

DEFENCE HOUSING AUSTRALIA

Reconciliation Action Plan

June 2018 – June 2019



Acknowledgement

Defence Housing Australia acknowledges the Traditional Owners and Custodians of country throughout Australia and their continuing connection to land, waters and community. We pay our respect to them and their cultures, as well as to their Elders, both past and present.

Artwork description

Our RAP artwork is titled Weaving Supportive Foundations and was created by Gilimbaa artist Rachael Sarra. As an Aboriginal artist from Goreng Goreng Country, Rachael draws on her heritage to produce pieces that are steeped in culture while being contemporary and future facing.

Weaving Supportive Foundations depicts DHA's reconciliation journey being built on strong foundations of respecting the past, present and future. These foundations provide inclusive and safe outcomes for DHA staff, Defence members and families, and other stakeholders. These foundations are strengthened by support, connection and DHA values which weave the foundations together through meaningful dialogue. The sum of all these parts creates a strong, united, inclusive and collaborative environment for DHA to advance reconciliation.



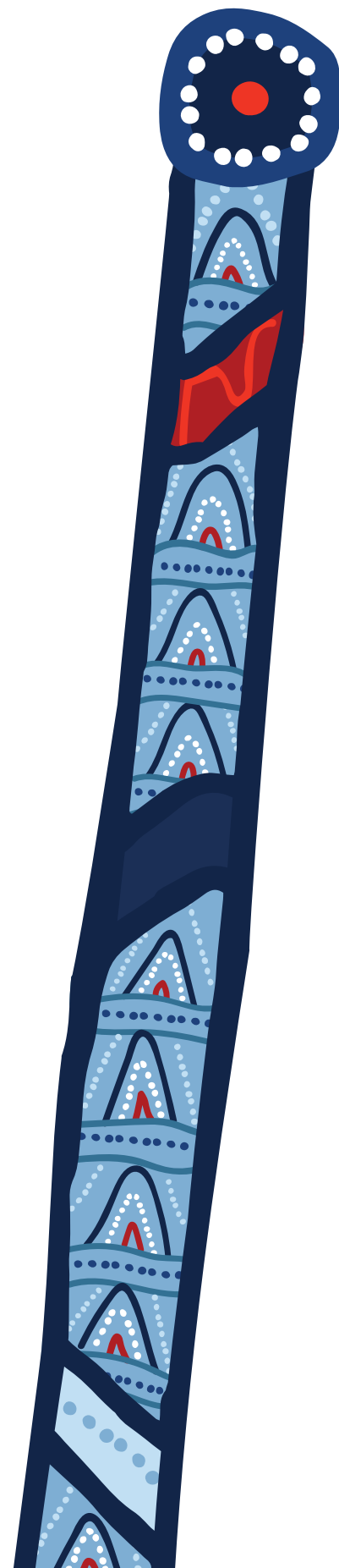


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Message from the Managing Director

It gives me great pleasure to present to you Defence Housing Australia's (DHA) inaugural Reconciliation Action Plan (RAP) 2018-2019.

This plan has been driven by a broad cross section of our employees who, like myself, are personally engaged with our commitment to reconciliation.

At DHA, we provide quality housing and related services to Defence members and families. To meet our Defence housing obligations, we are active in Australian residential housing markets, acquiring and developing land, and constructing and purchasing houses.

Our business is fundamentally linked to the land of Australia's first peoples, and exists because of their continued stewardship of the land.

Our RAP acknowledges this role and seeks to promote genuine and deep reflection on ways in which DHA can enhance its engagement with Aboriginal and Torres Strait Islander peoples, culture and communities.

The RAP sets out our key objectives under the central themes of relationships, respect and opportunities. It demonstrates how we will work to increase opportunities for Aboriginal and Torres Strait Islander peoples to participate in our business as employees, suppliers, customers, partners and in the broader community.

I would like to thank everyone who has helped in shaping the future of reconciliation for DHA. Our RAP could not have been achieved without our successful partnership with Reconciliation Australia and without the consistent hard work of our RAP Working Group.

I encourage all staff to reflect on how their own personal and professional contributions can support the overall success of our RAP and look forward to working together to progress reconciliation.

Jan Mason
Managing Director
June 2018





DHA Reconciliation Action Plan Working Group

DHA would like to acknowledge the following staff for their dedication and contribution to the development of this plan.

- **Anitra Kenny**, Canberra, ACT
- **Astrid Bierer-Cooper**, Perth, WA
- **Chantelle Jones**, Adelaide, SA
- **Claire Michel**, Canberra, ACT
- **Dale Higgins**, Darwin, NT
- **Jo Hobson**, Canberra, ACT
- **Jodie Kemp**, Townsville, QLD
- **Julie Emmett**, Ipswich, QLD
- **Kavita Baig**, Canberra, ACT
- **Lena Cole**, Townsville, QLD
- **Shauna Mackin**, Sydney, NSW
- **Suzanne Pitson (RAP Champion)**, Canberra, ACT

DHA appreciates the valuable support and guidance provided by our Reconciliation Australia Advisor, Tom Cappie-Wood.

