



Defence Housing Australia

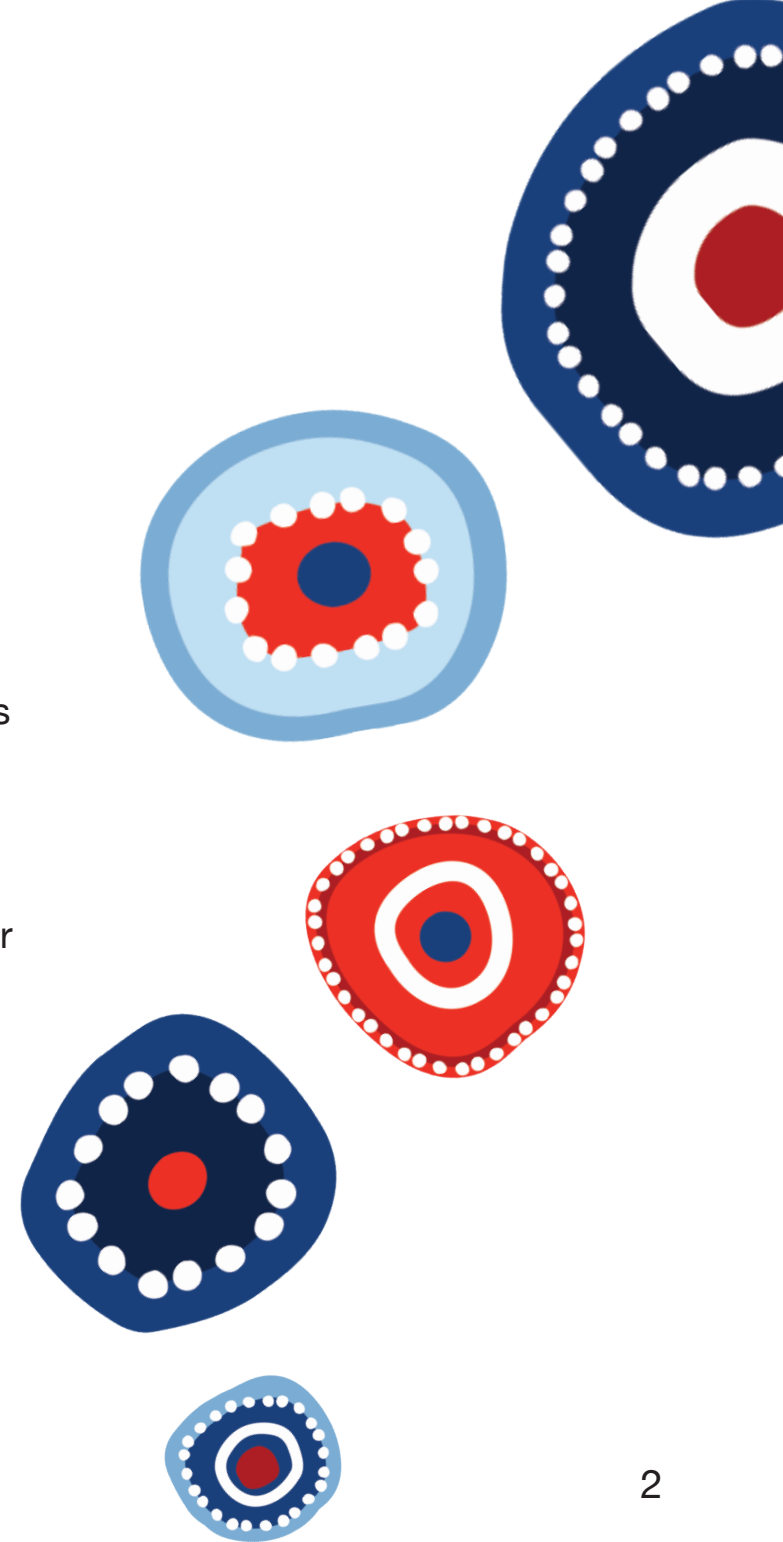
Innovate Reconciliation Action Plan
2020 – 2022

