



Small Business  
Development Corporation



# REFLECT

Reconciliation Action Plan

September 2026 – March 2028

An aerial photograph of a coastal landscape. On the left, a dense line of green vegetation borders a wide, straight red dirt road. To the right of the road is a vast, flat, reddish-orange beach. Further right, the beach meets the turquoise water of the ocean. The water is shallow, showing white sandbars and small, isolated green islands. A few small figures of people are visible on the beach near the water's edge.

## ACKNOWLEDGEMENT OF COUNTRY

SBDC acknowledges the Aboriginal and Torres Strait Islander People as the original custodians of this country, recognising their connection to land, waters and community. We respect their cultures and Elders, past and present.

Image: Tourism of Western Australia

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## MESSAGE FROM THE SMALL BUSINESS COMMISSIONER

I am proud to present the Small Business Development Corporation's Reflect Reconciliation Plan (RAP). This marks a significant milestone in our journey towards reconciliation.

The work of our agency spans across Western Australia and we recognise and acknowledge the cultural histories, communities, stories and connections that Aboriginal and Torres Strait Islander peoples have to this land, waterways and skies. We recognise our responsibility towards reconciliation while fostering meaningful relationships and using our sphere of influence to assist First Nations business operators to start and grow their enterprises and improve economic outcomes.

Our RAP reflects our commitment to building and strengthening relationships with Aboriginal and Torres Strait Islander peoples and deepening our understand of cultures and histories as we embark on our reconciliation journey. Through active participation in cultural events such as NAIDOC week, improving our supplier diversity, and identifying cultural learning opportunities across our agency, we aim to become more culturally responsive through our work. We will expand our engagement with First Nations peoples and create opportunities for greater collaboration, employment and economic participation.

I extend my thanks to all who have contributed to the development of this Reflect RAP. I invite you to join me in embracing this journey with open minds and a shared commitment to reconciliation.

**Saj Abdoolakhan**

Small Business Commissioner  
Chief Executive Officer  
Small Business Development Corporation





## A STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia congratulates Small Business Development Corporation on the formal endorsement of its Reflect RAP.

Through this plan, Small Business Development Corporation will play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

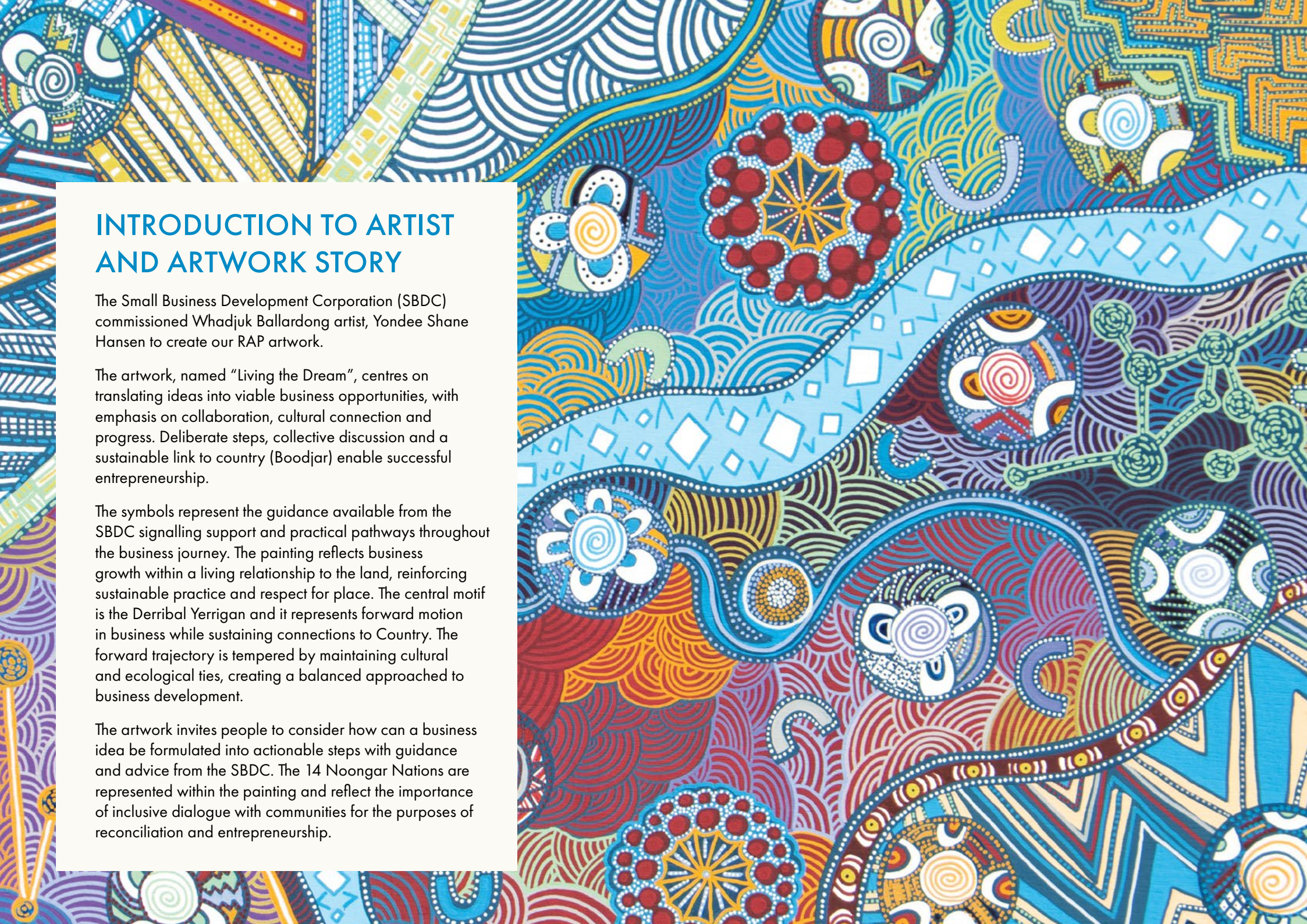
This Reflect RAP enables Small Business Development Corporation to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Small Business Development Corporation on your Reflect RAP, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia





