

RAP Governance

CHAMPIONS

We recognise the importance of ensuring that ownership of RAP targets is shared by and embedded into the work practices of all team members across The Smith Family.

Our Chief Executive Officer champions and provides the leadership that enables our RAP.



Raja, recent Year 12 graduate and coalition member of Ready Set Go, which focuses on improving school readiness and success for Aboriginal children.

OUR ADVISORY GROUP ON ISSUES CONCERNING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Our Advisory Group meets three times each year. It provides The Smith Family with much-respected support through its guidance and through challenging us to do better – for which we are very grateful. We truly appreciate the time and expertise generously provided by the members:

John Rawnsley – Chairperson

John is from the Larrakia and Anmatjerre groups in the Northern Territory. He was born and raised in Darwin attending Darwin High School and Charles Darwin University. Up until the age of nine he lived at Uluru and Kakadu and as an adult lived in Alice Springs for several years. John Rawnsley is the Manager of the Law and Justice section at the North Australian Aboriginal Justice Agency. Prior to this he worked in various legal roles and in leadership development.

Pauline Brown

Pauline Brown is a descendant of one of the clans of the Yuin Nation from the South Coast of NSW. Pauline has worked for over 35 years in the Government sector across national, state, regional and local areas of responsibility within Aboriginal Affairs, primarily in the Aboriginal and Torres Strait Islander Commission, and most recently with the NSW Government across Ageing, Disability, Home Care, Child Protection and Health for the past 13 years. Pauline's Commonwealth public service experience ranges across National Office, the State Offices in South Australian and New South Wales, and regional offices at Darwin, Wagga, Dubbo and Lismore. Pauline's areas of employment have included Aboriginal social and economic programs and policy. Pauline is currently working in the Illawarra and Shoalhaven regions.

Shawn Davis-Abra

"I am Kamilori descendant from Moree and I have a passion for teaching and passing on knowledge of history and our cultural practices. That's why I am enrolled to become an arts teacher at high school. I commenced my university studies this year at Griffith University. I have participated in *Learning for Life* since I started at high school and I am currently a *Learning for Life* tertiary scholarship student. I am a young leader having been school captain in 2015 and was recipient of the 2015 Visual Art, Artist of the Year Award and was awarded Student Ambassador of Goodwill award from the (former) Logan Mayor Pam Parker, and the Lan Tan Leadership and Spirit of Loganlea Medal."

Peter Farmer

"My grandfather on my mum's side inspired me to focus on having an education. He told me the importance of education, that not many Indigenous people can effectively communicate themselves, often with English as a second language. For me, I grew up around my parents and grandparents learning Nyoongar language." An aspiring artist with a passion for football, Peter is currently studying at university to complete a Bachelor of Fine Arts in Aboriginal Arts and playing for the North Beach Football Club in the West Australian Amateur Football League. Peter has a particular focus on areas affecting and impacting Aboriginal young people and mentors young Aboriginal people through his studies and art practice.

Wendy Field

Wendy has more than 20 years' experience in management, administration and leadership across a range of environments, including the community sector, policy and advocacy organisations and public service sectors at State and Commonwealth Government levels.

Wendy initially trained as a social worker and spent several years working with homeless people, primarily young people and chronically homeless women; later in her career she gained a second degree in Social Sciences. Prior to joining The Smith Family, she held a number of leadership roles across a wide variety of policy and program areas in the Australian Government Department of Family, Housing, Community Services and Indigenous Affairs.

Jayde Geia

Jayde Geia is a Gunggandji descendent from Yarrabah with family connections to Moa Island in the Torres Strait Islands. Jayde currently works as Legal Counsel at the Queensland Investment Corporation and volunteers her time with a number of organisations including the Multicultural Queensland Advisory Council (Member), AFL Queensland Diversity Board (Board Member), First Nations Foundation (Director) and Queensland Law Society Reconciliation Action Plan Working Group (Member).

Leonie Green

Leonie Green has a long history of leadership and management roles in both the corporate and not-for-profit sectors across a wide range of areas including children, young people and families; social enterprise development; employment and training; and homelessness and housing.

