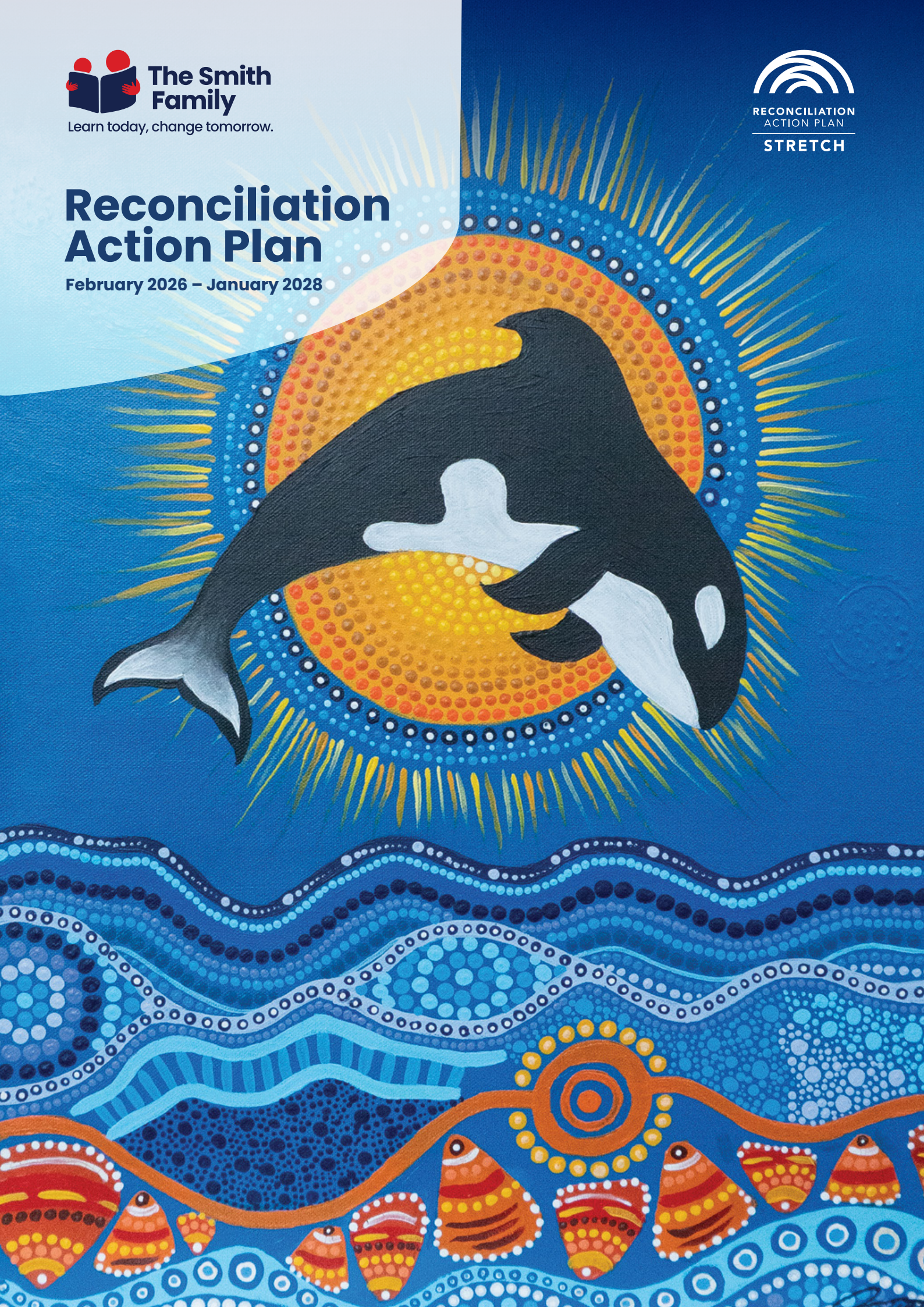
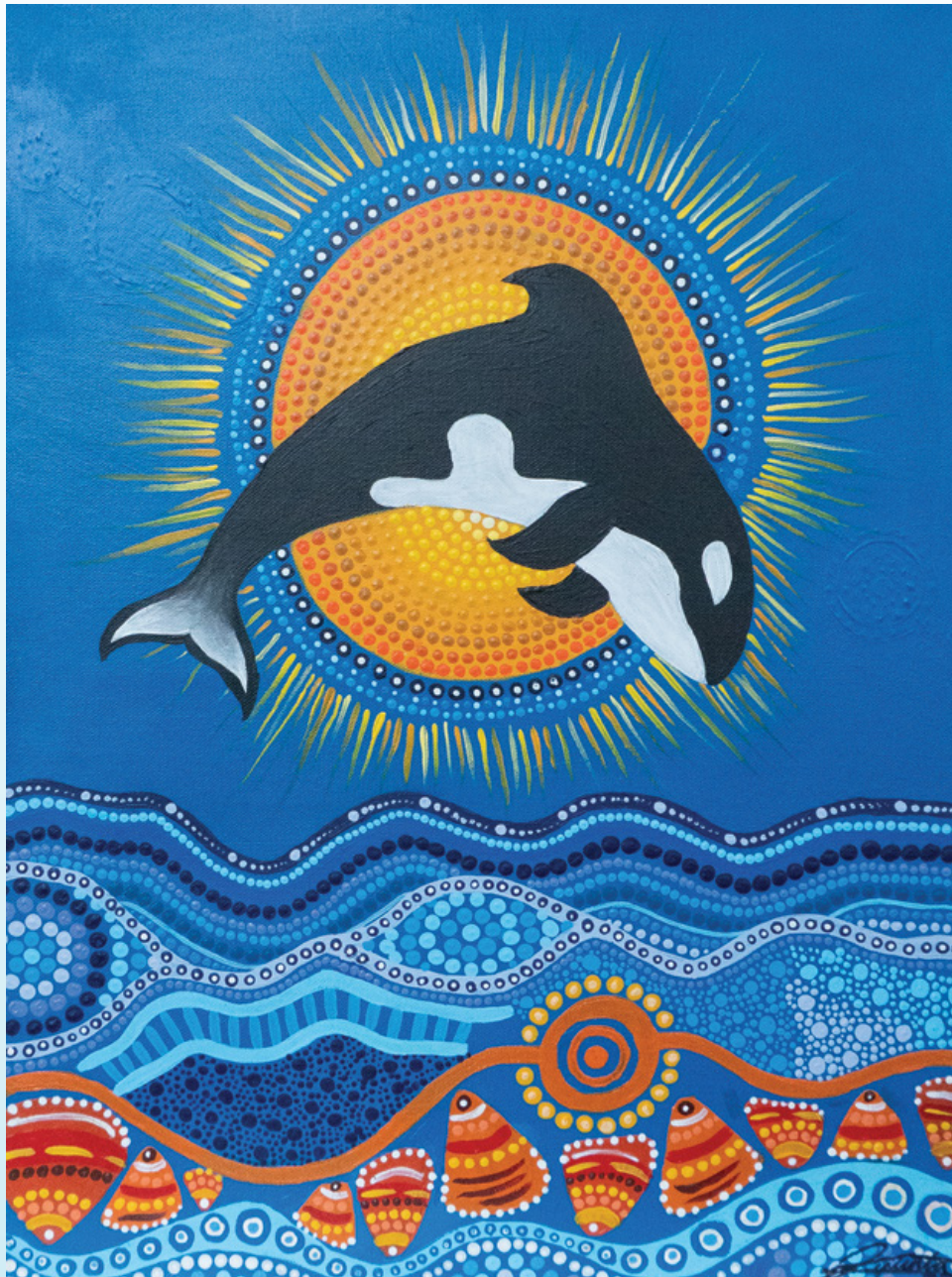