## INTRODUCTION TO ARTIST AND ARTWORK STORY

The Small Business Development Corporation (SBDC) commissioned Whadjuk Ballardong artist, Yondée Shane Hansen to create our RAP artwork.

The artwork, named “Living the Dream”, centres on translating ideas into viable business opportunities, with emphasis on collaboration, cultural connection and progress. Deliberate steps, collective discussion and a sustainable link to country (Boodjar) enable successful entrepreneurship.

The symbols represent the guidance available from the SBDC signalling support and practical pathways throughout the business journey. The painting reflects business growth within a living relationship to the land, reinforcing sustainable practice and respect for place. The central motif is the Derribal Yerrigan and it represents forward motion in business while sustaining connections to Country. The forward trajectory is tempered by maintaining cultural and ecological ties, creating a balanced approach to business development.

The artwork invites people to consider how can a business idea be formulated into actionable steps with guidance and advice from the SBDC. The 14 Noongar Nations are represented within the painting and reflect the importance of inclusive dialogue with communities for the purposes of reconciliation and entrepreneurship.

## OUR BUSINESS

The Small Business Development Corporation (SBDC) is an independent statutory authority of the Government of Western Australia, established in 1984. The role of the SBDC is to encourage, promote, facilitate and assist the establishment, growth and development of small business in Western Australia (WA). This is achieved by providing practical advice, information and guidance to small business owners.

We deliver skills development workshops for existing and aspiring small business operators, offers a dispute resolution service, provides access to free business information and tools, and investigates unfair practices that impact small business. The SBDC undertakes other programs and projects as required, to improve the operating environment for small businesses in WA.

We work directly with small business owners and liaise with industry and business associations to exchange information and provide support and assistance to their members. The SBDC also provides advice and support to the Minister for Small Business on matters affecting the sector, including the effect of government policy and legislation on small business, and advocates to all levels of government for policies and regulations that support the establishment and growth of small businesses. Through these and other avenues, we raise awareness of the importance of small business to the economy, nurtures the growth and diversity of small businesses in Western Australia and works to unleash the enterprising business spirit of Western Australians.

Our values of Enterprise, Collaboration and Integrity underpin our work and help us unleash Western Australians' enterprising business spirit.

The SBDC employs approximately 60 FTE with just under three percent of employees identifying as Aboriginal and Torres Strait Islander.

Our head office is located in Boorloo (Perth) on Whadjuk Noongar land.



Small Business Commissioner Saj Abdoolakhan with SBDC Regional providers IPS Management at Supply Nation 2026 in Perth.