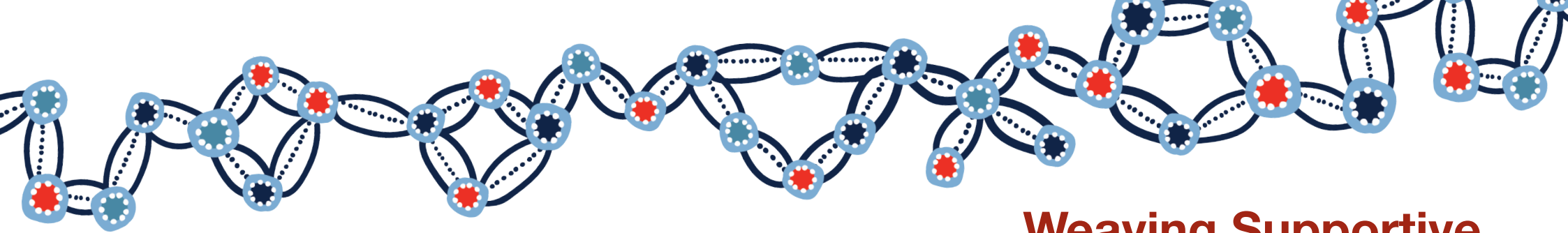




Acknowledgement of Country

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 - past, present and emerging.





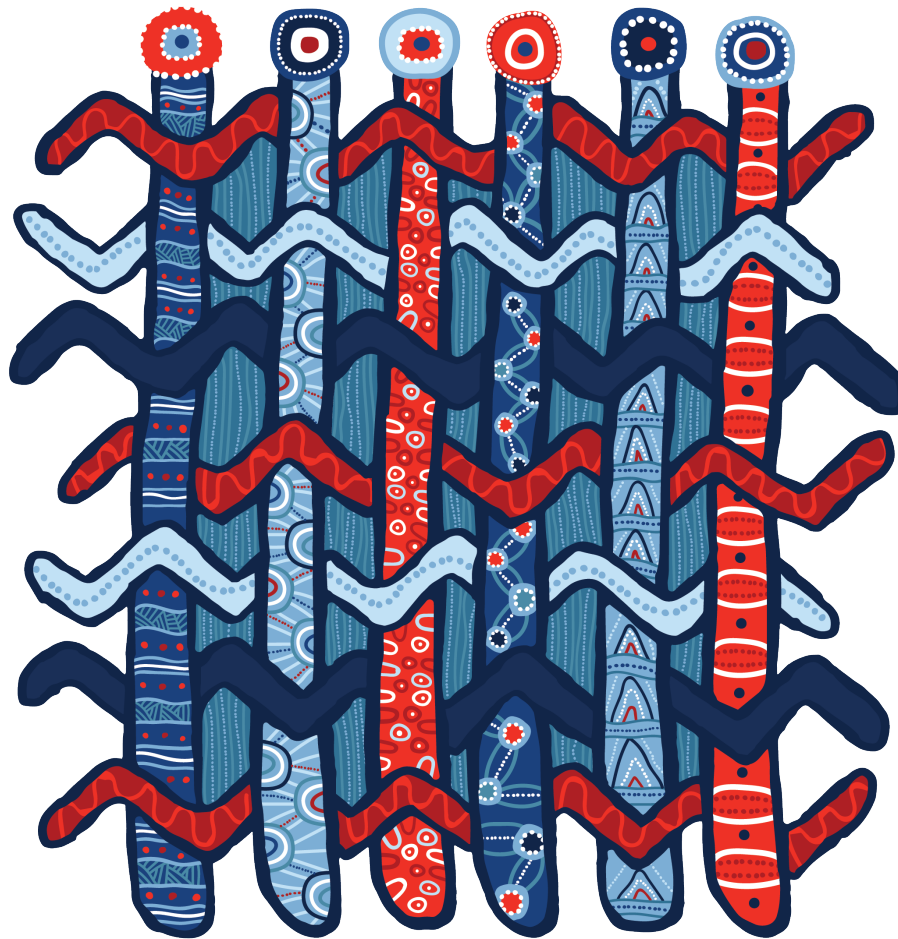
Weaving Supportive Foundations

Artwork acknowledgement

The graphic design of this Reconciliation Action Plan draws on the original artwork of Gilimbaa artist Rachael Sarra who partnered with DHA in 2018 to produce Weaving Supportive Foundations as a representation of our vision of reconciliation.

Rachael Sarra is an Aboriginal artist from Goreng Goreng Country, currently living and working in Brisbane Queensland. Rachael draws on her heritage to produce pieces that are steeped in culture while being contemporary and future facing. Weaving Supportive Foundations captures our commitment to achieving strong, inclusive and safe outcomes for our customers, stakeholders and the broader community.

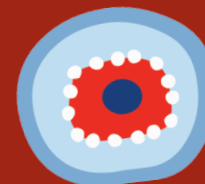
The circles represent respect. Poles symbolise reflection and acknowledgement of the past to learn and grow in the present. Threads of meaningful dialogue, mutual support and connections bind these elements together to provide the foundations for a united and shared future for us all.



