



# Reconciliation Action Plan

July 2023 – June 2025



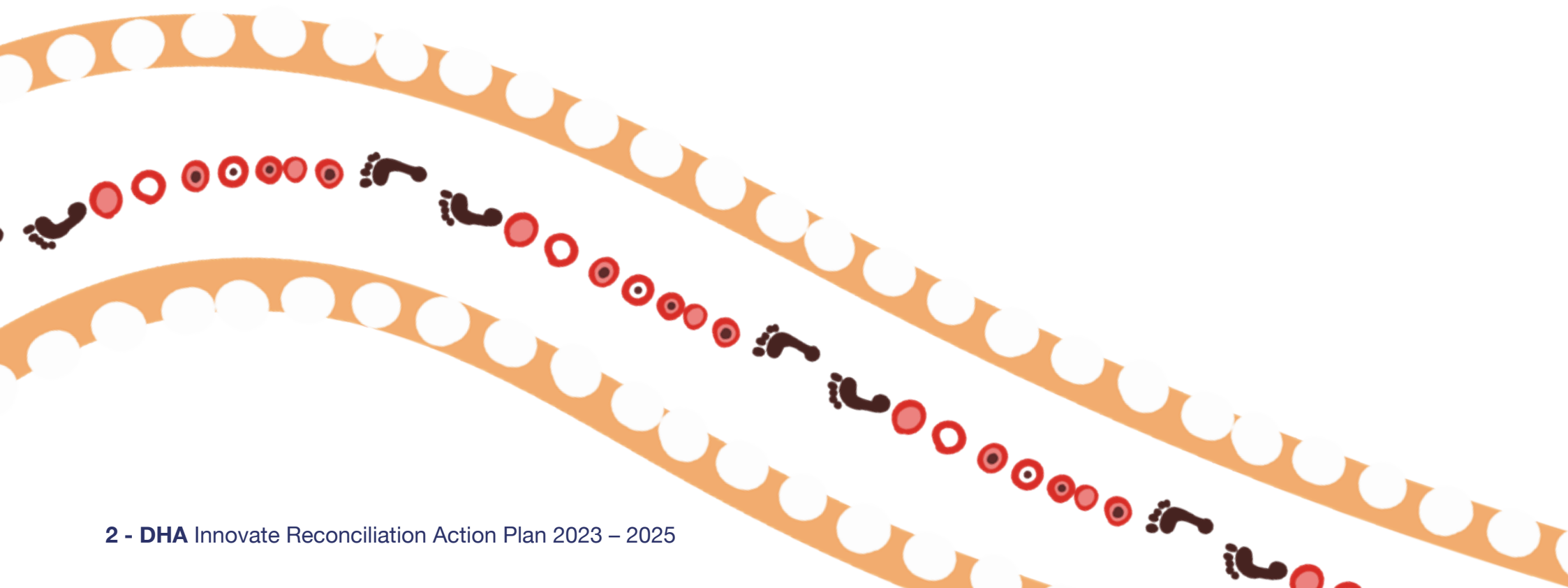
RECONCILIATION  
ACTION PLAN

INNOVATE

# 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.



# Contents

Acknowledgement of Country .....	2
Message from the People and Culture Committee Chair.....	4
Message from the Managing Director .....	5
Message from the RAP Champion .....	6
Message from Reconciliation Australia .....	7
Our Artwork .....	8
Our vision for reconciliation .....	9
Our business.....	10
Our RAP .....	11
Our RAP journey.....	12
The RAP Working Group .....	14
Relationships .....	16
Respect.....	18
Opportunities .....	20
Governance .....	22