Reconciliation Action Plan

February 2026 – January 2028





About the artist

Name: The Orca Journey

Artist: Kylinta Scott

"This painting is my aspect of the orca swimming into the sunset. The layers in the ocean represents the currents and challenges the orca has to make to survive. The first layer is smooth, soft, small nothing serious until the other layers get bigger and bigger, more challenging for the orca to survive. The sun represents hope for the orca to survive telling the orca to keep on trying."

The Smith Family

As we launch our third Stretch Reconciliation Action Plan (RAP) and our fifth RAP overall, I'm proud to reflect on the journey we've taken as an organisation—and excited about the path that lies ahead.

Reconciliation is not a destination, but a commitment to continuous learning, action and accountability. Over the past decade, The Smith Family has deepened our understanding of what reconciliation means in practice. We've moved from a small group of leaders holding responsibility for RAP actions to a whole-of-organisation approach, where accountability is shared and embedded across teams, programs and partnerships.

Our 2021–2024 RAP saw us strengthen governance, improve data capture and reporting, and embed reconciliation into our everyday work. We celebrated NAIDOC and National Reconciliation Week across every state and territory, and we began to see cultural learning and respectful engagement become part of our organisational DNA.

But we know there is more to do.

This new RAP builds on our foundations and sets a bold direction for the next three years. It reflects extensive consultation with Aboriginal and/or Torres Strait Islander team members, communities and stakeholders, and incorporates feedback from Reconciliation Australia to ensure our commitments are both meaningful and measurable.

We will focus on:

- **Self-determination and cultural governance**, ensuring First Nations voices shape our decisions and strategies.
- **Employment and retention**, with a renewed Aboriginal and/or Torres Strait Islander Employment and Volunteering Strategy to attract, support and grow First Nations talent across our organisation.
- **Cultural learning**, tailored to roles and functions, so that every team member understands how reconciliation connects to their work.
- **Strengthening partnerships**, especially with community-controlled organisations, and advocating beyond our RAP deliverables to influence systemic change.

We are grateful to Reconciliation Australia for their guidance and support, and to our Aboriginal and/or Torres Strait Islander Community of Practice, Team Member Network, and RAP Working Group for their leadership and insight.

This RAP is not just a document—it's a call to action. It challenges us to lead with courage, listen deeply, and act with integrity. I invite every member of The Smith Family and our partners and collaborators to engage with this plan, reflect on their role in reconciliation, and help us build a future where all children and families thrive.

Doug Taylor

Chief Executive Officer
The Smith Family



Reconciliation Australia

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

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As a national, independent charity working with thousands of children and their families, The Smith Family plays a pivotal role in driving equitable education and life outcomes for Aboriginal and Torres Strait Islander children and young people.

This Stretch RAP is built upon the considerable experience The Smith Family garnered in previous RAPs that saw it strengthen its governance frameworks and embed reconciliation into its day-to-day. By working closely with First Nations staff and members of its National Advisory Group, The Smith Family identified issues concerning Aboriginal and Torres Strait Islander peoples and undertook a comprehensive review of its First Nations Employment and Volunteering Strategy, as well as its Self-Determination and Cultural Governance Frameworks.

With these learnings, The Smith Family has built solid foundations upon which to expand and embed its commitments in this RAP. Over the next three years, it will continue to focus on self-determination, First Nations employment and retention, and strengthening partnerships. By centring the knowledge and experience of Aboriginal and Torres Strait Islander peoples in its work, and establishing respectful relationships with them, The Smith Family ensures its commitments support true self-determination.

By respecting and prioritising First Nations leadership and cultural governance, The Smith Family has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend The Smith Family on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Acknowledgment of Country

The Smith Family pays respect to the Traditional Owners and Custodians of Country throughout Australia and their connection to their lands, waters and communities. We pay respect to Aboriginal and/or Torres Strait Islander peoples and cultures, and to Elders past and present.