Rachael Sarra, Goreng Goreng
Weaving Supportive Foundations 2018

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Message from the Managing Director



I am delighted to present the Innovate Reconciliation Action Plan (RAP) for Defence Housing Australia. This two-year plan sets out our commitment to recognise, appreciate and celebrate our country's rich and unique Aboriginal and Torres Strait Islander cultures and cultural heritages across every facet of the organisation.

I commit the Senior Executive to work closely with our RAP Working Group to promote and support cultural understanding and respect in our workplace and oversee the implementation of the Reconciliation Action Plan.

As an organisation we have given much thought to creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples. These opportunities come in the form of increased awareness, increased employment opportunities and increased business opportunities. A key part of our

plan involves increasing Aboriginal and Torres Strait Islander suppliers to support improved economic and social outcomes.

The Senior Executive and I, together with the representatives of our RAP Working Group, will monitor progress through an enhanced focus on governance and reporting of RAP initiatives.

I look to the next two years as a period of growth and learning for employees across the nation and an opportunity to build and strengthen community partnerships with Aboriginal and Torres Strait Islander peoples. Together we can make a strong and concerted contribution to reconciliation in Australia.

Barry Jackson
Managing Director

Message from the RAP Champion



As DHA's RAP Champion, I am pleased to join the Managing Director in presenting the Innovate Reconciliation Action Plan for Defence Housing Australia. DHA has a unique role in the community and we must ensure that we reflect our commitment to reconciliation in both what we do, and how we do it.

This is a plan for all of DHA and provides an opportunity to do our part in furthering reconciliation. DHA has a national footprint providing quality services to the Australian Defence Force. In doing so, we interact with the Australian community in a number of spheres through which we can affect change.

DHA has welcomed our first Indigenous apprentices through the Indigenous Apprentices Program run by Services Australia. Two apprentices commenced in our Darwin Regional Office in late January 2020 and are training to fulfil one of our critical front line roles as property managers. In addition, they will also be studying to complete a Diploma in Government which is a nationally recognised qualification.

DHA is proud to be a member of Supply Nation and to engage with a large number of Indigenous owned businesses across all our portfolios. We are actively seeking out Indigenous businesses for direct procurement opportunities and within our supply chains in an effort to enhance our engagement.

This plan is in the interests of not only Aboriginal and Torres Strait Islander people within DHA, but within our Australian community. It is an opportunity for DHA, as an organisation and for us as individuals, to consider how to increase our engagement with Indigenous businesses and potential recruitment candidates, and embed reconciliation in our everyday lives.

Paul Groenewegen
RAP Champion
Chief Financial Officer



Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome DHA to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP. As a member of the RAP community, DHA joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides DHA with the key steps to establish

its own unique approach to reconciliation. Through implementing an Innovate RAP, DHA will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders. We wish DHA well as it explores and establishes its own unique approach to reconciliation. We encourage DHA to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

‘Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.’

On behalf of Reconciliation Australia, I commend DHA on its first Innovate RAP, and look forward to following its ongoing reconciliation journey.