Thorny Devil Access + Industries CEO Reece Hills with Small Business Commissioner Saj Abdoolakhan Supply Nation 2026 in Perth.



## OUR RAP

Through our work, we recognise how critical the small business sector is to our state's economy. For Aboriginal and Torres Strait Islander peoples, business ownership is a pathway to economic self-determination.

As we begin our RAP journey, we aim to better understand the needs, skills and contributions of Aboriginal and Torres Strait Islander peoples across Western Australia. Through our sphere of influence, we aim to ensure our services are accessible and foster meaningful engagement through developing relationships and listening to feedback, as well as being an advocate for the removal of regulatory barriers which may inhibit Aboriginal and Torres Strait Islander peoples' business ownership or self-employment. We aim to increase employee participation in cultural competency programs to improve understanding, awareness and engagement with Aboriginal and Torres Strait Islander peoples and communities.

The development of our RAP has been led by our Diversity and Inclusion Committee (the Committee) which comprises of five employees from across the agency, including representation from our Aboriginal and Torres Strait Islander employees. The Committee

has championed activities which have strengthened understanding of reconciliation across the agency and have been instrumental in the development of the RAP.

The Committee led an internal workshop which gathered insights and ideas from participating employees across the SBDC to develop activities for the Reflect RAP. The workshop included a presentation and learnings from another State government agency, the Department of Planning, Lands and Heritage who have a dedicated RAP team and are currently implementing their Stretch RAP. Participants in the workshop were asked to prepare by reflecting on what reconciliation means to them and also how visible and valued First Nations culture is within our agency. They were prompted with questions related to each RAP pillar to identify gaps and potential opportunities in our current services, programs, behaviours and operations.

The Executive Leadership team comprising of the Small Business Commissioner/CEO and two Executive Directors are champions of the RAP and have provided endorsement.





## OUR RECONCILIATION ACTIVITIES

The Small Business Development Corporation sits on a joint State government agency working group which organises and leads events for National Reconciliation Week and NAIDOC Week each year in Boorloo.

These events are an opportunity to engage with Aboriginal and Torres Strait Islander peoples as well as highlight the work the various agencies are undertaking as part of their reconciliation journey. Employees are strongly encouraged to attend these events to listen and learn from First Nations peoples. All employees are encouraged to attend and participate in planned events across National Reconciliation Week and NAIDOC Week.





2026 Inter-agency National Reconciliation Week art event facilitated by Mel Spillman (Woods), Maarakool Art.

## RELATIONSHIPS

| ACTION                                                                                                                                          | DELIVERABLE                                                                                                                                                    | TIMELINE             | RESPONSIBILITY                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------|
| <b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | • Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.                                  | December 2026        | Senior Leadership Team                       |
|                                                                                                                                                 | • Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.                   | December 2026        | Program Coordinator<br>SBDC Outreach         |
|                                                                                                                                                 | • Identify Aboriginal and Torres Strait Islander business owners to feature in our communications and share their business journey with other business owners. | March 2027           | Director SMC                                 |
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>                                                           | • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.                                                                | May 2027             | D&I Committee                                |
|                                                                                                                                                 | • RAP Working Group members to participate in an external NRW event.                                                                                           | 27 May- 3 June, 2027 | D&I Committee                                |
|                                                                                                                                                 | • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.                                 | 27 May- 3 June, 2027 | D&I Committee                                |
| <b>3. Promote reconciliation through our sphere of influence.</b>                                                                               | • Communicate our commitment to reconciliation to all staff.                                                                                                   | September 2026       | Small Business Commissioner                  |
|                                                                                                                                                 | • Identify external stakeholders that our organisation can engage with on our reconciliation journey.                                                          | November 2026        | D&I Committee                                |
|                                                                                                                                                 | • Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.              | November 2026        | D&I Committee                                |
| <b>4. Promote positive race relations through anti-discrimination strategies.</b>                                                               | • Research best practice and policies in areas of race relations and anti-discrimination.                                                                      | April 2027           | HR Manager (Lead)<br>D&I Committee (Support) |
|                                                                                                                                                 | • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.                                        | April 2027           | HR Manager                                   |

