



RECONCILIATION  
ACTION PLAN

STRETCH

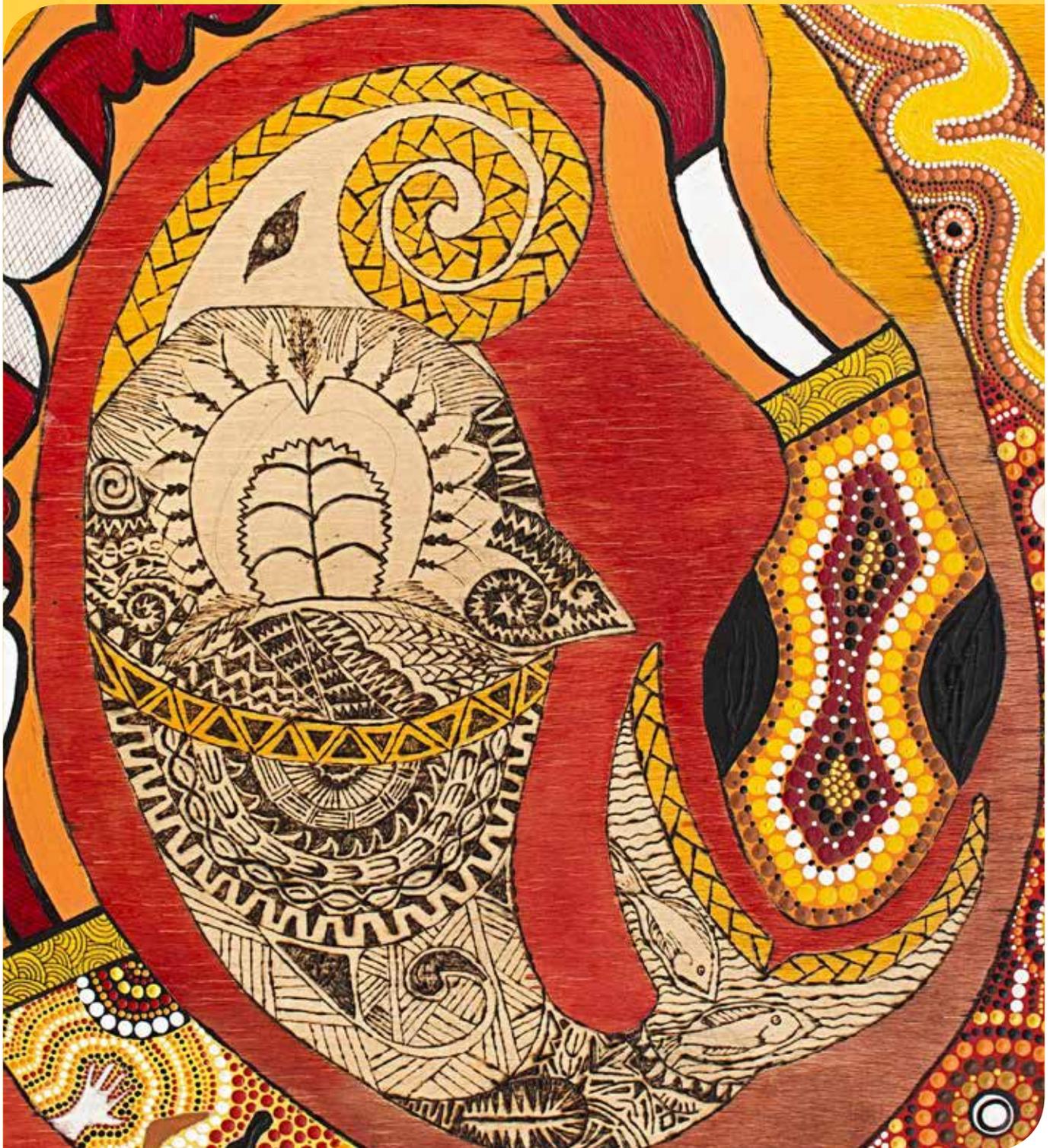
# RECONCILIATION ACTION PLAN

JULY 2017 – JUNE 2020



The Smith  
Family

*everyone's family*





Artist Ayesha Woibo with her artwork *Burnt Culture*, coloured ink and acrylic paint on wood

## Ayesha Woibo

### *Learning for Life* student and artist

My name is Ayesha Woibo, I was born and raised in Cairns, Far North Queensland. It was in my two last years of high school I truly found a love for art. I never really thought of myself as artistically inclined or talented in arts, however I've always loved art and am always fascinated and moved by how art could be expressed and interpreted in many different ways. A big part of me relies on my culture as inspiration. Being Aboriginal has influenced a lot of the choices I have made throughout my life. I chose to study a degree in Health as I know how important it is for my people to receive better access to health education, resources and facilities. I moved to Townsville in 2015, after graduating from Year 12, to study a Bachelor of Occupational Therapy at university. The move away from my family was difficult but the opportunity the degree offers for me and my people excites me.