# Message from the People and Culture Committee Chair



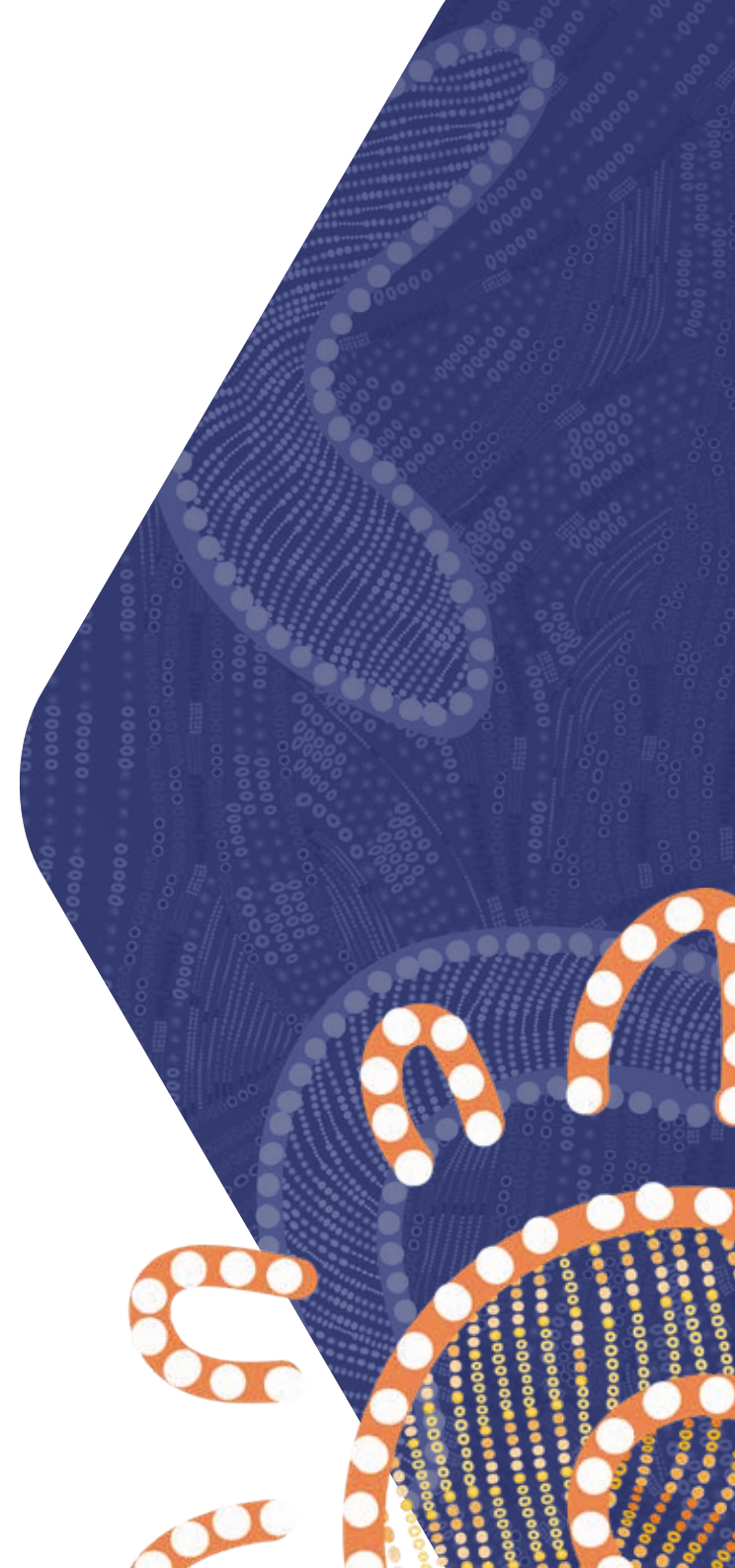
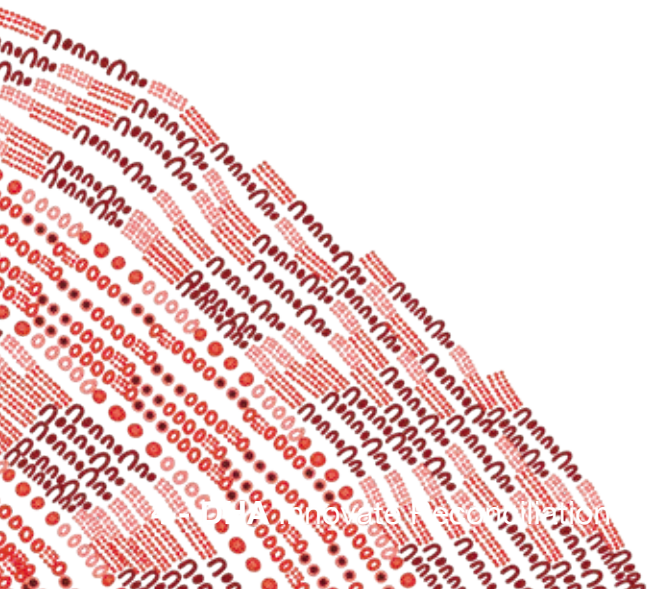
On behalf of Defence Housing Australia's People and Culture Committee (PCC), I am honoured to present DHA's Innovate Reconciliation Action Plan 2023–25.

The PCC and DHA Board strongly support DHA's continued commitment to reconciliation through meaningful actions witnessed since DHA's Reflect RAP was released in 2018. As an organisation with a national presence, engaging with and understanding Aboriginal and Torres Strait Islander culture and issues is an important component of DHA's corporate culture.