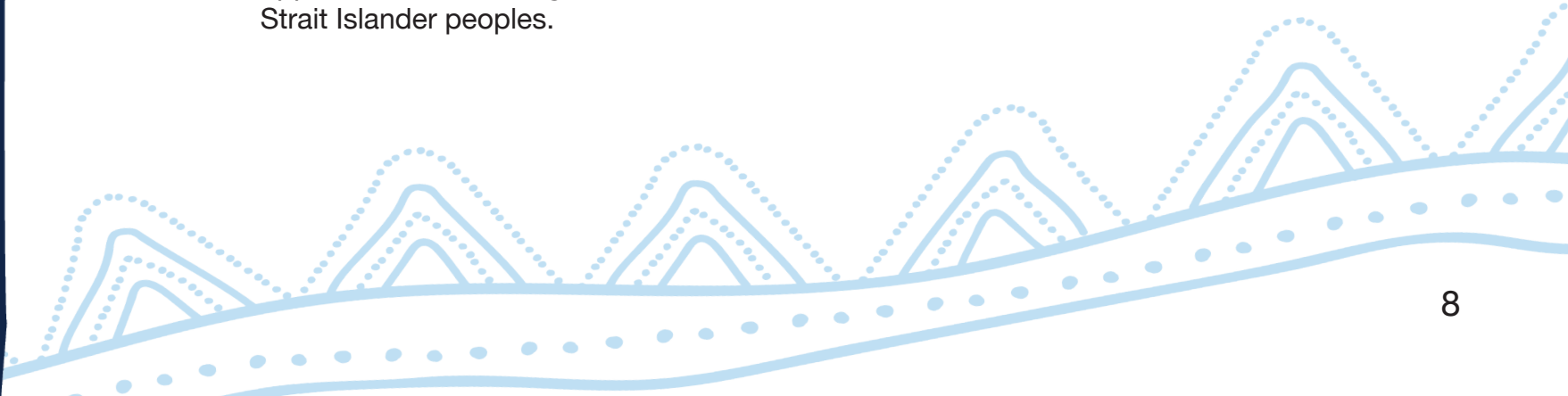
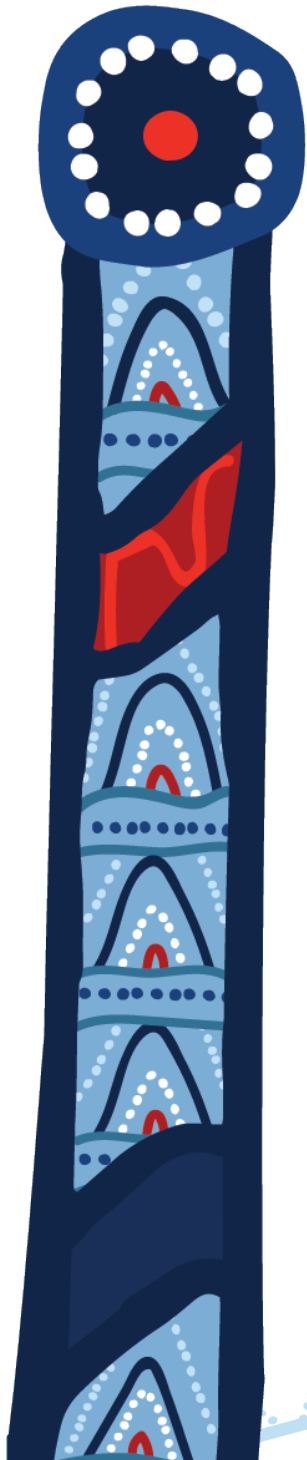
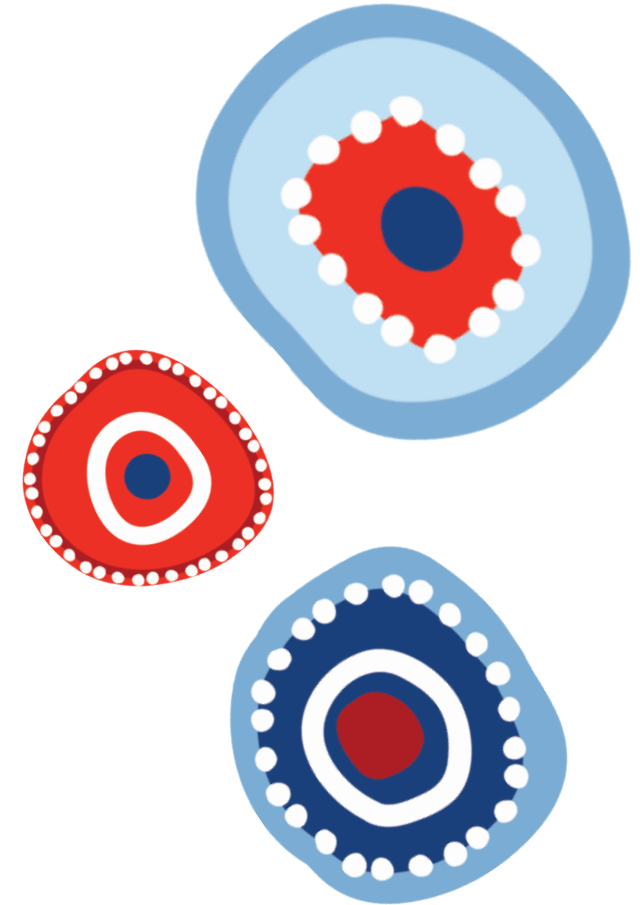
Karen Mundine
Chief Executive Officer
Reconciliation Australia