I come from a very small immediate family, however my extended family is huge. I was an only child raised by a single mother. My mum has done a lot for me, actually an extreme amount for me. She is the reason I applied for The Smith's Family scholarship. Being a part of the Smith Family has been a great financial support and assisted me a lot when starting university and moving away to another town.

Leaving school and starting university was a really big step in my life and I guess it wasn't a journey I was really prepared for. Leaving home you have to build your own support system and make your own connections. I did miss the security of school and home but had to train myself to know that I was there for a bigger reason. I did miss my art class that I learnt was a place I could express myself in a way that felt beautiful to me. Art to me was a way I could explore who I was as a person and what made me unique. In the last piece I did, called "*Burnt Culture*" I linked the two longest living cultures of Australia, Aboriginal and Torres Strait Islander, using a dugong to represent the Torres Strait Islander peoples and a snake to represent Aboriginal people. As an Aboriginal woman I understand that each clan, tribe and language group holds different beliefs, ceremonies and ways of living. I embraced what I found unique from both cultures and wove them as one in *Burnt Culture*. The traditional dot painting was inspired by Northern Territory artists and the traditional markings I saw in many Torres Strait Island artworks.

#### Copyright (©)2017 The Smith Family July 2017

Photograph acknowledgement:  
A number of photographs have been used in this Reconciliation Action Plan which have been taken by The Smith Family during a range of community events.

The Smith Family would like to acknowledge that these photographs have been approved for use by those people, and or their parents or guardians, depicted in the images. The Smith Family greatly appreciates this support which enhances our documents. We would like to take this opportunity to thank those people for their generosity of spirit - thank you one and all.

Statistics:  
The statistics found in this document are current as at 30 June 2016.

**The Smith Family**  
(02) 9085 7222  
Level 9, 117 Clarence Street  
Sydney NSW 2000  
GPO Box 10500  
Sydney NSW 2001

## THE SMITH FAMILY

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

Our 2017–2020 Reconciliation Action Plan (RAP) is The Smith Family's third RAP. It signals our continued commitment to supporting Australia's First Peoples to self-determination through our actions, and to addressing the education inequities experienced by Aboriginal and Torres Strait Islander peoples. This plan continues those commitments and details practical actions The Smith Family will take to build strong relationships, create opportunities through our corporate action and build ongoing respect between cultures.

In developing our RAP, I acknowledge especially the support provided by Aboriginal and Torres Strait Islander peoples. I thank all of the stakeholders and The Smith Family team members involved in developing our RAP. I thank Reconciliation Australia for their leadership and focus on continuous improvement in helping us work with through our RAPs.



Dr Lisa O'Brien  
Chief Executive Officer  
The Smith Family

## RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates The Smith Family on its deep commitment to reconciliation as it implements its third Reconciliation Action Plan (RAP).

The implementation of a Stretch RAP signifies that The Smith Family is a leading advocate for reconciliation, and is demonstrating a deep dedication to making progress across the key pillars of the RAP program - respect, relationships, and opportunities.

The Smith Family understands the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples in order to produce mutually beneficial outcomes. It champions these relationships by promoting and celebrating community events, such as National Reconciliation Week (NRW), and commits to hosting at least two internal NRW events per year.

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to The Smith Family's core values and vision for reconciliation. This is exemplified by its aim to deliver a cultural protocol document for Welcome to Country and Acknowledgement of Country, which is to be updated annually.

The Smith Family is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples, as demonstrated by its actionable goal to ensure that a minimum of 15% of students participating in its *'Learning for Life'* program are Aboriginal and/or Torres Strait Islander. On behalf of Reconciliation Australia, I commend The Smith Family on its Stretch RAP, and look forward to following its ongoing reconciliation journey.