As Chair of the PCC I look forward to working with my colleagues on the Board and the Managing Director in the implementation of DHA's Innovate RAP.

**Gai Brodtmann**

People and Culture Committee Chair



# Message from the Managing Director



I am proud to present Defence Housing Australia's Innovate Reconciliation Action Plan (RAP) 2023-25. This two-year plan sets out DHA's continued commitment to reconciliation through tangible actions aimed to increase cultural awareness, build relationships, and increase employment and business opportunities for Aboriginal and Torres Strait Islander communities.

We at DHA 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.

With the actions committed in this RAP, I look to the next two years as a period of continued growth and learning for our employees and an opportunity to strengthen our community partnerships with Aboriginal and Torres Strait Islander people.

I would like to take this opportunity to thank our RAP Working Group, DHA's RAP Champion, Paul Groenewegen, and the HR team for their valued contribution in the development of this RAP. Their on-going dedication to support the actions in this RAP is instrumental in meeting our vision. I, together with my leadership team, will be working closely with our RAP Working group to oversee the implementation of this RAP. I also encourage everyone – individuals and teams across DHA – to actively participate and take action towards the goals of reconciliation. Together we can contribute to building a just, equitable and reconciled Australia.

**Barry Jackson**  
Managing Director

# Message from the RAP Champion



As DHA's RAP Champion, I am pleased to join the Managing Director and PCC Chair in presenting the Innovate Reconciliation Action Plan 2023-25 for Defence Housing Australia.

I have taken this opportunity to reflect on and celebrate our RAP journey so far but also acknowledge the work we still have to do. Our RAP 2023-25 builds on DHA's previous success and focuses on further efforts towards reconciliation.

We recognise that cultural competency is essential to delivering effective work outcomes. Our commitments detailed in this RAP support our employees to improve their cultural understanding through actions such as Jawun secondments, celebrations of days of significance and attendance at cultural activities.

DHA is proud to be a member of Supply Nation and continually engages with a large number of Indigenous owned businesses across all our portfolios. We actively seek out Indigenous businesses for direct procurement opportunities and within our supply chains. With DHA's national footprint and our role in provisioning the Australian Defence Force with suitable housing and housing services, we have the opportunity to foster and promote ongoing engagement and relationships.

I am excited to work with the RAP Working Group to implement this plan over the next two years. I am committed to these actions that will improve cultural awareness, expand opportunities and build relationships. I ask all DHA employees to reflect on their own journey and what they can do to improve their cultural competence and support our program of work towards reconciliation.

**Paul Groenewegen**  
RAP Champion  
Chief Financial Officer



# Message from Reconciliation Australia



Reconciliation Australia commends Defence Housing Australia on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage

their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Defence Housing Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Defence Housing Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with

a RAP, the program's potential for impact is greater than ever. Defence Housing Australia is part of a strong network of more than 2,200 corporate, government and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Defence Housing Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Defence Housing Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Our artwork



Anna is a proud descendant of the Badimia, Yamatji people from Western Australia and grew up in Adelaide. She works to create art that reflects the beauty, diversity and incredible value of Aboriginal culture.

## **Artwork by Anna Dowling (Badimia, Yamatji)**

Our RAP artwork shows a network of people — ADF members and their families, DHA employees, people contracted to provide goods or services to the ADF and people contracted to provide goods or services to DHA. The gathering circle is an ancient Aboriginal symbol that is widely used and recognised across Australia. Ideas, stories, knowledge and perspectives are shared within these gathering circles. Footprints represent people passing through the space. Each person is on their own journey from diverse backgrounds and places. Traditional symbols for dwellings or homes are used to show the different homes that DHA provides through their service as people use these homes on their diverse journeys.



# Our vision for reconciliation

DHA values Aboriginal and Torres Strait Islander cultures as a proud part of a shared organisational culture. Our vision is for a reconciled Australia where the contribution of Aboriginal and Torres Strait Islander peoples and our shared history are recognised and acknowledged. By creating an inclusive and culturally safe workplace we promote equal and equitable employment opportunities for Aboriginal and Torres Strait Islander and non-Indigenous Australians. 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 business