The Smith Family approach

The context for this Reconciliation Action Plan

Our 2026 – 2028 Reconciliation Action Plan (RAP) is our fifth RAP and with this RAP we are being intentional regarding our four main focus areas of:

- Respect for Traditional Leadership
- Recognition of Cultural Protocols
- Partnership Models
- Aboriginal and/or Torres Strait Islander Employment & Retention

Through this RAP we aim to integrate cultural governance which encompasses the traditional and contemporary methods of leadership and decision-making within Aboriginal and/or Torres Strait Islander communities, and plays a crucial role in shaping effective service delivery. Governance arrangements have been enacted in many organisations working towards cultural competency, including The Smith Family.





Through our revised Aboriginal and/or Torres Strait Islander Employment and Volunteering Strategy we aim to:

- Make The Smith Family an attractive workplace where Aboriginal and/or Torres Strait Islander peoples feel welcome and encouraged to apply for paid and volunteer roles.
- Recruit Aboriginal and/or Torres Strait Islander peoples through a range of innovative employment initiatives to ensure The Smith Family provides culturally responsive support across our areas of operations in Australia.
- Invest in programs to develop our Aboriginal and/or Torres Strait Islander team members, to increase retention, promotions and mobility within the organisation long term.
- Cultural Learning to provide all team members with the opportunity to respect and understand Aboriginal and/or Torres Strait Islander peoples, customs and cultures.

Over our Reconciliation journey at The Smith Family, we have embedded many practices across the organisation such as Welcome to Country, Acknowledgement of Country, promotion of reconciliation and celebrating and recognising the importance of both National Reconciliation Week and NAIDOC Week.

With our Aboriginal and/or Torres Strait Islander team members and our members of the National Advisory Group on issues

concerning Aboriginal and/or Torres Strait Islander peoples we will continue our work to improve educational outcomes for Aboriginal and/or Torres Strait Islander peoples on our *Learning for Life* Scholarships and for those who participate in our other supportive programs.

As part of the development of this Reconciliation Action Plan, The Smith Family undertook a comprehensive review of our Aboriginal and/or Torres Strait Islander Employment and Volunteering Strategy, as well as our Self-Determination and Cultural Governance Frameworks.

We engaged in a structured consultation process to ensure the RAP reflects both national priorities and local community needs. This included input from our National Advisory Group on Issues Concerning Aboriginal and/or Torres Strait Islander Peoples, which provides strategic guidance and cultural insight, and our State Activation Groups, which brought together team members and external Aboriginal representatives across each state and territory. These groups played a key role in shaping the direction of the RAP by contributing local perspectives, identifying opportunities, and highlighting challenges.

This collaborative approach ensures our RAP is grounded in lived experience, informed by diverse voices, and aligned with our commitment to reconciliation and self-determination.

About The Smith Family

At The Smith Family, we believe that education is one of the most powerful change agents, and that every child—including every Aboriginal and/or Torres Strait Islander child—should have the chance to reach their full potential.

Our work is grounded in deep respect for the strength, resilience, and enduring cultural connections of Aboriginal and/or Torres Strait Islander families and their communities.

We recognise that Aboriginal and/or Torres Strait Islander children, young people, and families face complex and persistent barriers—including financial disadvantage, housing insecurity, structural racism, and the impacts of the digital divide. Despite these challenges, the resilience and determination shown by Aboriginal and/or Torres Strait Islander communities are a source of inspiration and a foundation for positive change. Strong cultural identity and connection to community are powerful protective factors that support wellbeing and educational success.

Our support begins in early childhood, working in partnership with Aboriginal and/or Torres Strait Islander families and communities to nurture children's strengths and help them develop essential literacy and numeracy skills for a strong start to school. Throughout primary and secondary school, we ensure students have the everyday essentials and culturally responsive learning support they need to thrive, while celebrating and affirming their cultural heritage.

To support positive transitions post-school, we offer tailored career support at high school and tertiary levels, helping Aboriginal and/or Torres Strait Islander students with study pathways and job-readiness. We also support parents and caregivers to build the confidence and skills they need to actively engage with their children's learning, recognising the vital role of family, community, and culture in educational success.

This multi-layered, strengths-based approach is grounded in respect for Aboriginal and/or Torres Strait Islander cultures and knowledge systems. It equips children and young people with the practical, cultural, and financial support they need to engage with their education and create better futures for themselves, their families, and their communities.



Our Vision for Reconciliation

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/or Torres Strait Islander children fully benefit from the education and learning opportunities this nation has to offer, and the broader Australian community truly values and shows deep respect for, and understanding of, the Aboriginal and Torres Strait Islander peoples of Australia.