Justin Mohamed  
Chief Executive Officer  
Reconciliation Australia



# The Smith Family approach

## THE CONTEXT FOR THIS RECONCILIATION ACTION PLAN

At the heart of our policy approach is the principle of working in partnership with Aboriginal and Torres Strait Islander communities to improve educational outcomes. In this work we note the key principles, articles and guiding statements contained in the United Nations Conventions on the Rights of the Child, the Declaration on the Rights of Indigenous Peoples and the Universal Declaration of Human Rights. We share a commitment to the achievement of the Closing the Gap targets in the areas of Education and Employment and we will continue our best efforts to contribute to their achievement.

## ABOUT THE SMITH FAMILY

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

With nine decades of experience and strong partnerships with corporate supporters, donors, sponsors and volunteers underpinning its work, The Smith Family delivers programs in 94 communities across Australia and employs over 650 team members, with 6 (1%) identifying as Aboriginal and/or Torres Strait Islander peoples.

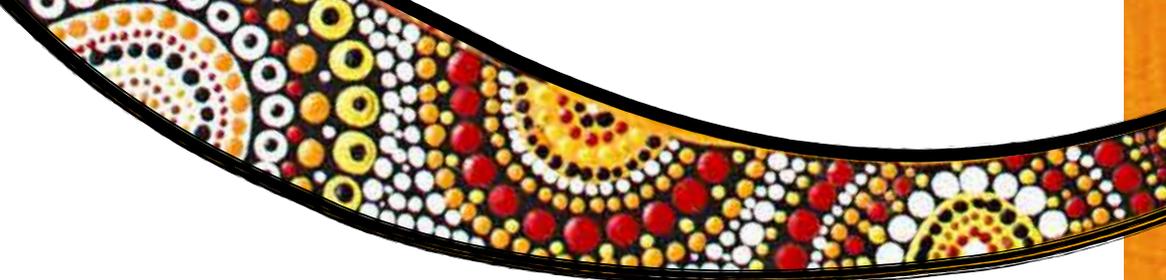
The organisation focuses on supporting the education of disadvantaged children and young people, recognising that the effects of family disadvantage go beyond the home environment. Disadvantage can negatively affect a child's school years and mean that children are less likely to achieve the educational outcomes they need to build a better future for themselves.

Gaps in educational achievement between disadvantaged students and their more advantaged peers start to appear in the first year of school. These gaps continue to widen as children move through school.

The level of educational attainment a young person achieves is an important predictor of their future life prospects. Young people who complete Year 12 for example, have a better chance of being employed throughout their adult life and are less likely to be dependent on welfare, than their peers who do not complete school.

While reaching and completing Year 12 is significantly harder for young people from disadvantaged backgrounds, a young person's pathway through life does not have to be pre-determined.

Research shows that providing targeted long-term educational support at every stage of child's educational journey is an effective way of helping young people growing up in disadvantage to achieve better educational outcomes.



## HOW WE HELP

The Smith Family starts working with families when their children are young, supporting parents to gain skills to nurture their children's early literacy and numeracy and prepare them for school. Then during the primary and secondary school years we provide targeted support to students through the provision of financial assistance to help with education-related expenses and access to extra personal support and outside-of-school learning programs.

The long term support and wrap-around approach delivered through our *Learning for Life* program helps disadvantaged young people to overcome the barriers that can negatively affect their educational and life outcomes. In 2016 the program reached over 33,000 students in need.

Through the program students receive financial support from sponsors to help cover the cost of education-related expenses such as uniforms, books and school excursions. Each sponsored student is also linked to a Family Partnerships Coordinator who connects them to local learning, skills building and mentoring programs. Family Partnership Coordinators also work with families, their schools and communities so that parents – the biggest influencers on children – can gain the knowledge, skills and confidence to effectively support their child's learning journey.

For every student on the *Learning for Life* program we measure their progress against three key long-term outcomes – school attendance, Year 12 completion and post-school engagement in employment, education or training.

The principle of working collaboratively with communities and families is critical to the success of any support provided and is an underpinning principle for our work with Aboriginal and Torres Strait peoples.

This RAP recognises that in general, Aboriginal and Torres Strait Islander students achieve significantly poorer educational outcomes than their non-Aboriginal and Torres Strait Islander peers.

Many of these young Australians face multiple and complex social challenges that can affect their ability to succeed at school. For some, their school readiness, attendance rates and educational achievement levels are below those of other disadvantaged young people, resulting in large gaps in educational outcomes and subsequently poorer life outcomes.