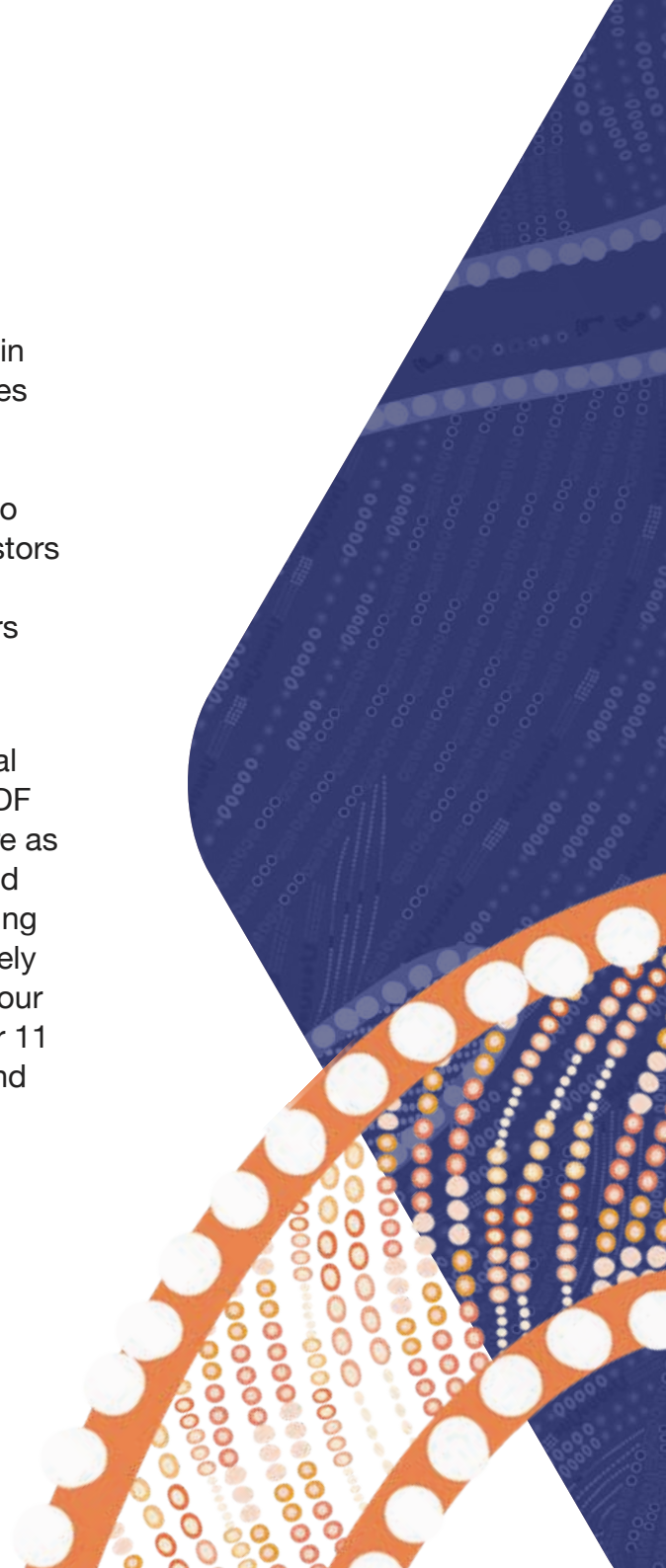
**DHA was established in 1988 under the Defence Housing Act 1987. Our legislated function is to meet the operational needs of the Australian Defence Force (ADF) and the requirements of the Department of Defence by providing adequate and suitable housing for, and housing related services to:**

- members of the ADF and their families
- officers and employees of the department and their families
- people contracted to provide goods or services to the ADF, and their families
- people contracted to provide goods or services to the Department, and their families.

We contribute to Defence outcomes by providing total housing services that meet Defence operational and client needs through a strong customer and business focus. As a government business enterprise, we provide value to our shareholders, the Department of Finance and the Department of Defence, and return a financial dividend to the Australian Government.

We are one of the largest property managers in Australia, with approximately 17,000 properties under management in all capital cities, major regional centres and in remote areas where the ADF has a presence. Our housing portfolio includes properties that are leased from investors in the Australian property market. This is an important source of housing for ADF members and their families.

DHA employs approximately 530 employees across Australia in 16 offices located in capital cities, major regional centres and on some ADF bases and establishments. Our employees are as culturally diverse as our business partners and the communities we serve. We have an ongoing commitment to workplace diversity and actively promote, value and support diversity among our employees. As of 30 June 2022, 2 per cent or 11 DHA employees identified as an Aboriginal and Torres Strait Islander.