Our business

At DHA, we provide quality housing and related services to Defence members and families. In doing this, we support the operational, recruitment and retention goals of the Department of Defence.

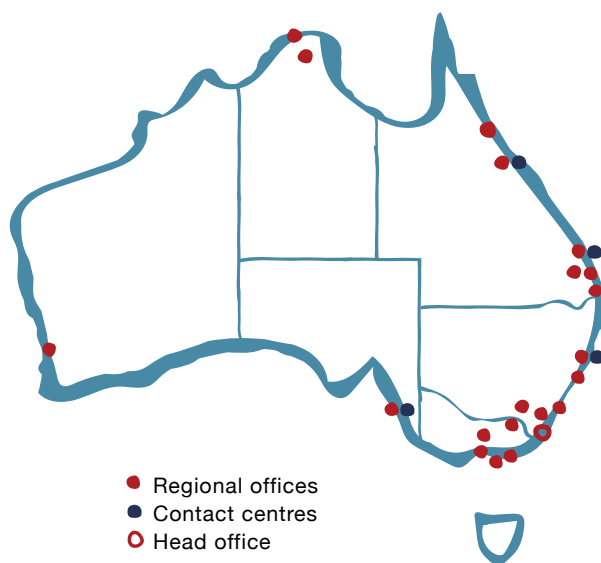
We manage one of the largest property portfolios in Australia, with approximately 19,000 properties Australia-wide, worth around \$11 billion.

We are very active in the Australian residential housing and investment markets, with an acquisitions and leasing program and award-winning developments and constructions.

Each year, we sell a portion of our portfolio to investors under a leaseback arrangement.

This funds our operations and enables us to provide quality housing — places that feel like home to Defence personnel.

DHA employs approximately 690 staff across Australia in 19 offices located in capital cities, major regional centres and on some ADF bases and establishments. In 2018, 1.2 per cent of DHA staff identify as having Aboriginal and, or Torres Strait Islander heritage.



Our vision for reconciliation

DHA's vision for reconciliation is aligned to our core values and promotes mutual respect and cultural understanding, stronger social partnerships and increased employment opportunities for Aboriginal and Torres Strait Islander peoples.

DHA's network stretches across Australia and we recognise our responsibility to ensure that our business reflects the values of inclusion and diversity in line with the DHA values of courage, unity, passion, respect, balance and integrity.

We will work closely with our partners and stakeholders to collaborate in our efforts to deliver meaningful partnerships and opportunities for Aboriginal and Torres Strait Islander peoples.

Our RAP

While DHA has been involved in activities and partnerships with Aboriginal and Torres Strait Islander businesses and communities for a number of years, we have not had a clear and coordinated strategy or approach to reconciliation — until now.

Our Reflect RAP is about committing to the reconciliation journey, building relationships with Aboriginal and Torres Strait Islander staff and stakeholders and creating the foundations that will help to produce future actions and initiatives that are meaningful, mutually beneficial and sustainable.

Some key steps in our RAP journey so far include:

- Reconciliation Australia presentation to Senior Leadership Group — June 2017
- RAP Champion appointed — Suzanne Pitson, General Manager Portfolio Management Group — June 2017
- RAP Working Group established — July 2017
- DHA joins APS Indigenous Champions Network — July 2017
- RAP Working Group received cultural awareness training — October 2017
- All staff RAP survey conducted to measure cultural awareness — November 2017
- Message Stick Journey March 2018 — June 2018

The Message Stick Journey was undertaken to include and involve all DHA staff around the country in the launch of our RAP. A custom made message stick was sent on a nine week journey from head office in Canberra to all major regional offices. Once received, each office connected with local Traditional Owners and held events and activities to celebrate our RAP. The message stick concluded its journey, returning to Canberra for the official RAP launch. A Welcome to Country ceremony was performed on commencement and conclusion of the journey to mark its significance.



DHA message stick representing the track to DHA locations and uniting together on our reconciliation journey. Artist, Dale Huddleston, Canberra.

Our current activities and partnerships



Celebration of key dates

National Aborigines and Islanders Day Observance Committee (NAIDOC) Week and National Reconciliation Week (NRW) are celebrated annually. These celebrations are an opportunity to raise cultural awareness and understanding of Aboriginal and Torres Strait Islander people's history and culture.



Membership with the APS Indigenous Champions Network

Our RAP Champion is a member of the APS Indigenous Champions Network of senior representatives who are committed to improving Aboriginal and Torres Strait Islander employment outcomes across the Australian Public Service.



Indigenous Procurement Policy

DHA is currently working to align its procurement policy with the Australian Government's Indigenous Procurement Policy (IPP) under the Commonwealth Procurement Rules (CPRs) which DHA voluntarily adopts.

Despite not having a formal IPP, DHA has actively engaged Aboriginal and Torres Strait Islander contractors through Supply Nation for a number of years.

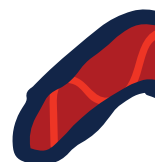
In July 2017, Indigenous contractor, Intract, awarded DHA a certificate of recognition as part of their inaugural NAIDOC Awards. DHA was nominated for the award after demonstrating our determination to improve and create job opportunities for Aboriginal and Torres Strait Islanders.