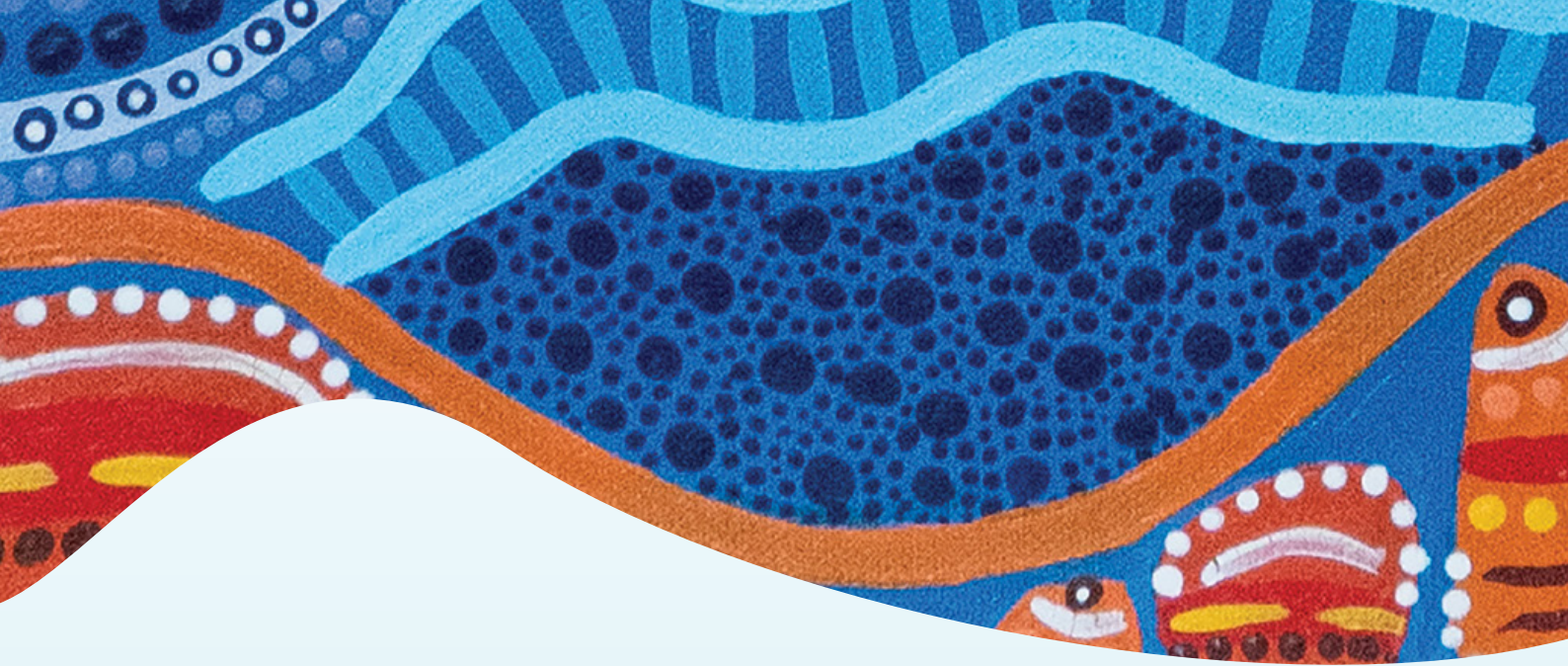
As a leading Australian not-for-profit focused on educational support, The Smith Family has committed to fostering this vision through its Reconciliation Action Plan (RAP), which outlines practical steps including:

- Supporting Aboriginal and/or Torres Strait Islander children and families through tailored educational programs.
- Promoting cultural understanding among team members, volunteers, and supporters.
- Creating opportunities for Aboriginal and/or Torres Strait Islander peoples to contribute meaningfully through their programs.
- Maintaining a target of at least 20% of *Learning for Life* scholarship recipients identifying as Aboriginal and/or Torres Strait Islander.
- Implementing inclusive employment and procurement strategies.

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 the world's most powerful change agent.

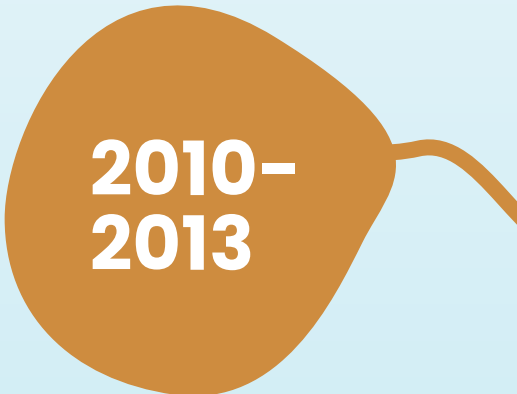


Embedding Reconciliation

At The Smith Family all of our team members are supported to take responsibility and contribute to our Reconciliation Action Plan. All members of our Executive Team are direct leaders of our outcomes and our Chief Executive Officer, Doug Taylor is a champion of our RAP.

Our Reconciliation Journey

In the development of each of our Reconciliation Action Plans we have embedded Relationships, Respect, Opportunities, and Governance as defined as the four pillars of reconciliation by Reconciliation Australia.



**2010–
2013**

First RAP

27 targets across
four focus areas



**2013–
2016**

Second RAP

Identified
two areas for
improvement:

Employment
Diversity
Strategy and

Enhancement of
our Procurement
Processes

**2019–
2021**

**Third RAP
First Stretch RAP**

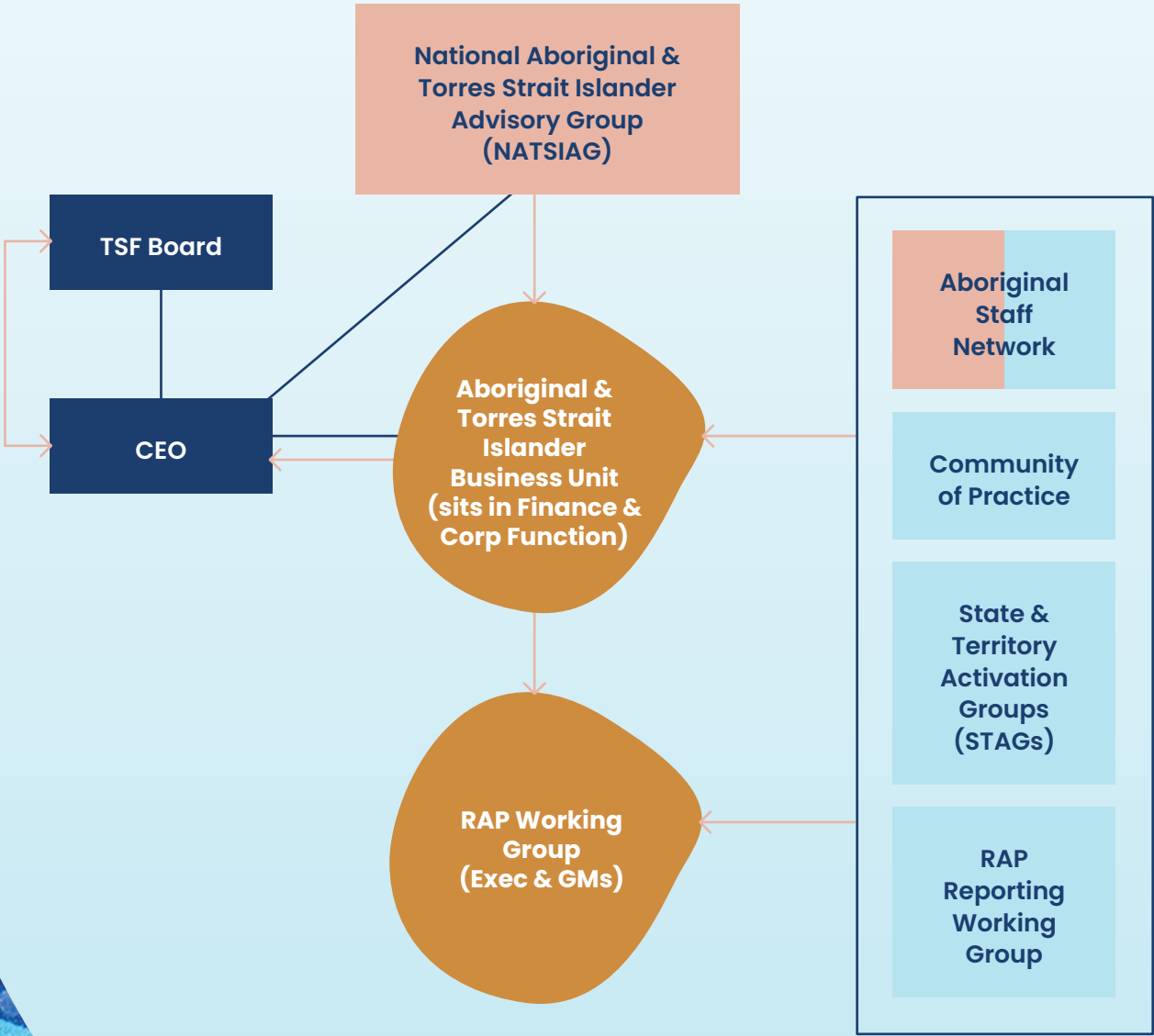
56 discrete
deliverables
and revamped
our governance
arrangements
by establishing
State & Territory
Activation Groups