When communities, educational providers and governments work together, these students can be better supported to achieve educational outcomes.

We will ensure that 15% or more of students participating in our *Learning for Life* program are of Aboriginal and/or Torres Strait Islander background. We will facilitate the *Indigenous Youth Leadership Project (IYLP)* funded through the Department of Prime Minister and Cabinet's Indigenous Advancement Strategy. *IYLP* supports secondary students from remote communities to attend high-performing academic schools where they can access opportunities and experiences that help them learn about career pathways and to develop positive aspirations for their futures.

## our vision

A better future for young Australians in need.

## our belief

Every child deserves a chance.

## our Mission

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

## our vision for Reconciliation

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

The *Deadly Little Learners* Playgroup in Palmerston, Northern Territory, has a strong focus on celebrating, sharing and exploring Aboriginal culture. Pictured: Layla and Tahlana



## our Reconciliation Journey

This is The Smith Family's third Reconciliation Action Plan, and we continue to be grateful for the sound advice and support provided by the members of our Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander peoples.

We also appreciate the feedback provided by our team members about their levels of awareness of our RAP and its impact on their work.

Our RAP journey began with our 2010–2013 RAP. For this RAP we achieved the 27 targets set through a process of internal and external consultation. A key learning from this RAP was to ensure we have the infrastructure in place to support the implementation, tracking and reporting of progress against targets. Through this RAP we embedded in the organisation a number of key underpinning policy frameworks and documents to ensure that all team members understand their role and are supported to achieve our agreed targets.

Our 2013–16 Stretch RAP set out an ambitious 46 measurable targets across most areas of our business. While we achieved 43 of these targets, this next phase of our reconciliation journey is informed by gaps in process or achievement.

Two key areas where we can make further improvements are:

- a focus on implementing our Employment Diversity Strategy developed during our second RAP, and
- ensuring that our procurement processes include a means through which we can support Aboriginal owned businesses.

This plan has a clear focus on implementing the Employment Diversity Strategy developed during our first Stretch RAP, as well as some clear, achievable targets in relation to supplier diversity, consistent with our sphere of influence in the procurement of goods and services. We continue to strengthen internal tracking and reporting systems to ensure that we can monitor progress and that our commitments are met.

Our process for developing this current RAP included the extensive involvement of team members, as key relationship holders with Aboriginal and Torres Strait Islander organisations on the ground, and in reflecting the voices of community partners to provide input on what has worked well and what could be improved in future RAPS. The process included RAP workshops at our State Conferences and an online survey completed by team members.

Consultation processes were also conducted with our Advisory Group as our key advisory mechanism. Valuable feedback from this group included a discussion of our achievements as well as areas for improvement, set out above.

In September 2016, on advice from our Advisory Group, The Smith Family hosted a Treaty Forum at which we heard the voices and views of senior Aboriginal and Torres Strait Islander leaders regarding issues of sovereign arrangements for Aboriginal and Torres Strait Islander peoples. Our ambition in hosting this forum was to listen and understand the issues underpinning and driving these considerations, so that we can play a part in enabling Aboriginal and Torres Strait Islander children and young people to build the best possible futures for themselves. What we heard and learned at the forum informs our approach to, and vision for, Reconciliation.

# 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.



## Relationships

We recognise that change cannot happen though working alone. At the heart of The Smith Family's approach to working in community is the way we connect and join up people. Our work fostering relationships helps support improved educational outcomes for Aboriginal and Torres Strait Islander children and young people. We will bring together those with the will and the means to help address deeply entrenched and complex social issues.

As set out in our Guiding Principles for working with Aboriginal and Torres Strait Islander peoples, we seek the involvement, advice and guidance of people with expertise and 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.



Juliette, who lives in the remote Aboriginal community of Tiwi Islands, participated in the *Experiential Mentoring* and *Outward Bound* programs

