, total income has grown by an average of 7.8% annually, rising from \$116.4 million to \$157.4 million in 2022–2023, mainly driven by higher donations.

Donations and corporate support	In 2018–19, income from individual donations and corporate support was \$73.7 million. By 2022–23, it had risen to \$116.8 million, representing average annual growth of 12.2%.
Government funding	The Smith Family received \$26.6 million in government funding in 2018–19. In 2022–23, we received \$18.9 million. The peak of funding was in 2019–20.
Children's Future Education Endowment	In 2022–23, The Smith Family received \$0.7 million into its Children's Future Education Endowment.

Expenditure

Overall expenditure has risen from \$114.5 million in 2018–19 to \$160.7 million in 2022–23, largely due to expansion of our community programs.

Policy and programs	In line with our revenue growth, we have invested to extend the reach and increase the impact of our work. Expenditure on community programs increased on average by 11.5% annually, rising from \$72.1 million in 2018–19 to \$111.5 million in 2022–23.
Fundraising	Fundraising expenditure totalled \$33.8 million in 2022–23. Despite the increase in fundraising activity over the five years, this is broadly in line with fundraising expenditure in 2018–19.
Administration	Expenditure of \$4.8 million on administration in 2022–23 represented 3.1% of total income, increasing from 2.3% in 2021–22.

Other results and indices

Commercial activities	The net surplus from commercial activities in 2022–23 was \$0.03 million. The Recycling Operation ceased in 2019–20.
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Volunteering

Estimated value of volunteering contribution	The estimated value of the contribution of volunteers in 2022–23 was \$3.4 million compared to \$10.7 million in 2018–19.
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Fundraising performance

Allocating our resources for impact

Resources are essential for building strong infrastructure and increasing our effectiveness and impact for children experiencing poverty, so they can build skills to change their futures.

In the five years to June 2023, 72% of donations from our supporters has been spent on our community programs, with 28% of our resources invested in the vital activities that build our continuing organisational capacity and sustainability.

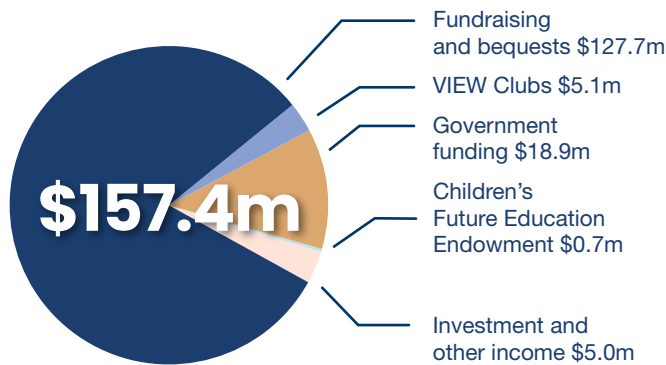
However, our 72% funding allocation to community programs is just one measure of the effectiveness of our organisation. Another critical dimension is the positive impact our investment in resources and activities has in supporting the achievement of the four program outcome measures

we track and report – the attendance, advancement, tertiary continuation and completion, and engagement rates of students we help.

The Smith Family has joined with other not-for-profits to develop initiatives aimed at providing donors and charity partners with a deeper appreciation of a range of not-for-profit evaluation criteria. Our goals are to demonstrate the effectiveness of resource allocations so that donors can see the impact that together we achieve for those we help. By facilitating greater openness around how funds are carefully stewarded, and by showing how all costs contribute to a healthy, sustainable, and effective organisation, we aim to help donors understand the important and enduring part donations play in making the difference they expect.

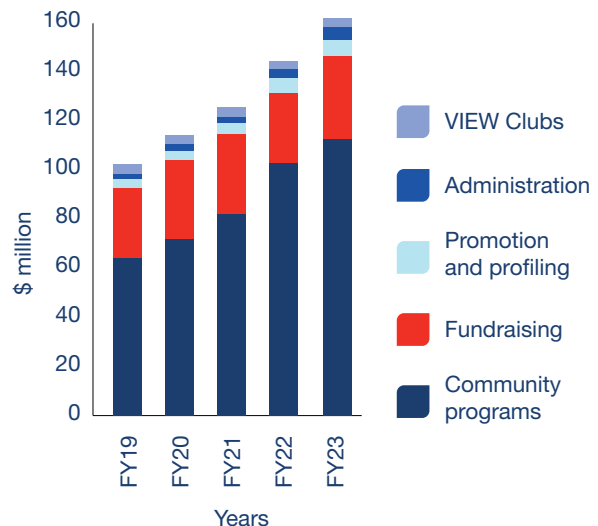
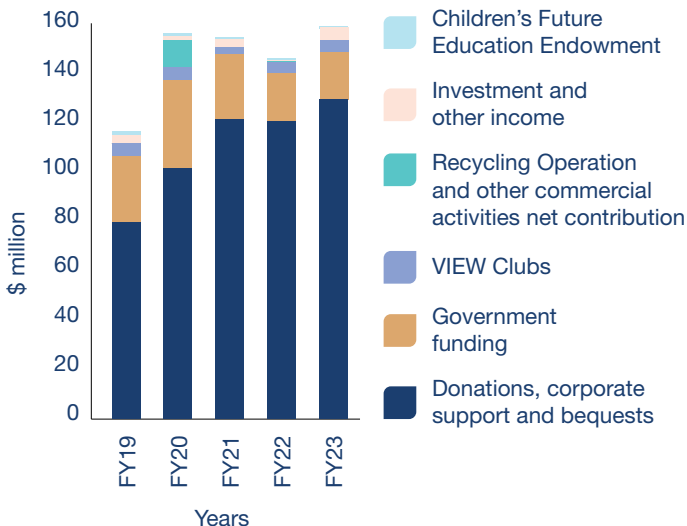
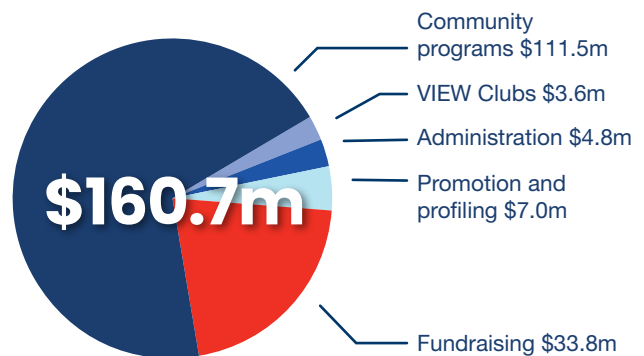
Where we obtained our financial resources