**2021–
2024**

**Fourth RAP
Second Stretch RAP**

Ambitious targets
across all areas of
our organisation

RAP Governance



National Advisory Group on issues concerning Aboriginal and/or Torres Strait Islander Peoples'

Our Advisory Group meets three times a year to provide The Smith Family with support and guidance in relation to Aboriginal and Torres Strait Islander peoples.

Members

Professor Peter Radoll – Chairperson

Professor Peter Radoll is an Anaiwan man residing in Naarm on Wurundjeri Land. He was appointed to the Board of The Smith Family in April 2019. His illustrious career includes several high-profile senior executive roles, such as Deputy Vice-Chancellor People & Organisation at Victoria University, demonstrating his unparalleled expertise in university senior management. Previously, Peter served as the Dean of Aboriginal and/or Torres Strait Islander Education and Research and Director of the Wollotuka Institute, University of Newcastle, and as an Assistant Professor in Information Systems at the University of Canberra's Faculty of Business, Government and Law.

A distinguished scholar, Peter has dedicated many years to impactful research on crucial issues affecting Aboriginal communities, with a particular focus on Information and Communication Technologies. He holds a PhD in Commerce (Information Systems) from The Australian National University and a Bachelor and Master of Information Technology degrees, underscoring his profound knowledge and commitment to advancing education and research.

John Rawnsley – Chairperson (2011–2026)

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

John works as a Senior Adviser to the Hon Selena Uibo MLA. Prior to this he worked in various management and legal roles and in leadership development.

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

Alara Hood

Alara is a proud Kurnai woman from Gippsland. She is a former *Learning for Life* scholarship student and has been with The Smith Family for many years after finishing university. Alara currently is employed as a Wellbeing Team Member at Bairnsdale Secondary College. Alara has recently completed a Graduate Certificate in Indigenous Trauma Recovery and is undertaking a course to complete a Diploma in Auslan. Alara has a passion for supporting her community and advocating for others.

Jesse King

Jesse King is a Waanyi man living on Bindal & Wulguru-kaba country. He has a deep passion for education and its transformative potential. Jesse brings broad experience in Indigenous led initiatives, policy and advocacy, leadership, curriculum development, facilitation, and the incorporation of Indigenous Knowledges in Science, Technology, Engineering, and Mathematics (STEM). Jesse has participated in and led a wide range of research activities including co-design processes, longitudinal studies, stakeholder consultations, and desktop studies.

Jesse is currently the Head of Policy and Programs at Aurora Education Foundation. In this role Jesse leads the delivery and evaluation of the High School Program and Redefining Indigenous Success in Education initiative, intensive student-centered support programs focused on academic improvements through a cultural lens. In previous roles, Jesse led the Research and Impact team at the Stronger Smarter Institute and successfully delivered a national education program with the CSIRO. He currently volunteers as the Chair of the Aboriginal and/or Torres Strait Islander Mathematics Alliance.

Kieran Ryan

Kieran is a proud Yamatji man with connections to Malgana, Wajarri and Nhanda people from the Gascoyne and Mid-West regions of WA. Kieran is the Indigenous People Strategy Manager at bp, with a career spanning across not-for-profit, mining and resources, corporate, and government sectors. Kieran is passionate in advocating for and with Aboriginal and/or Torres Strait Islander people and communities and has dedicated his career to position himself in roles where he can actively contribute to influencing positive change.

Kieran is also a member of North Metropolitan TAFE's Governing Council and Chair of their Aboriginal Employment, Education and Training Committee in WA.

Lenique George

Lenique is a proud Wulli Wulli and Erub Island woman living on Darumbal country. Lenique is a graduate of law, and currently works in policy in a human rights and anti-discrimination context. Lenique was a recipient of *Learning for Life* scholarships through The Smith Family and is passionate about empowering Aboriginal and/or Torres Strait Islander peoples through access to education and legal support.

Rebecca McPhee

Rebecca is a proud Wiradjuri woman; born in Glenelg, South Australia, now residing on Dharawal land, in Southwest Sydney. She was appointed to The Smith Family National Advisory Group in 2023.