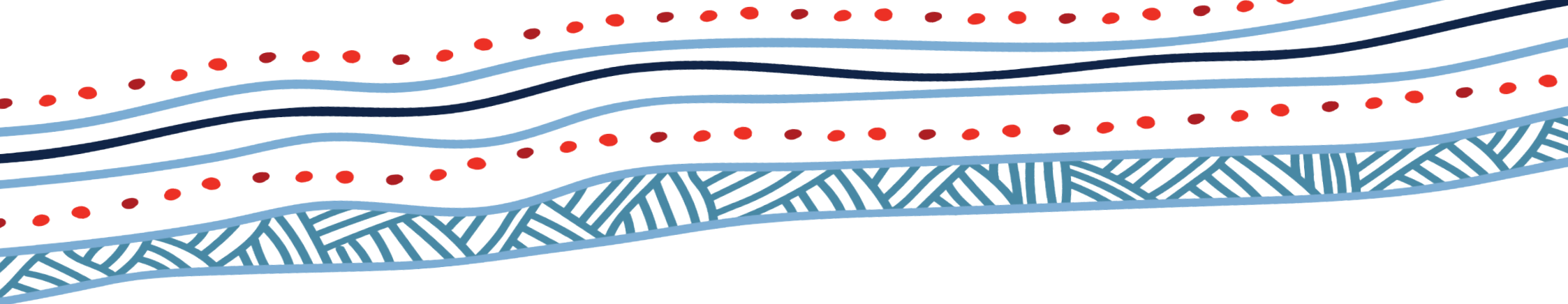
Our vision for reconciliation

DHA values Aboriginal and Torres Strait Islander cultures as a proud part of a shared organisational culture. DHA's vision for reconciliation is a workforce where Aboriginal and Torres Strait Islander and non-Indigenous Australians share in equal and equitable employment opportunities.

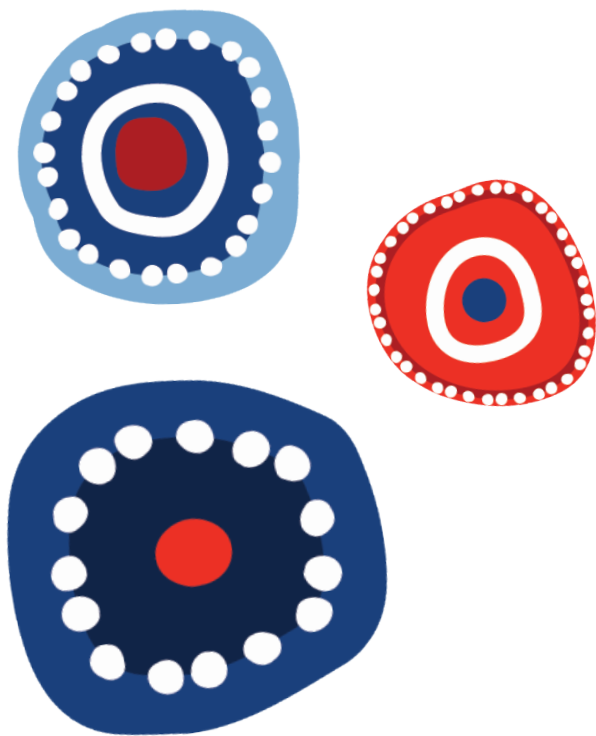
DHA's network stretches across Australia and we recognise our responsibility to ensure that our business reflects the values of inclusion and diversity in line with the APS values of being impartial, committed to service, accountable, respectful and ethical.

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 reconciliation focus areas



Culturally sensitive development activities

We will engage respectfully with Aboriginal and Torres Strait Islander peoples, land and artefacts when conducting DHA's business activities and in all our engagements, particularly with regard to our property development and construction actions. We will proactively engage with Indigenous communities to ensure we appropriately recognise their connection to Country and treat historically important sites and artefacts sensitively.

Education and awareness

We will draw upon a variety of communication channels to share our journey and attend community and cultural celebrations. We will improve the awareness of, and respect for, Indigenous culture in the workplace by partnering with professionals in the sector to deliver Aboriginal and Torres Strait Islander cultural competence initiatives.

Indigenous employment

We will expand the range of Indigenous employment opportunities available at DHA by participating in a whole-of-government Indigenous pathway program.

Aboriginal and Torres Strait Islander supplier inclusion

We will seek to create sustainable processes to embed Aboriginal and Torres Strait Islander businesses into our supply chain in support of the Indigenous Procurement Policy to help build a stronger Aboriginal and Torres Strait Islander business sector.

Our business

DHA is one of the country's most successful Government Business Enterprises, established in 1988 to provide adequate housing and related services to Defence members and their families.

In fulfilling this role, we support the operational, recruitment and retention goals of the Department of Defence. We are active in Australian residential housing and investment markets with award-winning development, construction, acquisition and leasing programs.