# Our RAP

**The Innovate RAP 2023-25 has been developed by the RAP Working Group to set out the actions DHA will implement over the next two years to drive DHA's contribution to reconciliation.**

The RAP Working Group undertook extensive research and consultation with internal stakeholders (Procurement team, Communication and Media team, Indigenous employees, Diversity and Inclusion Working Group and senior leaders) to ensure we developed a RAP that is meaningful and creates a platform for change.

Through this RAP we will strengthen our knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories, and how we can support reconciliation at DHA. We are committed to providing opportunities for Aboriginal and Torres Strait Islander peoples and to building and maintaining a diverse and inclusive workplace. 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.

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. DHA will utilise our sphere of influence to take practical, actionable steps to contribute to reconciliation.

# Our RAP journey

**DHA began our RAP journey in 2018 with our first Reflect RAP. Since then, we have had some significant achievements and it is important to acknowledge and celebrate these achievements as we continue our RAP journey.**

## **Jawun program**

DHA first participated in the Jawun program in 2019 with 3 participants who were separately seconded to Alice Springs, the Central Coast of NSW and the East Kimberley. Due to COVID-19, participation in the Jawun program was stalled in 2020 and 2021. However, in 2022 we continued our journey with Jawun with one employee travelling to Ceduna in South Australia and a second employee to the East Kimberley region. Participants had a life changing experience and brought back a renewed focus on how DHA engages with Aboriginal and Torres Strait Islander peoples. In 2022, DHA also began extending the program participation to APS6s to broaden our employee's opportunity to participate in this rewarding secondment. DHA is committed to this important partnership and will continue our participation in this vital program.

## **Indigenous Apprenticeships Program**

DHA created meaningful opportunities for Aboriginal and Torres Strait Islander peoples through participating in Services Australia's Indigenous Apprenticeship Program (IAP). Following the success of piloting apprenticeships in our Darwin office in 2020, DHA provided 4 apprenticeships in 2021-22 in a variety of operational areas including property management and housing maintenance call centre customer service. Two of our IAP graduates have progressed into Property Manager roles in Adelaide and are adding great value to the team. In June 2022, DHA welcomed 2 new IAP trainees in our Canberra office joining the Corporate Shared Services team. We are proud to have this mutually beneficial partnership with Services Australia and look forward to continuing this pathway for building our talent pipeline in future as well.

## **National Reconciliation Week and NAIDOC 2022**

In keeping with our commitment to recognise, appreciate and celebrate our country's rich and unique Aboriginal and Torres Strait Islander cultures, DHA has actively celebrated National Reconciliation Week and NAIDOC Week.

We were honoured to host Hilton Naden, Senior Cultural Advisor with Pathways National Aboriginal Birth Certificate Program, as our special guest speaker at an all-staff National Reconciliation Week event. Hilton spoke to us about the many factors – both historical and contemporary – that are barriers to Aboriginal and Torres Strait Islander people accessing their birth certificate. During NAIDOC Week, we curated a special season of videos on our staff intranet featuring First Nations speakers talking about Country, language, generational trauma and the many faces and pathways of reconciliation.



## 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. As part of our RAP commitment, we published our open tenders on the Supply Nation website to increase visibility of opportunities to partner with us and promote positive engagement with Indigenous businesses. Through this initiative, DHA's contract spend increased by 180% and the number of Indigenous suppliers engaged increased by approximately 67% over the 20-21 financial year. This initiative also contributed to a shift in the location of contracts, with an increase of contracts awarded in remote areas, along with a growing diversification in the types of work and services being contracted with Indigenous businesses.

## Testimonials from our employees

My wow moment was realising that I definitely don't know as much as I thought I did.

The biggest take away for me was how little I actually knew.

These are just two of the comments from our colleagues in Corporate Shared Services (CSS) who took part in an Indigenous Cultural Competency Training program in 2022. We held the workshop in preparation for the team to be joined by 2 First Nations apprentices under the Indigenous Apprenticeships Program (IAP), referred above.

To make their team as open and inclusive as possible, the team enrolled in a training session delivered by Arrilla Consulting and in part, learnt about:

- terms, titles and cultural understanding
- what 'connection to Country' and 'Identity' mean for Indigenous people
- the history of the relationship between Indigenous people and the wider Australian context
- common challenges and solutions for creating an inclusive workplace
- the facts behind 'closing the gap'
- the role we all have in progressing reconciliation.

## Here are some more comments that participants shared.

I knew Aboriginal people faced unfair stereotyping, but it was pretty eye opening to see how much it still goes on and how nasty it actually is.

My main takeaway from the session is to never make assumptions about an individual or a group of individuals without fully understanding their situation, perspective or story.

I naively believed that the stolen generation events happened long before they actually did. I think this is important for everyone to be aware of.