# The Power and Possibility of Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish appropriate governance mechanisms to support RAP development and implementation	RAP Working Group oversees the development, endorsement and launch of the RAP.	July 2017	Head Policy and Programs/ National Manager Aboriginal Torres Strait Islander Policy
	Review and refresh RAP Governance Model.	October 2017	Head Policy and Programs/ National Manager Aboriginal Torres Strait Islander Policy
	Advisory Group on Issues Concerning Aboriginal and Torres Strait Islander Peoples meets at least three times each year.	February 2018, 2019, 2020 July 2017, 2018, 2019 November 2017, 2018, 2019	CEO
	Ensure there are Aboriginal and Torres Strait Islander peoples on the RAP Working Group.	July 2017, 2018, 2019	Head Policy and Programs
	RAP Working Group meets at least four times per year to monitor and report on RAP implementation.	June 2017, 2018, 2019 September 2017, 2018, 2019 November 2017, 2018, 2019	Head Policy and Programs
	Appoint internal RAP Champion/s from senior leaders and review annually.	July 2017, 2018, 2019	CEO
	Establish Terms of Reference (TOR) for RAP Working Group and review twice in the term of the RAP.	TOR established June 2017 First review of TOR September 2018 Second Review March 2019	Head of Policy and Programs
2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander team and other team members	Each State Office and National Office to organise at least two internal NRW events each year (20 held nationally in total).	27 May–3 June 2017, 2018, 2019	Head of State and Territory Operations
	One NRW event per State Office and National Office to involve an Aboriginal and/or Torres Strait Islander community member to connect and share experiences with our team members.	27 May–3 June 2017, 2018, 2019	Head of State and Territory Operations
	Register our NRW events via Reconciliation Australia's NRW website.	May 2017, 2018, 2019	Head of Policy and Programs
	Senior Leaders (Executive, General Managers, National Managers) and RAP Working Group members participate in at least 1 external event to recognise and celebrate NRW.	27 May–3 June 2017, 2018, 2019	Head of Policy and Programs

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>3. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p>	<p>Develop, implement and annually review an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</p>	<p>December 2017, 2018, 2019</p>	<p>Head of Policy and Programs</p>
	<p>Meet with at least one local Aboriginal and Torres Strait Islander organisation per state or territory to develop guiding principles for future engagement.</p>	<p>September 2017, 2018, 2019</p>	<p>Head of State and Territory Operations</p>
	<p>Develop at least one national formal two-way partnership and one formal partnership per state and territory to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities, relevant to our sphere of influence.</p>	<p>Report in September 2019</p>	<p>Head of Policy and Programs</p>
<p>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<p>Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</p>	<p>June 2017, 2018, 2019</p>	<p>Head of Communications</p>
	<p>Promote reconciliation through ongoing active engagement with all stakeholders through annual reporting and twice yearly updates.</p>	<p>July 2017, 2018, 2019</p>	<p>Head of Policy and Programs</p>
	<p>Ensure TSF senior leaders are engaged in the delivery of RAP outcomes and have responsibility for specific areas of RAP delivery.</p>	<p>July 2017, 2018, 2019</p>	<p>CEO</p>
	<p>Promote the Narragunnawali: Reconciliation in Schools and Early Learning program to schools and communities we collaborate with through our website.</p>	<p>August 2017, 2018, 2019</p>	<p>Head of Communications</p>
	<p>Collaborate with Reconciliation Australia to establish a Reconciliation Industry Network Group (RING) for the not-for-profit sector.</p>	<p>July 2017, 2018</p>	<p>National Manager Aboriginal Torres Strait Islander Policy</p>





 *Respect*

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

Corey, pictured with grandmother Jean, improved his reading through the *student2student* program