Breezes Muirhead Indigenous Training Program

This DHA sponsored program was established in the Northern Territory (NT) in 2013 and provides a pathway to qualifications for Aboriginal and Torres Strait Islander peoples. The program is run in partnership with Greening Australia NT (GANT). The program allows trainees to work at DHA's residential property development Breezes Muirhead, located on Darwin's northern beaches.

During their time in the program trainees cover skills such as native seed collection, weed management and natural area restoration. Trainees also take part in the Aboriginal Landscape Education Program (ALEP) provided by GANT to complete a Certificate I or Certificate II in Conservation and Land Management (CLM).

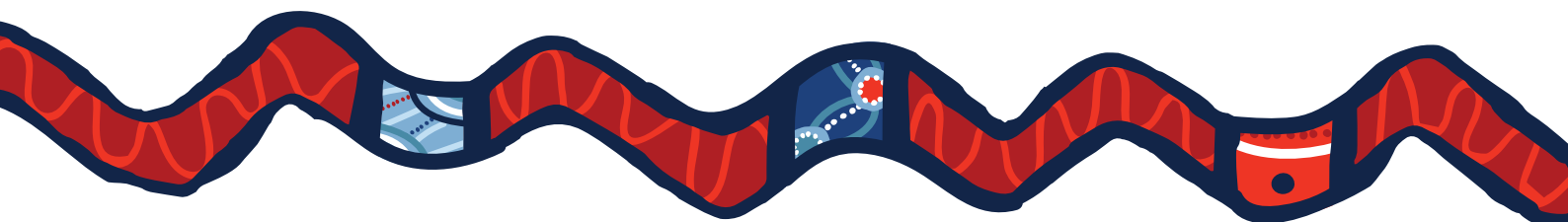


Our RAP commitments

Relationships

Build mutually beneficial relationships between DHA and Aboriginal and Torres Strait Islander peoples to enhance inclusive relations, diversity and mutual understanding

Action	Deliverable	Timeline	Responsibility
RAP Working Group	Maintain and review an operational RAP Working Group to support the implementation of our RAP, comprised of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation	September 2018	National Manager, People and Capability
Build internal and external relationships	Develop a list of RAP organisations and other like-minded organisations that we can connect with on our reconciliation journey	June 2018	General Manager, Portfolio Management Group
	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we can approach to connect with on our reconciliation journey	August 2018	
Participate in and celebrate National Reconciliation Week	Encourage our staff to attend a NRW event	May 2018	RAP Champion National Manager, Communication and Media
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff		
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW		
Raise internal awareness of our RAP	Develop and implement a plan to raise awareness among all staff across the organisation about our RAP commitments	August 2018	National Manager, Communication and Media
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP	September 2018	National Manager, Communication and Media



Respect

Recognise and support Aboriginal and Torres Strait Islander peoples, their families, their communities and their culture

Share and engage in each other's journeys

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander cultural learning and development	Communicate and encourage staff to use Reconciliation Australia's <i>Share our Pride</i> online cultural awareness training tool	July 2018	National Manager, People and Capability
	Review and maintain cultural awareness capability for RAP Working Group members	September 2018	
	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation	October 2018	
	Conduct a review of cultural awareness training needs within our organisation	November 2018	
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	November 2018	Chief Financial Officer
Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities	July 2018	National Manager, Communication and Media
	Introduce our staff to NAIDOC Week by promoting community events in our local area		RAP Champion
	Ensure our RAP Working Group participates in an external NAIDOC Week event		
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Explore who the Traditional Owners are of the lands and waters in our local area	July 2018	General Manager, Property and Tenancy Services
	Install plaques in office foyers to acknowledge Traditional Ownership		
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence	January 2019	
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols)	January 2019	National Manager, Communication and Media

Opportunities

Grow Aboriginal and Torres Strait Islander participation across our business

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	July 2018	National Manager, People and Capability
	Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships)		
	Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities	August 2018	General Manager, Governance
Investigate Aboriginal and Torres Strait Islander supplier diversity	Review and update procurement policies and procedures to promote the procurement of goods and services from Aboriginal and Torres Strait Islander businesses	August 2018	National Manager, Corporate and Change Capability
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be engaged locally to procure goods and services	December 2018	General Manager, Property Provisioning Group
	Investigate opportunities to become a member of Supply Nation		General Manager, People and Corporate Capability

Governance and tracking progress

Maintain and report on the Reconciliation Action Plan

Action	Deliverable	Timeline	Responsibility
Build support for the RAP	Define resource needs for RAP development and implementation	September 2018	National Manager, People and Capability
	Define systems and capability needs to track, measure and report on RAP activities		
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 2018	RAP Champion
Review and refresh the RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	December 2018	National Manager, People and Capability
	Submit draft RAP to Reconciliation Australia for review	March 2019	
	Submit draft RAP to Reconciliation Australia for review and formal endorsement		