# The RAP Working Group

**DHA's RAP Working Group is responsible for the development and implementation of our Innovate RAP 2023-25. The RAP Working Group is composed of 1 Aboriginal and Torres Strait Islander person and individuals from other diverse cultural backgrounds, teams and levels. Membership to the Working Group is through direct expression of interest and commitment to the reconciliation process.**

DHA would like to acknowledge and thank the following RAP Working Group members for their contribution to developing this RAP 2023-25:

**Paul Groenewegen**

Chief Financial Officer, Canberra (RAP Champion)

**Tripti Saigal**

HR Strategy Manager, Canberra (RAP WG Chair)

**Kelsey Corrin**

Project Officer, Perth

**Lee-Anne McGuinness**

HR Strategist, Canberra

**Lucy Simic**

HR Strategist, Canberra

**Maeve Wingate**

Assistant Director Corporate Communication, Canberra

**Michael Bennett**

Property Manager, Adelaide

**Paige Bath**

Director Procurement, Canberra

**Ray McInnes**

Director Portfolio Management, Canberra

**Richard Manton**

Data Operations Manager, Canberra

**Sara Muscat**

Property Services Officer, Townsville

**Skye Gardiner**

Leasing and Acquisitions Manager, Brisbane

We would also like to acknowledge the contribution of the following DHA employees in developing this RAP:

**Michelle Bradley**

HR Strategist, Canberra







# Relationships

DHA will continue to build and strengthen mutually beneficial internal and external relationships with Aboriginal and Torres Strait Islander peoples, businesses and community representatives. We know these relationships are fundamental to our reconciliation journey. We value the connections we have made to date and take great pride in working with and supporting our partners to achieve positive and measurable impact together.

## Focus area:

Building mutually beneficial relationships with Aboriginal and Torres Strait Islander people, businesses and communities directly aligns with DHA's strategic goal to operate effectively, efficiently and sustainably as a better practice Commonwealth entity.

Action	Deliverables	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2024	Regional Leaders with support from HR Strategy Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2024	RAP WG Chair
	Identify opportunities to support staff to build and strengthen relationships with Traditional Owners and the local Aboriginal and Torres Strait Islander community through locally led initiatives and/or partnerships across DHA.	September 2023	Regional Leaders with support from RAP WG Chair Director Communication and Media
	Develop a resource that links business areas with organisations and resources to assist them to develop relationships with Aboriginal and Torres Strait Islander peoples, organisations, and businesses relevant to their work.	May 2024	RAP WG Chair
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May 2023, May 2024	Director Communication and Media
	RAP Working Group members to participate in an external National Reconciliation Week event.	27 May- 3 June, 2023, 27 May – 3 June 2024	RAP Champion Director Communication and Media
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May- 3 June, 2023, 27 May – 3 June 2024	Leadership Team with support from RAP Champion RAP WG Chair
	Organise at least one National Reconciliation Week event each year.	27 May- 3 June, 2023, 27 May – 3 June 2024	RAP WG Chair Director Communication and Media
	Register all our National Reconciliation Week events on Reconciliation Australia's NRW website.	May 2023, May 2024	RAP WG Chair



Action	Deliverables	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Dec 2023	Chief HR Officer with the support of the RAP Working Group
	Communicate our commitment to reconciliation both internally and publicly.	September 2023, September 2024	RAP Champion
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023 December 2024	RAP Champion General Manager Service Delivery
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2023 December 2024	HR Strategy Manager with support of the RAP Working Group
	Use social media and communication platforms to promote and raise awareness of reconciliation topics.	March 2023, June 2023, September 2023, December 2023, March 2024, June 2024, September 2024, December 2024	Director Communication and Media
	Include RAP information (RAP document and RAP Working Group details) in the Onboarding deck provided to all new starters at DHA	July 2023	Workforce Capability Manager
	Share successful initiatives that have made a meaningful impact to Reconciliation with all employees.	May 2023, November 2023, May 2024, November 2024	RAP WG Chair
	Create a RAP intranet page which details how employees can join the RAP Working Group and participate in RAP activities.	July 2023	HR Strategy Manager
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2024	HR Strategy Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	HR Strategy Manager with the support of the Director Communication and Media
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2023	HR Strategy Manager
	Engage external provider to educate senior leaders on the effects of racism.	December 2023	RAP Champion with support from Workforce Capability Manager



DHA is committed to building a culturally safe workplace which fosters cultural awareness and inclusion both within our organisation and the community as a whole by sharing and engaging in each other's journeys. We acknowledge the importance of truth-telling and will identify and develop more opportunities to further embed knowledge, appreciation and understanding of Aboriginal and Torres Strait Islander cultures within DHA.