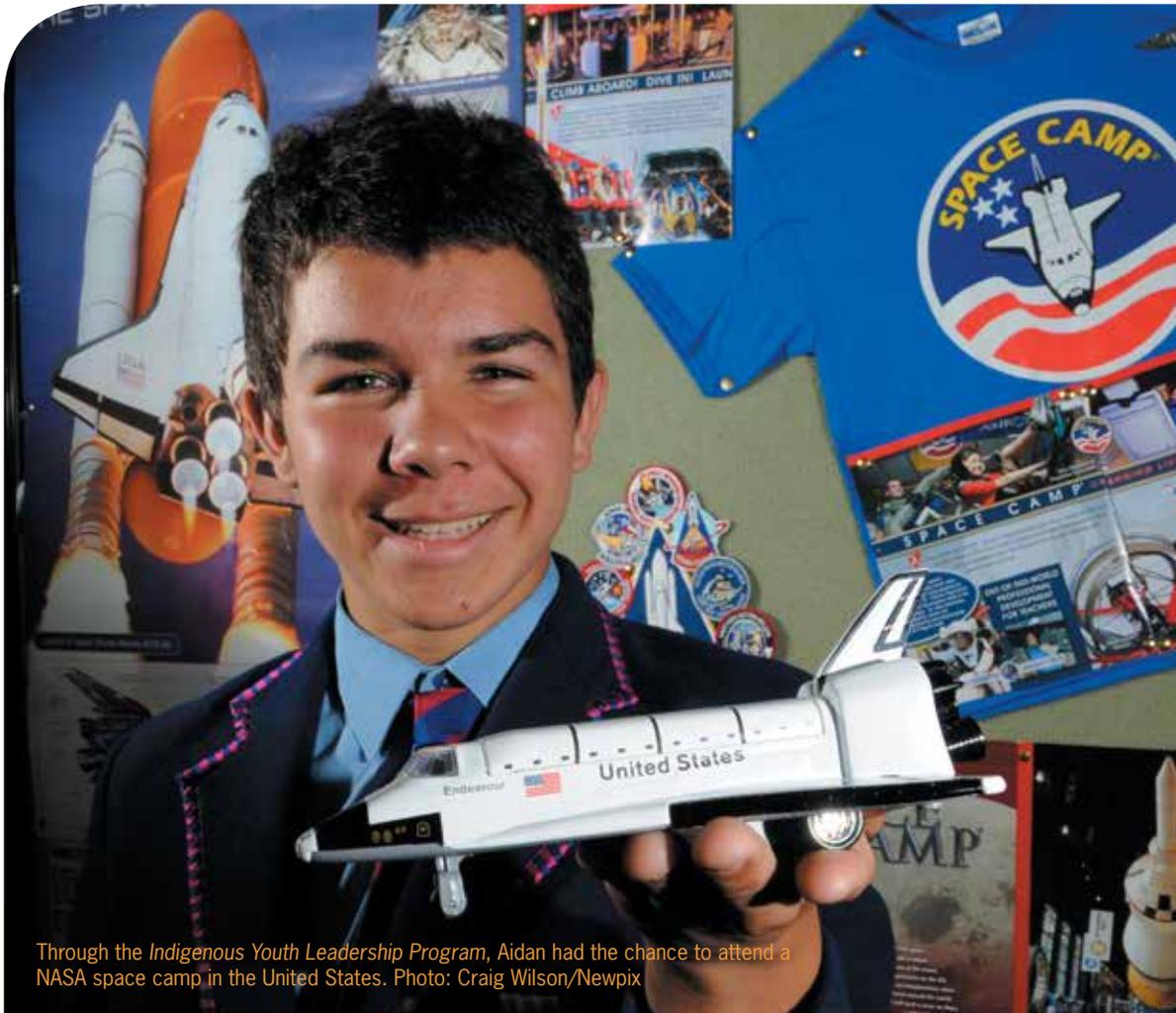
# Developing cultural capability & building partnerships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	Review our cultural awareness training strategy for our team members that define continuous cultural learning needs of employees in all areas of our business. Consider various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	September 2017, 2018, 2019	Head of People and Culture, National Manager Learning and OD
	100% of all new team members employed by The Smith Family undertake online cultural learning activities as part of the induction.	July 2017, 2018, 2019	Head of People and Culture, National Manager Learning and OD
	520 (80%) of Team Members undertake face to face cultural learning activities as part of the State Conferences/roadshows.	July 2018, 2019	Head of People and Culture, National Manager Learning and OD
	162 (25%) of Teams Members undertake cultural immersion learning activities.	July 2017, 2018, 2019	Head of People and Culture, HR Advisor
	All 12 RAP Working Group members undertake cultural learning activities.	July 2018, 2019	Head of People and Culture, National Manager ATSI Policy
	All 10 senior executive undertake cultural learning activities.	September 2017, 2018, 2019	Head of People and Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	Update annually and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	July 2017, 2018, 2019	Head of Policy and Programs
	Local Traditional Owner to provide a Welcome to Country as part of at least one external Smith Family event per year nationally and in each State and Territory e.g. Great Big Thank You event.	July 2017, 2018, 2019	Head of Communications
	Maintain a list of key contacts for organising a Welcome to Country.	July 2017, 2018, 2019	Head of Communications
	The Smith Family to provide an Acknowledgement of Country at all its public events.	July 2017, 2018, 2019	Head of Communications
	Include Acknowledgement of Country at the commencement of important internal meetings.	July 2017, 2018, 2019	Head of Policy and Programs
	Maintain display of Acknowledgment of Country plaque in each of our State and Territory offices (8).	July 2017, 2018, 2019	Head of State and Territory Operations