2022–23



How we applied our financial resources

2022–23



2022–23 Awards

2023 Australasian Reporting Awards – Gold Medal for our 2021–22 Annual Report

2022 AFR Most Innovative Companies – Third place award for the Education Dashboard South Australia, Government, Education & Not-for-Profit category

2023 Australian Not-for-Profit Technology Awards – Finalist in the Best Use of Data for Community Impact category for the Education Dashboard South Australia

2023 Fundraising Institute of Australia, Fundraiser of the Year – Lisa Allan

2023 Fundraising Institute of Australia – Best Pivot Campaign or Initiative. Finalists:

- Sponsored Student Birthday Reminders
- 2021 Toy and Book Appeal

2023 Officeworks Australia Community Partner Award

The Smith Family locations

General enquiries

GPO Box 5348
Sydney NSW 2001
Website: thesmithfamily.com.au
T Freecall: 1800 024 069
E tsfmktg@thesmithfamily.com.au

Volunteer Co-ordination Unit
T 1300 397 730

National office

Level 17, 2 Market Street
Sydney NSW 2000
T 02 9085 7222 F 02 9085 7299
E tsfmktg@thesmithfamily.com.au

Australian Capital Territory

Canberra
Corner Launceston and Easty streets, Woden ACT 2606
T 02 6283 7600 F 02 6282 1725
Belconnen | Gungahlin | Murrumbidgee | Tuggeranong

New South Wales

Level 5, Westpoint Office Tower, 17 Patrick Street,
Blacktown NSW 2148
T 02 9895 1233 F 02 9633 9897
Albion Park | Auburn | Bathurst | Blue Haven | Chester Hill |
Claymore | Coffs Harbour | Cranebrook | Dapto | Dubbo |
Fairfield | Goulburn | Jesmond | Lithgow | Macquarie Fields |
Miller | Mount Druitt | Nowra | Orange | Raymond Terrace &
Karuah | Seven Hills | Shellharbour | Springfield | Tamworth |
Taree | Tarrawanna | Tuggerah Lakes | Wagga Wagga |
Warrawong | Wiley Park | Windale | Wyong

Northern Territory

Darwin
Level 1, 6 Pavonia Place, Nightcliff NT 0810
T 08 8985 6841
Darwin | Katherine | Palmerston

Queensland

Brisbane
Level 13, 340 Adelaide Street, Brisbane, Qld 4000
T 07 3115 6200 F 07 3337 6424
Brighton | Brisbane | Caboolture | Cairns | Coomera |
Gladstone | Inala | Ipswich | Logan | Mackay | Maroochydore |
Redlands | Rockhampton | Southport | Toowoomba | Townsville

South Australia

Adelaide
Level 2, 187 Rundle Street, Adelaide SA 5000
T 08 8224 1400
Christie Downs | Elizabeth Downs | Elizabeth Vale | Hackham |
Morphett Vale | Port Adelaide Enfield | Port Augusta |
Salisbury North | Smithfield Plains | Whyalla

Tasmania

Hobart
Suite 4, Level 3, Galleria Building, 31-35 Salamanca Place,
Battery Point TAS 7004
T 03 6223 2627
Brighton | Burnie/Wynyard | Glenorchy |
Northeastern Launceston

Victoria

Melbourne
Level 7, 50 Queen Street, Melbourne Vic 3000
T 03 9473 4300
Bairnsdale | Ballarat | Bendigo | Brimbank | Broadmeadows |
Collingwood | Dandenong | Epping | Frankston | Geelong |
Lakes Entrance | Morwell | Shepparton | Werribee

Western Australia

Perth
Level 1, 14–16 Victoria Avenue, Perth WA 6000
T 08 9265 5555
Armadale | Bunbury | Collie | Gosnells | Kwinana | Midland |
Mirrabooka | Rockingham

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E tsfmktg@thesmithfamily.com.au

VIEW Clubs of Australia

Level 17, 2 Market Street
Sydney NSW 2000
T 02 9085 7178
T Freecall: 1800 805 366
E view@thesmithfamily.com.au

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 [thesmithfamilyaus](https://www.instagram.com/thesmithfamilyaus)