Rebecca has worked for the New South Wales Department of Education – Early Childhood Education and Care Directorate, for over 12 years. She began her career in the early childhood education and care sector 30 years ago and has worked in a variety of education and care settings, in addition to teaching students at TAFE NSW to gain early childhood qualifications and managing service within Local Government and their Family and Community sections.

Rebecca believes the goal to ensuring Aboriginal children achieve the best educational outcomes begins in early childhood education. By supporting all Aboriginal children, not only in NSW but Nationwide, to access quality early childhood education and to embrace their culture and identity, this is how we encourage a strong start to lifelong learning.

Sarah Chaloner

Sarah is a proud Wiradjuri woman, born and bred on Whadjuk Noongar Boodja (Noongar Country). She was appointed to the The Smith Family National Advisory Group in 2022.

Sarah has worked within the Western Australian Department of Education for 25 years, having been a teacher in the Wheatbelt and across the Perth Metropolitan area. She has been in School Leadership for almost 10 years and has had the amazing opportunity to be foundation Associate Principal at a new school in 2016.

Sarah has been an advocate of Aboriginal culture and language being embedded in schools, through learning about Noongar learning, culture, and ways. Sarah is passionate about Aboriginal students accessing the curriculum, within a supportive and inclusive environment and has been instrumental in appointing a Noongar Language Specialist to teach students from K to 6.

Sarah is a Kwopertok Yorga, after graduating from the Yorga Djenna Bidi program, hosted by The Western Australian Aboriginal Leadership Institute. In her role as School Leader and Kwopertok Yorga, she champions for culture to be at the forefront. Sarah feels privileged to be in her roles, giving our children Aboriginal Leaders to aspire to.

Wanda Wellington

Wanda has been involved in Aboriginal (Koorie) education for over 15 years, and she is currently a Koorie Engagement Support Officer with North West Region Department of Education Training. She brings a wealth of experience in policy advocacy, community consultation and strategic program implementation, through her positions with the Victorian Aboriginal Education Association INC. Wanda is a strong advocate for Aboriginal social and criminal justice and she helped establish the Regional Aboriginal Justice Advisory Committees on which she was also a Loddon Mallee representative for a number of years. Wanda was involved in the engagement and consultation with community around the establishment of one of the first KODE Schools in Victoria (Swan Hill).

In addition to the these members the following team members from The Smith Family attend the National Advisory Group meetings.

Doug Taylor – Chief Executive Officer

Anne Edwards – Head of Finance & Corporate

Lisa Allan – Head of State & Territory Operations

Nicole Kingsley-Ross - Family Partnerships Coordinator

Jamie Sampson – Group Manager Aboriginal and/or Torres Strait Islander Strategy & Outcomes

Leanne Smith – National Manager Aboriginal and/or Torres Strait Islander Policy

RAP Working Group

Members of this group are accountable for RAP target achievement, within the members' relevant spheres of influence. The group is made up of the Executives responsible for RAP deliverables, General Managers and the National Manager Aboriginal and/or Torres Strait Islander Policy.

The members of the RAP Working Group are:

Chief Financial Officer (Chair)

Group Manager Aboriginal and Torres Strait Islander Strategy and Outcomes (Co-Chair)

National Manager Aboriginal and Torres Strait Islander Strategy (Co-Chair)

Head of State and Territory Operations

Head of People & Culture

Head of Digital & Transformation

Head of Evidence & Impact

Head of Fundraising and Communications

Group Manager Community Programs and Delivery

Group Manager *Learning for Life* Operations and Delivery

Our work with Aboriginal and/or Torres Strait Islander peoples is grounded in a commitment to continuous improvement and cultural learning. This approach is guided by seven principles that reflect our values and responsibilities.

Principles guiding our work with Aboriginal and/or Torres Strait Islander peoples

- 1** Together we seek the involvement, advice and guidance of people with expertise and acknowledge their contributions. We understand that for improvement in educational achievement and wellbeing we need to work with Aboriginal and/or Torres Strait Islander Elders, respected and recognised leaders, parents, teachers and the broader Aboriginal and/or Torres Strait Islander communities in which we work.
- 2** Together we work towards effective practice and follow agreed principles that promote a sustainable and inclusive approach to designing and delivering services.





3 We understand that to have an impact we need to take time to build trusting relationships. We adopt a 'whole of community' approach that focuses on building the developmental capacity of a place or community in a sustainable manner. It also promotes respect and understanding for how ideas and concepts relate to Aboriginal and/or Torres Strait Islander knowledge systems.

4 We adopt a strengths-based approach, appreciating that Aboriginal and/or Torres Strait Islander peoples have expert knowledge, skills and abilities and the capacity to address problems, develop, design and deliver programs.

5 We build trusting relationships, connecting people, resources and ideas. In the spirit of working together and relationships wherever possible, we aim to work together to build the capacity of Aboriginal and/or Torres Strait Islander Community Organisations and promote opportunities for Aboriginal and/or Torres Strait Islander employment.

6 We are transparent and accountable in managing complex community-based systems of collaboration and action. Together we are accountable to Elders, families, communities, school principals and staff, school councils and community leaders for outcomes. We are also accountable to our supporters including sponsors, donors and our corporate, government and other business partners.

7 As an evidence-based organisation, we incorporate appropriate evaluable processes to ensure that we have the highest standards of transparency and risk management when providing support for our communities.

Embedded Reconciliation Commitments

Through our Reconciliation Action Plans, we continue to demonstrate respect for Aboriginal and/or Torres Strait Islander peoples by embedding cultural protocols into our organisational practices.