Brayden, member of the Dharug people and *Learning for Life* student

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	July 2017, 2018, 2019	Head of People and Culture
	Provide opportunities for Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events.	July 2017, 2018, 2019	Head of State and Territory Operations
	Support all team members to participate in NAIDOC Week events in their local community.	July 2017, 2018, 2019	Head of State and Territory Operations
	Hold at least one NAIDOC Week event each year in each State and Territory.	July 2017, 2018, 2019	Head of Policy and Programs
	CEO to acknowledge importance of NAIDOC Week in organisational communication each year.	July 2017, 2018, 2019	Head of Policy and Programs
8. Develop and communicate tools and resources to support team members to engage with Aboriginal and Torres Strait Islander families in a respectful and culturally competent way	Finalise Communication and Engagement Toolkit for use by team members by October 2017 and update annually.	October 2017, 2018, 2019	Head of Policy and Programs
	Community of Practice on working with Aboriginal and Torres Strait Islander communities and families meets at least four times each year.	April, May, September and November 2017, 2018, 2019	Head of Policy and Programs
	At least three Smith Family senior leaders participate in a two way mentoring relationship with an Aboriginal or Torres Strait Islander person across the term of the RAP, to build leadership and cultural competency across The Smith Family.	July 2017, 2018, 2019	Head of People and Culture



Through the *Indigenous Youth Leadership Program*, Aidan had the chance to attend a NASA space camp in the United States. Photo: Craig Wilson/Newpix

## opportunities

The core business of The Smith Family is to provide opportunities for children growing up in disadvantage to engage in their education. In this capacity, we recognise that for a range of historical, cultural and economic reasons Aboriginal and Torres Strait Islander children often face additional challenges in achieving educationally. We are committed to ensuring that 15% or more of the participants in our *Learning for Life* program identify as being from an Aboriginal and/or Torres Strait Islander background.

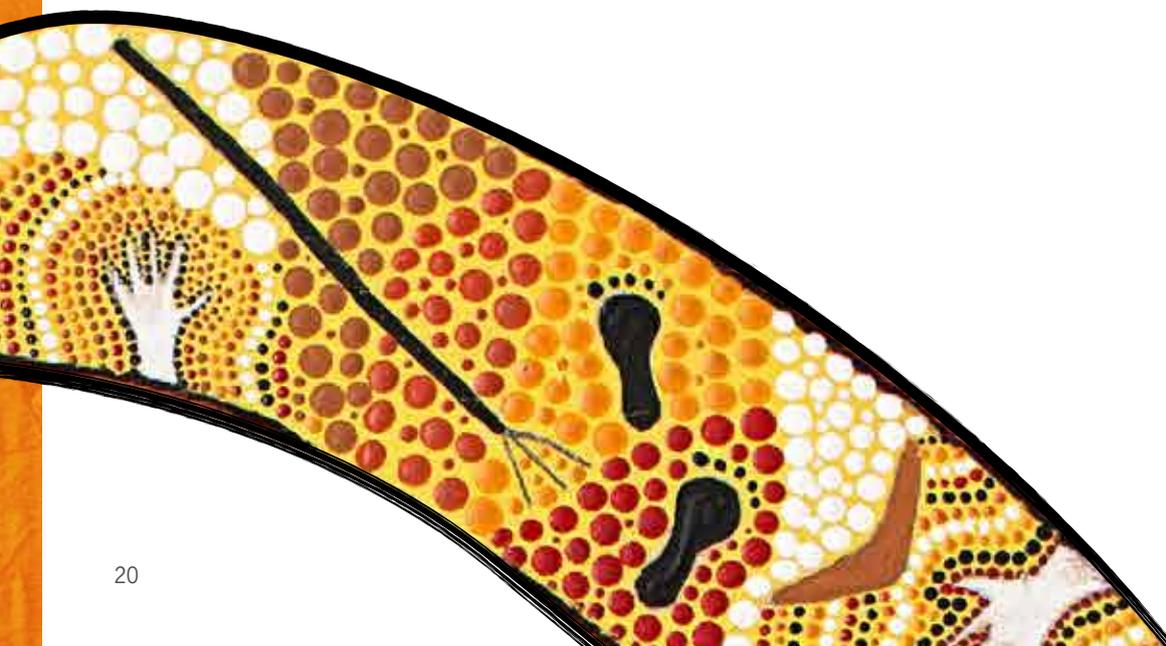
We also recognise the role that we play in ensuring that our workforce represents the diversity of communities, families and children that we support. To that end we will build our internal capabilities through enabling employment and volunteering opportunities for Aboriginal and Torres Strait Islander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