We are one of the largest property managers in Australia, with approximately 18,500 properties under management worth around \$10 billion. Approximately 13,000 properties are managed on behalf of investors. We also undertake a range of development projects for the Department of Defence.

We are committed to creating vibrant, healthy and sustainable communities that bring Defence members and new homeowners together—places they are proud to call home.

DHA employs approximately 580 employees across Australia in 19 offices located in capital cities, major regional centers and on some Australian Defence Force (ADF) bases and establishments. We engage with Australians from culturally and linguistically diverse backgrounds within the ADF and with the Australian public.

We have an ongoing commitment to workplace diversity and actively promote, value and support diversity among our employees. In the 2019 Australian Public Service employee census, 3.4 per cent of DHA employees identified as an Aboriginal and Torres Strait Islander person.



Our RAP

DHA is committed to the reconciliation journey, building relationships with Aboriginal and Torres Strait Islander employees and stakeholders and creating the foundations that will help to produce future actions and initiatives that are meaningful, mutually beneficial and sustainable.

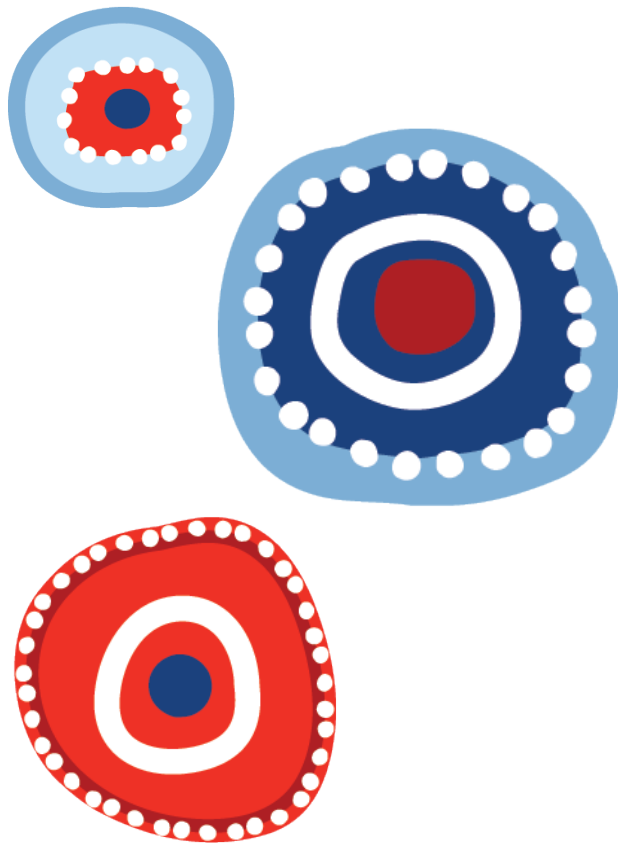
Our Innovate RAP aims to ensure the actions from our previous RAP are further embedded into DHA culture and to implement new initiatives to help DHA grow as an organisation and continue our reconciliation journey.

A key strategic priority in the DHA Statement of Corporate Intent 2019-20 to 2022-23 is to build strong organisational capability by creating a capable, respectful workplace that reflects the diversity of the community we serve. This statement forms a core commitment to our journey for reconciliation.

The RAP Working Group is comprised of Aboriginal and Torres Strait Islander peoples and people from a variety of other cultural backgrounds representing all of DHA. Our RAP Champion, Paul Groenewegen actively promotes our increasing awareness of Aboriginal and Torres Strait Islander cultures. Together, our Champion and Working Group have engaged with key stakeholders to create a RAP that will enhance our capability and diversity, as well as setting the foundations for a stronger shared future with Aboriginal and Torres Strait Islander peoples.

Key areas of focus for DHA are:

- Strengthen our relationships, both internally and externally
- Increase cultural learning across DHA
- Improve Indigenous recruitment strategies
- Maintain and grow our Indigenous procurement policy





Our achievements ... what we have achieved so far

Jawun program

DHA first participated in the Jawun program in 2019 with three participants who were separately seconded to Alice Springs, the Central Coast and the East Kimberley. Each participant had a life changing experience and brought back a renewed focus on how DHA does business with Aboriginal and Torres Strait Islander peoples. DHA is committed to this important partnership and will be participating in 2020 and beyond.