These actions reflect our commitment to cultural integrity, inclusion, and reconciliation:

- **Policy Review:** We annually review and update the SmithNet Aboriginal and/or Torres Strait Islander Policy Page to explain the significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.
- **Cultural Competency Training:** We enhance team members' understanding of cultural protocols by incorporating their purpose and significance into our training programs.
- **Welcome to Country at Key Events:** We invite local Traditional Owners or Custodians to deliver a Welcome to Country or other appropriate protocols at major events, including the Annual Leaders Forum, Great Big Thank You celebrations, and Indigenous Youth Leadership Program graduations.
- **Acknowledgement at Meetings and Events:** We include an Acknowledgement of Country at the start of all formal and significant meetings, and ensure team members and senior leaders deliver appropriate protocols at all public events.
- **Visible Recognition:** Acknowledgement of Country plaques are proudly displayed in our national office and all state and territory offices.

Our organisation proudly celebrates National Reconciliation Week (NRW) as a key opportunity to deepen relationships, foster understanding, and honour Aboriginal and/or Torres Strait Islander cultures. Each year, we take deliberate steps to ensure NRW is recognised meaningfully across our programs and teams:

- **Resource Sharing:** Reconciliation Australia's NRW resources are distributed to all team members at least two weeks in advance to promote awareness and engagement.
- **Active Participation:** RAP Working Group members attend 2–3 external NRW events annually, contributing to broader reconciliation efforts.
- **Program-Based Celebrations:** We host at least 25 NRW events nationally through our Learning Clubs, Girls at the Centre (GATC), and Indigenous Youth Leadership Program (IYLP).
- **Team Engagement:** All team members and senior leaders are encouraged and supported to attend at least one external NRW event each year.
- **Internal Events:** We organise at least one NRW event per state or territory office, plus one organisation-wide celebration to unite our national team.
- **Corporate Partnerships:** We facilitate access for team members to attend at least 10 NRW activities hosted by our corporate partners annually.
- **Visibility and Recognition:** All our NRW events are registered on Reconciliation Australia's NRW website to share our commitment publicly.

Guided by our Reconciliation Action Plan (RAP), we are actively working to foster meaningful relationships and create lasting change through our influence and partnerships. As part of this commitment we will engage with Reconciliation Australia through:

- Participation in RAP Leadership Gatherings;
- Meeting quarterly with Reconciliation Australia

We are also committed to:

- **Engaging our team members** in reconciliation initiatives and embedding cultural awareness across our organisation.
- **Sharing our progress publicly**, ensuring transparency and accountability in our journey.
- **Encouraging reconciliation** among our partners and stakeholders by promoting collaborative action.

Our efforts include:

- **Partnering with other organisations** to amplify impact and drive systemic change.
- **Supporting schools** through RAP-related activities that empower educators and students.
- **Sharing insights and learnings** to improve outcomes for Aboriginal and/or Torres Strait Islander children and young people.

We also ensure that **Aboriginal and/or Torres Strait Islander voices are represented** in our community governance structures, reflecting our commitment to inclusive decision-making.



We also ensure that Aboriginal and/or Torres Strait Islander voices are represented in our community governance structures, reflecting our commitment to inclusive decision-making. Together, these actions embody our dedication to building a more inclusive, equitable, and reconciled Australia.

Engage with Aboriginal and/or Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Our key actions include:

- **Active Participation** The RAP Working Group will attend 2–3 external NAIDOC Week events annually to foster connection and learning.
- **Strategic Community Support** We will develop and implement a NAIDOC Week external community support strategy, in collaboration with our State and Territory Activation Groups.
- **National Promotion and Awareness** In consultation with Aboriginal and/or Torres Strait Islander stakeholders, we will promote external NAIDOC Week events to team members nationwide, including those featured on the official NAIDOC website.

Inclusive HR Practices Our HR policies and procedures will be regularly reviewed to ensure team members can participate in NAIDOC Week without barriers.

Widespread Community Engagement We aim for at least one team member from a minimum of 80 Smith Family communities to participate in at least one NAIDOC Week event across our national footprint.

Increase Aboriginal and/or Torres Strait Islander supplier diversity

The Smith Family is focused on increasing procurement from Aboriginal and/or Torres Strait Islander businesses. Through our partnership with Supply Nation, we identify opportunities, update processes, and promote inclusive sourcing. We've met key targets and are working towards new goals to support long-term economic participation. Our Finance and Corporate department will be developing a new internal process that will be familiarised across the organisation to ensure that we increase our support for Aboriginal and Torres Strait Islander businesses.



Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

This will be achieved by our commitment to transparent, shared accountability to Aboriginal and/or Torres Strait Islander peoples by embedding First Nations governance in our RAP, publicly reporting progress twice yearly, and evaluating outcomes against agreed indicators.

We will establish a First Nations Advisory Group to guide decisions, publish an annual RAP Scorecard, track targets on employment, procurement, cultural capability and community partnerships, and act on feedback through continuous improvement cycles. Findings and next steps will be shared with communities, stakeholders and team members.

To ensure transparency and continuous improvement in our reconciliation efforts, The Smith Family reports on RAP progress both internally and externally. Key actions include:

- Submitting the annual RAP Impact Survey to Reconciliation Australia.
- Providing quarterly updates on RAP progress to all team members and senior leaders.
- Publishing an annual public report outlining achievements, challenges, and learnings.
- Participation in Reconciliation Australia's biennial Workplace RAP Barometer survey.

Continue our reconciliation journey by developing our next RAP

- Registration via Reconciliation Australia's website to begin developing our next RAP.

Embed Reconciliation Action Plan ownership in every State and Territory

To ensure local relevance and shared responsibility for reconciliation, The Smith Family is embedding RAP ownership in every state and territory. Key actions include:

- Developing Local Initiative Plans in consultation with State Activation Groups, aligning with national RAP goals and local priorities.
- Reporting progress on Local Initiative Plans quarterly to the RAP Working Group, in line with the RAP Governance Framework.
- Convening State and Territory Activation Groups at least three times annually to support collaboration and accountability.

Self Determination & Cultural Governance



Self-determination is enabling our Aboriginal and/or Torres Strait Islander team members the ability to lead and make decisions about all issues relating to our Aboriginal and Torres Strait Islander workforce & Strategy. It is The Smith Family adopting a new way of working, outside of its hierarchical/bureaucratic structures, which encompasses mutual respect for cultural knowledge.