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

# Employment & Supplier Diversity

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander recruitment and retention	Finalise and implement The Smith Family's Aboriginal and Torres Strait Islander Employment Diversity Strategy and update each year.	July 2017, 2018, 2019	Head of People and Culture
	Increase Aboriginal and Torres Strait Islander employment from: 7 to 10 in 2016–17 (from 1% to 1.5%) 10 to 15 in 2017–18 (from 1.5% to 2%) 15 to 20 in 2018–19 (from 2% to 3%)	July 2017 July 2018 July 2019	Head of People and Culture
	Develop an internal network for Aboriginal and Torres Strait Islander team members to consult on employment and retention strategies, including professional development.	July 2017	Head of People and Culture
	Internal network of Aboriginal and Torres Strait Islander team members to meet at least twice annually.	July 2017, 2018, 2019	Head of People and Culture
	Provide leadership skill development opportunities for 10 Aboriginal and Torres Strait Islander employees across the term of the RAP.	September 2017, July 2018, July 2019	Head of People and Culture
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	September 2017 July 2018 July 2019	Head of People and Culture
	10. Increase Aboriginal and Torres Strait Islander supplier diversity	Implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2017
Increase our procurement of goods and services from Aboriginal and Torres Strait Islander-owned businesses by 5% each year from a base of \$501,000 in FY 2016: FY 2018: \$525,000 FY 2019: \$552,000 FY 2020: \$580,000		July 2017, 2018, 2019	Head of Communications Chief Financial Officer
Report internally and externally on procurement of goods and services from Aboriginal and Torres Strait Islander-owned businesses.		July 2017, 2018, 2019	Head of Communications
Develop at least five commercial relationships with Aboriginal and/or Torres Strait Islander businesses.		July, 2018, 2019 April 2020	Head of Communications
Ensure all goods and services procured for NRW and NAIDOC Week events are sourced from Aboriginal and Torres Strait Islander businesses.		July 2017, 2018, 2019	Head of Communications

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Promote the power and possibility of relationships by creating participation opportunities for Aboriginal and Torres Strait Islander peoples	In partnership we will create a minimum of 6 Aboriginal and Torres Strait Islander traineeships or internships across the duration of the RAP.	September 2017, 2018, 2019	Head of Policy and Programs
	Ensure at least one member of The Smith Family's Board, the Principal's Advisory Group, the Digital Futures Advisory Group and the 2020 External Reference group is of Aboriginal and Torres Strait Islander background.	September 2017, 2018, 2019	CEO
	Implement a forum to bring together Aboriginal and Torres Strait Islander Smith Family supported students for a culturally relevant forum on an issue of interest across the duration of the RAP.	September 2019	Head of Policy and Programs
	Develop a strategy for attraction and retention of volunteers from Aboriginal and Torres Strait Islander backgrounds to be engaged in our work during the term of this RAP.	September 2018	Head of Policy and Programs
	Maintain percentage of Aboriginal and Torres Strait Islander children in receipt of scholarship at above 15% of all scholarship holders.	January 2018, 2019, 2020	Head of State and Territory Operations.
	Develop and implement processes for capturing Aboriginal and Torres Strait Islander volunteer background.	September 2018	Head of Policy and Programs





Freeda, *Learning for Life* student and *Indigenous Youth Leadership Project* participant



## Tracking & Reporting

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2017, 2018, 2019	Head of Policy and Programs
	Participate in RAP Barometer.	May 2018	
	Review and upgrade systems and capability needs to track, measure and report on RAP activities.	September 2017, 2018, 2019	
	Maintain RAP Reporting working group and ensure it meets bi-monthly.	September 2017, 2018, 2019	
13. Report RAP achievements, challenges and learnings internally and externally	Reflect RAP achievements, challenges and learnings in our Annual Report each year.	November 2017, 2018, 2019	Head of Communications
14. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	September 2018	Head of Policy and Programs
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	December 2018	Head of Policy and Programs



*everyone's family*



**RECONCILIATION  
ACTION PLAN**

**STRETCH**

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

**Jason Smith**

*National Manager, Aboriginal Torres Strait Islander Policy*

02 4032 4701

[jason.smith@thesmithfamily.com.au](mailto:jason.smith@thesmithfamily.com.au)