Indigenous Apprenticeships Program

In 2020 DHA welcomed two participants from the Indigenous Apprenticeships Program (IAP) for the first time. The participants are working in our Darwin regional office. This is an important step towards building our Indigenous recruitment strategy and will also show our commitment to increasing our employment pathways for Aboriginal and Torres Strait Islander peoples to join DHA. We are proud to have begun this partnership with Services Australia. Based on the success of the program we hope to participate again in 2021.

Indigenous Procurement Policy

DHA has aligned its procurement policy with the Australian Government's Indigenous Procurement Policy (IPP) under the Commonwealth Procurement Rules (CPRs) which DHA voluntarily adopts.

We are reviewing our policy to ensure we are providing the best opportunities possible to utilise our membership with Supply Nation and engage the services of Indigenous organisations at every prospect.

Our suppliers

We are proud to have partnered with the Indigenous owned business certified by Supply Nation, Big Dingo Media, in the design and production of this document.



Relationships



We recognise the importance of meaningful and genuine partnerships with Aboriginal and Torres Strait Islander peoples to DHA's reconciliation journey.

We will build mutually beneficial relationships with Indigenous Australians to enhance inclusion, diversity, respect and understanding.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2020	RAP Working Group
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.		Regional Directors
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees prior to the commencement of each NRW.	20 May - 27 May 2021, 2022	National Manager Communication & Media Regional Directors
	2.2 RAP Working Group members provided the opportunity to participate in an external NRW event as DHA representatives.	27 May - 3 June 2021, 2022	RAP Working Group National Manager Communication & Media

Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	2.3 Encourage and support employees and senior leaders to participate in external events to recognise and celebrate NRW.	27 May - 3 June 2021, 2022	Leadership Team with support from RAP Champion National Manager Communication & Media
	2.4 Organise a NRW internal event each year to celebrate reconciliation and create organisational awareness.		RAP Working Group National Manager Communication & Media
	2.5 Register our NRW events on Reconciliation Australia's NRW website .	20 May - 27 May 2021, 2022	Chief HR Officer
3. Promote reconciliation through our sphere of influence.	3.1 Implement strategies to engage our employees in reconciliation.	December 2020, 2021	RAP Working Group Chief HR Officer
	3.2 Communicate our commitment to reconciliation publically.	September 2020, 2021	Managing Director RAP Champion Leadership Team
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2020, 2021	

Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	3.4 Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	December 2020, 2021	RAP Working Group Chief HR Officer
	3.5 Include information about the DHA RAP, RAP Working Group and cultural learning to new starter orientation/on-boarding packs.	December 2020	HR Strategy Manager
4. Promote a racism free workplace through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2021	HR Strategy Manager RAP Working Group
	4.2 Develop, implement and communicate an anti-discrimination awareness campaign for our organisation.	December 2020	HR Strategy Manager National Manager Communication & Media Leadership Team
	4.3 Engage with Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		HR Strategy Manager
	4.4 Educate senior leaders on the effects of racism.		RAP Champion



DHA is committed to fostering cultural awareness and inclusion both within our organisation and the community as a whole by sharing and engaging in each other's journeys. As a national organisation, acknowledging the Country on which we stand and promoting awareness of Aboriginal and Torres Strait Islander cultural protocols are fundamental to respecting Aboriginal and Torres Strait Islander peoples, their communities, their culture and history.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Monitor completion rates of SBS Inclusion training - Aboriginal and Torres Strait Islander module	June 2021, 2022	HR Service Delivery Manager
	5.2 Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2020	RAP Working Group Chief HR Officer
	5.3 Develop, consult, implement and communicate a cultural learning strategy for our employees.	June 2021	HR Strategy Manager
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	Commenced by December 2021	Chief HR Officer
	5.5 Investigate local cultural experiences and immersion opportunities.	December 2020, 2021	HR Strategy Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February, 2021, 2022	National Manager Communication & Media RAP Working Group



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	6.2 Review and promote the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February, 2021, 2022	National Manager Communication & Media Chief HR Officer
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2020, 2021	National Manager Communication & Media HR Strategy Manager
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2020, 2021	RAP Champion Leadership Team RAP Working Group
	6.5 Organise and display an Acknowledgment of Country in all our meeting rooms.	July 2021	HR Strategy Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	November 2020, July 2021	RAP Working Group
	7.2 Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	August 2020	HR Strategy Manager
	7.3 Promote and encourage participation and engagement with external NAIDOC events to all employees.	November 2020, July 2021	Leadership Team with support from RAP Champion National Manager Communication & Media

Opportunities



Through our reconciliation journey, DHA has sought to enhance Aboriginal and Torres Strait Islander participation across our business whether it be through employment, community engagement or our supply chain.