## RESPECT

| ACTION                                                                                                                                                                | DELIVERABLE                                                                                                                                                                               | TIMELINE                | RESPONSIBILITY         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------|
| <b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | • Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | December 2026           | D&I Committee          |
|                                                                                                                                                                       | • Conduct a review of cultural learning needs within our organisation.                                                                                                                    | Jan 2027                | Senior Leadership Team |
|                                                                                                                                                                       | • Based on the review of cultural learning needs, implement cultural learning across the agency and embed in employee professional development plan conversations.                        | October 2027            | Senior Leadership Team |
| <b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>                                                       | • Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.                                              | November 2026           | D&I Committee          |
|                                                                                                                                                                       | • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                        | January 2027            | D&I Committee          |
| <b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>                                                  | • Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.                                                                                               | June 2027               | D&I Committee          |
|                                                                                                                                                                       | • Introduce our staff to NAIDOC Week by promoting external events in our local area.                                                                                                      | June 2027               | D&I Committee          |
|                                                                                                                                                                       | • RAP Working Group to participate in an external NAIDOC Week event.                                                                                                                      | First week in July 2027 | D&I Committee          |

## OPPORTUNITIES

| ACTION                                                                                                                                         | DELIVERABLE                                                                                                                                                                                                               | TIMELINE      | RESPONSIBILITY                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------|
| <b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b> | • Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.                                                                                                                   | April 2027    | HR Manager (Lead)<br>D&I Committee (Support)              |
|                                                                                                                                                | • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                                                                   | July 2027     | HR Manager                                                |
| <b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>                  | • Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.                                                                                                                    | October 2026  | Chief Financial Officer (Lead)<br>D&I Committee (Support) |
|                                                                                                                                                | • Investigate Supply Nation membership.                                                                                                                                                                                   | June 2027     | Chief Financial Officer                                   |
| <b>10. Review and refine our services and programs to ensure they are culturally appropriate and safe</b>                                      | • In conjunction with Aboriginal and Torres Strait Islander peoples identify areas where we could refine our services to ensure they are culturally safe and accessible to those seeking to start or grow their business. | April 2027    | Directors BSD, SMC, BAS                                   |
|                                                                                                                                                | • Consider sponsorship opportunities which recognise Aboriginal and Torres Strait Islander business excellence.                                                                                                           | December 2026 | Executive Leadership Team                                 |

## GOVERNANCE

| ACTION                                                                                                                                        | DELIVERABLE                                                                                                                                                               | TIMELINE                         | RESPONSIBILITY                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------|
| <b>11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>                                        | • Form a RWG to govern RAP implementation.                                                                                                                                | September 2026                   | D&I Committee                                                                     |
|                                                                                                                                               | • Draft a Terms of Reference for the RWG.                                                                                                                                 | September 2026                   | D&I Committee                                                                     |
|                                                                                                                                               | • Establish Aboriginal and Torres Strait Islander representation on the RWG.                                                                                              | September 2026                   | D&I Committee                                                                     |
| <b>12. Provide appropriate support for effective implementation of RAP commitments.</b>                                                       | • Define resource needs for RAP implementation.                                                                                                                           | October 2026                     | D&I Committee                                                                     |
|                                                                                                                                               | • Engage senior leaders in the delivery of RAP commitments.                                                                                                               | October 2026                     | D&I Committee                                                                     |
|                                                                                                                                               | • Maintain a senior leader to champion our RAP internally.                                                                                                                | October 2026                     | D&I Committee                                                                     |
|                                                                                                                                               | • Define appropriate systems and capability to track, measure and report on RAP commitments.                                                                              | October 2026                     | D&I Committee                                                                     |
|                                                                                                                                               | • Report progress on RAP to executive leadership team every quarter.                                                                                                      | Jan 2027<br>(and then Quarterly) | D&I Committee                                                                     |
| <b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | • Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June annually                    | D&I Committee                                                                     |
|                                                                                                                                               | • Complete and submit the annual RAP Impact Survey to Reconciliation Australia.                                                                                           | 30 September, annually           | D&I Committee                                                                     |
|                                                                                                                                               | • Communicate our RAP progress to internal and external stakeholders.                                                                                                     | June 2027                        | D&I Committee (Lead)<br>Director Strategy, Marketing and Communications (Support) |
|                                                                                                                                               | • Register via Reconciliation Australia's website to begin developing our next RAP.                                                                                       | December 2027                    | D&I Committee                                                                     |





**Small Business  
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For public enquiries about our RAP please contact  
Nikki Wilson  
Senior Policy Officer  
Phone: (08) 6552 3378  
Email: [diversity@smallbusiness.wa.gov.au](mailto:diversity@smallbusiness.wa.gov.au)

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