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

Dr Jeff Harmer AO

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

Jeff is currently the Director of the Australian Housing and Urban Research Institute and a Member of the Board of the John James Foundation, a Canberra-based medical charity.

Dr Lisa O'Brien

Dr Lisa O'Brien has worked in leadership roles across the public, not-for-profit and commercial sectors over the last two decades. As CEO of Australia's largest children's education charity, Lisa has significantly increased the effectiveness and reach of the organisation's programs. Each year these programs support over 100,000 disadvantaged Australian children and young people. Under Lisa's leadership, The Smith Family has implemented a comprehensive whole-of-organisation approach to measuring and improving the educational outcomes of the young people it supports and in 2016, it won the SIMNA Excellence in Social Impact Measurement award.

Lisa is a non-executive director of the Community Council for Australia and BUPA Australia & New Zealand, member of Chief Executive Women and former CEO of the Skin and Cancer Foundation Australia. Lisa was also a founding member of Sydney's Lou's Place, a drop-in centre providing respite and support for women in need. A Medical Practitioner registered in New South Wales and a Fellow of the Royal Australasian College of Medical Administrators, Lisa also holds a Masters of Business Administration and a Masters of Human Resource Management and Coaching.

Leanne Smith

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

As the Project Manager for the *Indigenous Youth Leadership Project*, funded by the Department of Prime Minister and Cabinet, Leanne oversees its operations across four states and territories and with over 18 education partners. Over a three decade career Leanne has worked in not-for-profit organisations and has also held various positions with the University of South Australia.

Lidia Thorpe

Lidia Thorpe is of the Briakaloon and Tjapwurrung Clans of Southern Victoria. Lidia has three children and two grandchildren. Lidia is currently the honorary CEO of the Victorian Traditional Owner Land Justice Group, Chairperson of the Victorian NAIDOC Committee, founding member of the Victorian Aboriginal Sports Foundation, Victorian representative for The Smith Family, the Managing Director for Clan Corporation and an inaugural member of the First Nations Renewable Energy Alliance.

Lidia has extensive local government experience and a lifetime of working with Aboriginal communities. Lidia has been involved in the Treaty discussions with the Victorian Government and presents nationally to highlight the need for a respectful and meaningful dialogue for Treaty.



Taris and Ricardo, from Ramingining, Northern Territory, had the opportunity to do work experience in Darwin through the *Experiential Mentoring* program.

Our RAP Working Group

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

State General Managers or their nominees

- National Manager VIEW
- General Manager Recycling Operations
- General Manager Queensland
- General Manager South Australia and the Northern Territory
- General Manager West Australia
- General Manager Victoria
- General Manager Tasmania
- General Manager New South Wales and the ACT

Executive Group members

- Head of Policy, Programs and Volunteering
- Head of People and Culture
- Head of Communications
- Head of State and Territory Operations

Aboriginal and Torres Strait Islander peoples staff representatives

- National Manager Aboriginal Torres Strait Islander Policy
- *Indigenous Youth Leadership Project* Manager

The activities of the RAP working group are guided by the actions and targets in the RAP. The RAP Working Group will make recommendations from time to time or as the need arises around the achievement of KPIs and to brainstorm ideas to support the achievement of our targets.

RAP Reporting Working Group

Our RAP Reporting Working Group, established in 2013, supports the comprehensive tracking and reporting of progress against key targets and ensuring that key information is updated on a regular basis. Members include representatives from each State and Territory and from our National Office. Members have a key role in assisting team members in each site to complete RAP reporting templates with a particular focus on:

- RAP Relationship Database (Master) to review each RAP Action and our ability to measure and report on our achievements
- Traditional Owners of the Land are reported within each of the Aboriginal and Torres Strait Islander communities we work to ensure we pay respect and acknowledgment of communication and engagement within cultural appropriate protocols, and
- National Reconciliation Week and NAIDOC Week activity and participation.

GUIDING OUR WORK WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

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

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