Alignment with RAP Framework Pillars: Championing a new way of working that centres Aboriginal and/or Torres Strait Islander leadership, cultural knowledge, and shared decision making.

Action	Deliverable	Timeline	Responsibility
1. Establishment of an Aboriginal and/or Torres Strait Islander Business Unit	Successful recruitment of a Group Manager	September 2025	Head of Finance & Corporate, Head of People & Culture
	Develop and progress key areas as priorities for the unit	July 2025, 2026, 2027	Group Manager Aboriginal and Torres Strait Islander Business Unit & Head of Finance & Corporate
	Review and update on first 12 months of operation. Adjust priorities accordingly.	July 2026	Group Manager Aboriginal and Torres Strait Islander Business Unit & Head of Finance & Corporate
	Collaborate with Aboriginal organisations: build partnerships for cultural advice and capacity building.	July 2026, 2027, 2028	Group Manager Aboriginal and Torres Strait Islander Business Unit & Head of Finance & Corporate
Indigenous Data Sovereignty	Development of an Indigenous Data Sovereignty Policy & Framework	July 2027	Head of Digital & Transformation
	Policy & Framework familiarised across the organisation	July 2028	Head of Digital & Transformation



We must continue to review, change, challenge, adjust and update our processes and how we work to ensure we make proactive decisions. By incorporating the voices of our Aboriginal & Torres Strait Islander workforce into this, will positively impact the communities our team members support.

Alignment with RAP Framework Pillars: Making proactive, culturally informed decisions through ongoing reflection, adjustment and Aboriginal and/or Torres Strait Islander workforce leadership.

Action	Deliverable	Timeline	Responsibility
2. Improved recruitment of team members who identify as Aboriginal and/or Torres Strait Islander	Successful recruitment of a Group Manager	September 2025	Head of Finance & Corporate, Head of People & Culture
	Updates to recruitment processes and recruitment channels	June 2026	Head of People & Culture and Head of State & Territory Operations
	Improved systems for recording and maintaining Aboriginal and/or Torres Strait Islander workforce data	June 2026	Head of People & Culture, and Head of Digital & Transformation
	Implementation of a new team member support system	June 2027	Head of People & Culture and Head of State & Territory Operations
	Develop an Aboriginal and/or Torres Strait Islander employment plan for identified positions across The Smith Family	June 2026	Head of People & Culture & Head of Finance & Corporate & Strategy
	Development of employment program for volunteers to become paid team members	June 2027	Head of People & Culture

Action	Deliverable	Timeline	Responsibility
3. Improve retention of Aboriginal and/or Torres Strait Islander team members.	Establishment of an annual event that brings together all Aboriginal and/or Torres Strait Islander paid team members and volunteers in conjunction with the National Advisory Group	June 2026	Head of People & Culture
	Develop & implement an internal & external communications plan to ensure transparency in relation to The Smith Family's commitment to reconciliation and the impact on outcomes for those team members	June 2026 & June 2027	Head of People & Culture and Head of Communications
	Development & Implementation of training workshops for management on employment and appropriate support for Aboriginal and/or Torres Strait Islander Team members	June 2027	Head of People & Culture & Head of Finance & Corporate
	Development of a specific career development plan for all Aboriginal and/or Torres Strait Islander team members		
	Development & Implementation of an internal team member mentoring/buddy system	June 2027	Head of People & Culture & Head of State & Territory Operations
	Investment in career development programs	June 2027	Head of People & Culture & Head of State & Territory Operations
	Review and implement changes to the physical workplace environment across The Smith Family to ensure it is a culturally inclusive employer	June 2027	Head of People & Culture & Head of State & Territory Operations



Create a culturally aware and skilled workplace where all team members respect & understand Aboriginal and/or Torres Strait Islander peoples, customs and cultures.

Alignment with RAP Framework Pillars: Embedding cultural awareness and understanding across our workforce through genuine learning and respect for Aboriginal and/or Torres Strait Islander cultures.

Action	Deliverable	Timeline	Responsibility
4. Increase understanding, value and recognition of Aboriginal and/or Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review & redevelopment of cultural awareness and learning programmes across paid/volunteer team members	June 2026	Head of People & Culture & Head of Learning & Organisational Development
	Update our cultural learning strategy and communicate to our team members	June 2026, 2027, 2028	Head of People & Culture/ Head of Aboriginal and Torres Strait Islander Business Unit
	Ensure all new Smith Family team members undertake online cultural learning activities as part of their onboarding	June 2026, 2027, 2028	Head of People & Culture/ Head of Aboriginal and Torres Strait Islander Business Unit
	Encourage all team members to undertake and develop their own personal cultural learning activities	June 2026, 2027, 2028	Head of People & Culture/ Head of Aboriginal and Torres Strait Islander Business Unit
	A minimum of 80% of team members undertake face-to-face cultural learning activities	June 2026, 2027, 2028	Head of People & Culture



Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Alignment with RAP Framework Pillars: Strengthening accountability and transparency through open reporting of our RAP achievements, challenges and learnings.

Action	Deliverable	Timeline	Responsibility
Submitting the annual RAP Impact Survey to Reconciliation Australia.	Ensure the survey is completed and submitted by the required deadline	September 2026, 2027, 2028	National Manager: Aboriginal and Torres Strait Islander Policy
Providing quarterly updates on RAP progress to all team members and senior leaders.	Ensure updates are provided on a quarterly basis	2026, 2027, 2028	Group Manager Aboriginal and Torres Strait Islander Strategy & Outcomes
Publishing an annual public report outlining achievements, challenges, and learnings.	Production of the report for key internal & external stakeholders	2026, 2027, 2028	National Manager: Aboriginal and Torres Strait Islander Policy
Participation in Reconciliation Australia's biennial Workplace RAP Barometer survey.	Registration is completed for participation in the survey	2026, 2028	National Manager: Aboriginal and Torres Strait Islander Policy

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