## Focus area:

Respect for Aboriginal and Torres Strait Islander people and communities directly aligns with DHA's strategic goal to embed an inclusive and high performing culture.

Action	Deliverables	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	December 2023	Workforce Capability Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2023	RAP WG Chair
	Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2024	RAP WG Chair Workforce Capability Manager
	Provide opportunities and encourage the uptake of provided opportunities, especially for RAP Working Group members, HR managers and other key leadership staff, to participate in formal and structured cultural learning.	June 2023	RAP Champion
	Explore opportunities for staff at all levels to engage in cultural immersion opportunities like Garma festival and continue participation in programs like Jawun	December 2024	HR Strategy Manager with assistance from the RAP Working Group
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023, May 2024	HR Strategy Manager with assistance from the RAP Working Group
	Review and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2023	HR Strategy Manager with assistance from the RAP Working Group
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023, June 2024	RAP Champion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review in June 2023 and June 2024	RAP Champion
	Consult and seek permission from the Aboriginal and Torres Strait Islander Elders and/or Traditional Owners in each of the regions where DHA has a footprint to obtain the story of the land. Share the story behind the names of the meeting rooms in the new Gungahlin office by displaying a nameplate outside each meeting room.	December 2025	Director Communication and Media RAP Chair

Action	Deliverables	Timeline	Responsibility
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023 and July 2024	RAP Champion
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023	HR Strategy Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023 and July 2024	RAP Champion with support from Leadership Team
<b>8. Enhance awareness of Aboriginal and Torres Strait Islander history and culture by acknowledging other days of significance.</b>	Actively communicate information on days of significance (for example National Apology Anniversary, National Aboriginal and Torres Strait Islander Children’s Day, International day of the world’s Indigenous people), their meaning, themes and activities, to all staff.	August 2023, February 2024, August 2024, February 2025	RAP WG Chair Director Communication and Media
	Provide all staff opportunities to engage in activities to build cultural understanding and to identify actions they can take to progress reconciliation.	May 2023, July 2023, May 2024, July 2024	HR Strategy Manager with assistance from RAP Working Group
	Feature Aboriginal and Torres Strait Islander perspectives when recognising and promoting Aboriginal and Torres Strait Islander days of significance.	May 2023, July 2023, May 2024, July 2024	RAP WG Chair Director Communication and 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 continue building on these efforts to provide meaningful opportunities to Aboriginal and Torres Strait Islander people within our organisation and within our sphere of influence.

## Focus area:

Building and supporting the opportunities for Aboriginal and Torres Strait Islander peoples participation directly aligns with DHA's strategic goal to operate effectively, efficiently and sustainably as a better practice Commonwealth entity.

Action	Deliverables	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2023	HR Operations Manager HR Strategy Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2023	RAP WG Chair HR Operations Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024	Chief HR Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2024	HR Operations Manager
	Review HR and recruitment procedures and policies and DHA Enterprise Agreement to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2024	RAP WG Chair HR Operations Manager
	Aboriginal and/or Torres Strait Islander Support Line – support provided by a team of clinicians who either identify as, or who have in-depth cultural awareness and experience in supporting Aboriginal and/or Torres Strait Islander Peoples.	June 2023	HR Operations Manager
	Continue creating career pathways for Aboriginal and Torres Strait Islander peoples through participating in programs such as the Indigenous Apprenticeship Program.	July 2023, July 2024, July 2025	HR Strategy Manager