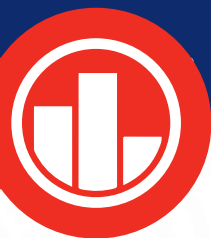
We will build on these efforts to provide meaningful opportunities to Aboriginal, Torres Strait Islander people within our organisation and within our sphere of influence.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Develop understanding of our current Aboriginal and Torres Strait Islander workforce to inform future employment and professional development opportunities.	December 2020	HR Strategy Manager
	8.2 Engage and consult with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.		
	8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2021	HR Service Delivery Manager
	8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2021	
	8.5 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicant's participation in our workplace.	June 2021	HR Strategy Manager RAP Working Group

Opportunities

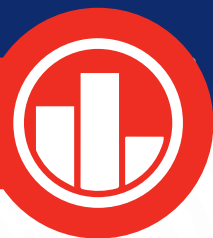


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	8.6 Increase the percentage of Aboriginal and Torres Strait Islander employees employed in our workforce.	December 2021	HR Service Delivery Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Maintain an Aboriginal and Torres Strait Islander procurement strategy to meet 3 year targets.	May 2021, 2022	Manager Procurement
	9.2 Maintain Supply Nation membership		
	9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	December 2020	
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.		
	9.5 Support business areas to develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	January 2021, 2022	
	9.6 Educate DHA employees on Indigenous procurement to ensure understanding, obligations, top of mind and correct engagement.		



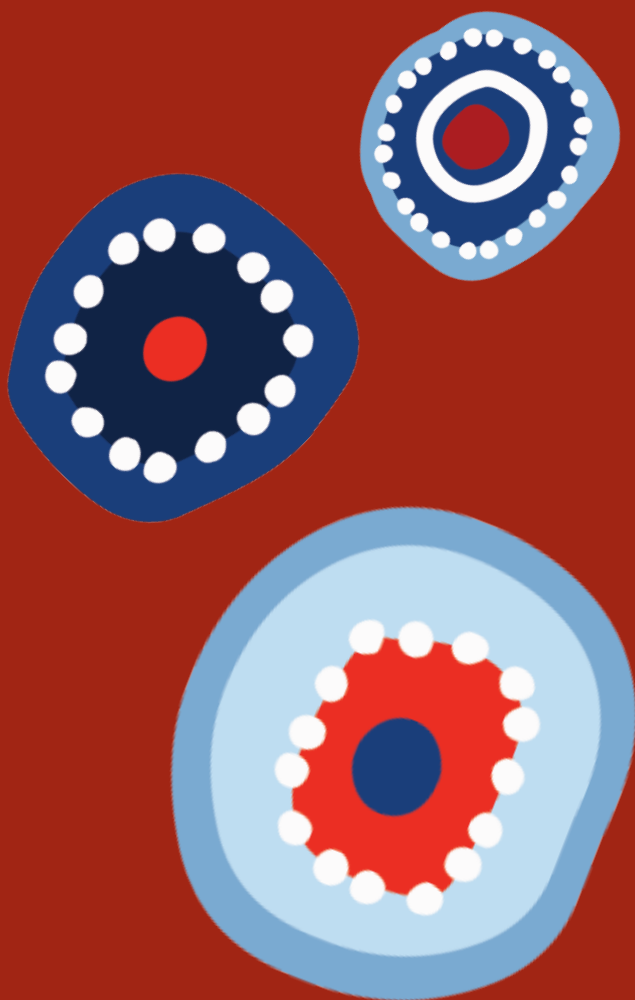
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	10.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2021, 2022	Chair RAP Working Group
	10.2 Review and apply a Terms of Reference for the RWG.	June 2021	HR Strategy Manager
	10.3 Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2020, 2021	Chair RAP Working Group
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	August 2020	HR Strategy Manager
	11.2 Engage our senior leaders and other employees in the delivery of RAP commitments.		RAP Champion
	11.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.		HR Strategy Manager
	11.4 Maintain an internal RAP Champion from senior management.	Review in January 2021, 2022	Chief HR Officer





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020, 2021	HR Strategy Manager
	12.2 Report RAP progress to all employees and senior leaders quarterly.	December 2020, June 2021, December 2021, June 2022	RAP Champion
	12.3 Publically report our RAP achievements, challenges and learnings, annually.	September 2020, 2021	National Manager Business Planning & Research Services RAP Working Group
	12.4 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	HR Strategy Manager
13. Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	July 2021	HR Strategy Manager





Contact details

Chief HR Officer

02 6270 6060

hr@dha.gov.au