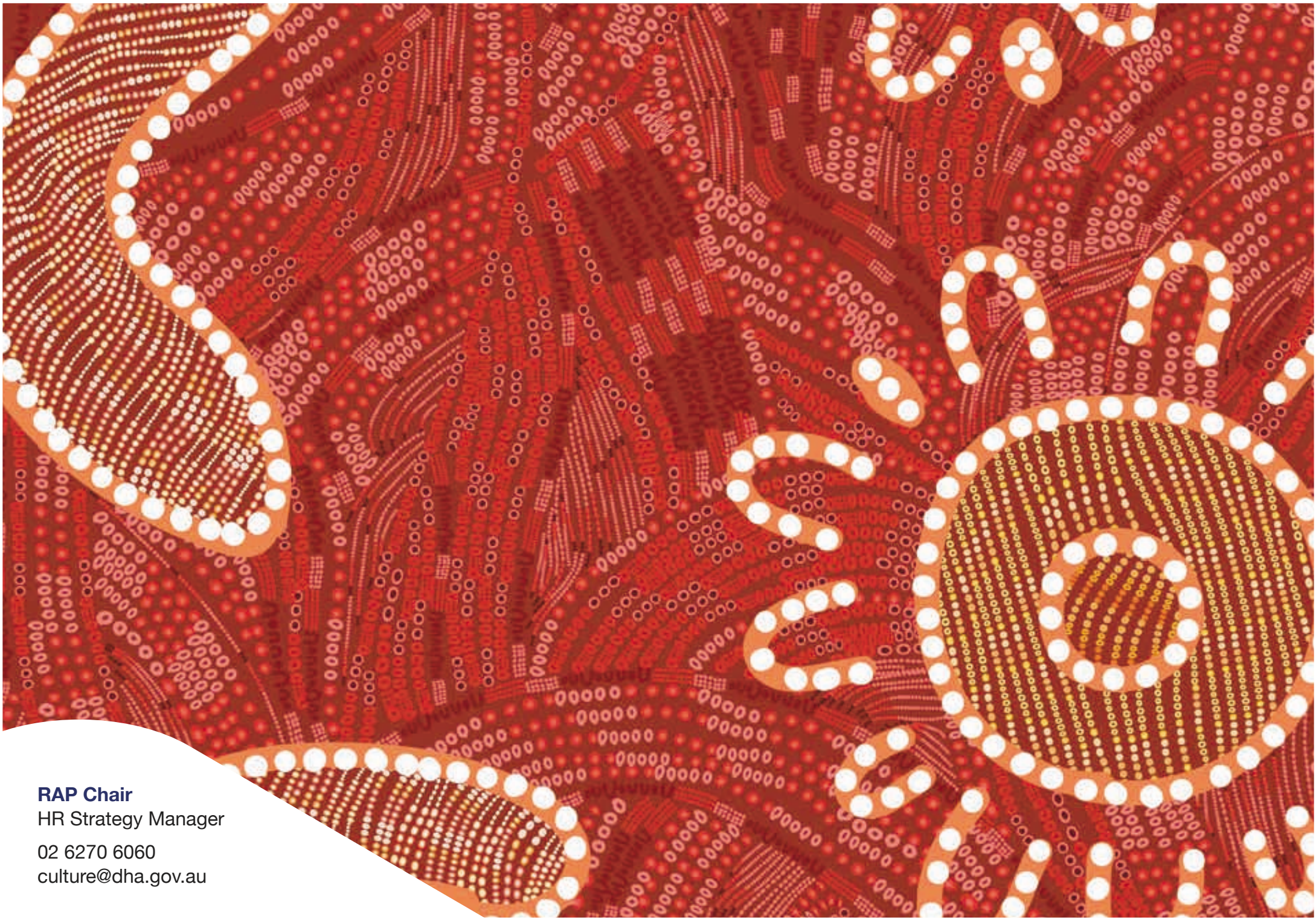
Action	Deliverables	Timeline	Responsibility
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Maintain an Aboriginal and Torres Strait Islander procurement strategy.	Report in September 2023, September 2024 and September 2025	Procurement Manager
	Maintain Supply Nation membership.	- Renew July 2023, July 2024, July 2025	Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2023	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2023	Procurement Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2023	Procurement Manager



# Governance

Action	Deliverables	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2023, July 2023, May 2024, July 2024	RAP Working Group Chair
	Review Terms of Reference for the RAP Working Group.	March 2025	RAP Champion and RAP Working Group Chair
	Meet at least four times per year to drive and monitor RAP implementation.	February 2023, May 2023, August 2023, November 2023, February 2024, May 2024, August 2024, November 2024	RAP Working Group Chair
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	June 2023	RAP Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2023, July 2023, May 2024, July 2024	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2023	HR Strategy Manager
	Maintain an internal RAP Champion from senior management.	Annually from July 2023	Chief HR Officer

Action	Deliverables	Timeline	Responsibility
<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	HR Strategy Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	HR Strategy Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	HR Strategy Manager
	Report RAP progress to all staff and senior leaders quarterly.	June 2023, December 2023, June 2024, December 2024	Chief HR Officer RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	September, 2023, September 2024	Chief HR Officer
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2023	HR Strategy Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2025	HR Strategy Manager
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Evaluate 2023- 2025 RAP Achievements to elect the most appropriate RAP framework for DHA's future reconciliation pathways.	July 2025	HR Strategy Manager
	Liaise with Reconciliation Australia to inform a new RAP, including formal feedback and Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	HR Strategy Manager



**RAP Chair**  
HR Strategy Manager  
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