



Australian Government
Department of Defence

RECONCILIATION ACTION PLAN 2019-2022

Our people, our future, our journey



Defending Australia and its National Interests
www.defence.gov.au



CONTENTS

Message from the Secretary of Defence and the Chief of the Defence Force	3
Message from the Defence Indigenous Champion and the Defence Indigenous Cultural Advisor	4
Message from the Chief Executive Officer of Reconciliation Australia	5
Who is Defence?	6
Reconciliation in Defence – Respectful, Trusted and Proven to Deliver	8
Our Reconciliation Journey	11
Our Reconciliation Vision	12
Our Achievements	14
Relationships	18
Respect	22
Opportunities	26
Reporting	31
Artwork - Caina Putut, Ilya, Wartanganha	32

ACKNOWLEDGEMENT OF COUNTRY

Defence acknowledges the Traditional Custodians of the lands, air and seas in which we live, work and train. We pay our respects to their Elders, past, present and emerging.

We also pay our respects to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.

CULTURAL DISCLAIMER

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images or content referring to deceased persons. It may also contain words or descriptions that may be deemed culturally sensitive. The term “Indigenous” is used throughout this document to refer to Aboriginal and/or Torres Strait Islander peoples.

RECONCILIATION ACTION PLAN ARTWORK

The artwork used throughout this plan was thoughtfully created by Kalkadoon woman, Ms. Chern’ee Sutton, for Defence and presented to the Defence Aboriginal and Torres Strait Islander Network in November 2017.

The artwork is titled *Caina Putut, Ilya, Wartanganha* which in Kalkadoon language means “Long ago, Today, Tomorrow”. It is a tribute to Aboriginal and Torres Strait Islander peoples whom have served, and continue to serve, in the Australian Defence Force.

The full meaning of the artwork is provided on the inside back cover of this plan.



MESSAGE FROM THE SECRETARY OF DEFENCE AND THE CHIEF OF THE DEFENCE FORCE

We are proud of the achievements of past and present Aboriginal and Torres Strait Islander men and women who have contributed to defending Australia during times of peace and war.

To continue to attract the best talent and deliver capability, our people should reflect our national footprint and the diverse cultures of Australia.

Defence is made up of an extraordinary team of men and women who have volunteered to serve their nation. They are the heart of Defence and as one of the largest employers in Australia we are in a unique position to significantly contribute to the whole-of-Government *Closing the Gap* strategy. We are committed to improving Indigenous economic outcomes through the provision of employment, training and procurement opportunities.

The Defence Reconciliation Action Plan 2019-22 outlines the actions we will take to stretch our commitment to *Closing the Gap*. Under Defence's cultural reform program, *Pathway to Change*, we are driving substantial cultural change to create a more inclusive organisation, which strengthens our professionalism, accountability and leadership at all levels. To deliver on our mission to defend Australia and its national interests, we must continue to evolve our culture.

Our cultural intent is "Respectful, Trusted and Proven to Deliver" and one of the key cultural reform priorities in *Pathway to Change* is 'Capability through Inclusion'.

This means we will continue to build a workforce comprised of teams that are diverse in background and experience and we will remove barriers to create an organisation where people can contribute to our capability and reach their full potential.

Through this Plan we will foster genuine and meaningful relationships built upon trust with Aboriginal and Torres Strait Islander peoples, including local communities wherever we interact with the land, air and sea. Effective and appropriate engagement with Aboriginal and Torres Strait Islander peoples and their communities is an important and integral way to enhance the capability of Defence and increase the diversity of our workforce.

Through this Plan we will continue to increase our understanding and appreciation of Aboriginal and Torres Strait Islander cultural issues and we will embed cultural awareness into our daily business operations to create a more inclusive and agile workforce which builds Defence capability.

All Defence personnel are accountable for integrating this plan into daily business operations to ensure Defence is inclusive, culturally safe and reflects the community we represent.

We commend and support this Plan and encourage you all to continue sharing the journey of reconciliation.

Greg Moriarty
Secretary of the
Department of Defence

General Angus J. Campbell,
AO, DSC
Chief of the Defence Force

"Defence is made up of an extraordinary team of men and women who have volunteered to serve their nation. They are the heart of Defence and as one of the largest employers in Australia we are in a unique position to significantly contribute to the whole-of-Government *Closing the Gap* strategy."



MESSAGE FROM THE DEFENCE INDIGENOUS CHAMPION AND THE DEFENCE INDIGENOUS CULTURAL ADVISOR

As the Defence Indigenous Champion and the Defence Indigenous Cultural Advisor, we are immensely proud to support the latest iteration of the Defence Reconciliation Action Plan (D-RAP).

The D-RAP is important for us all as it provides the roadmap that guides and empowers Defence to explore and implement innovative and collaborative approaches in not only advancing reconciliation, but also in improving the life chances of Aboriginal and Torres Strait Islander People.

The D-RAP is particularly significant as it is a practical demonstration that we understand and appreciate that the lands and waters where we work and live were traditionally occupied by Australia's Traditional Custodians. It acknowledges that the historical displacement from those lands and waters, as well as other detrimental factors, has had significant impacts on our first peoples that still resonates today.

Part of Defence's vision for a reconciled Australia is understanding and learning from our past and, importantly, working towards an inclusive future. This includes providing meaningful opportunities for Aboriginal and Torres Strait Islander peoples to play an active role in supporting and enhancing Defence capability.

We know that our focus areas will need much more than just a plan, and as such it will be underpinned by demonstrated actions and commitment from across Defence. This will be achieved through the development of respective Group and Service Implementation Plans, which will be consistently monitored, evaluated and reported against.

Implementing the next iteration of the D-RAP is not only the right thing to do for Defence's continuous growth and success as a culturally safe and diverse employer of choice; but it is our belief that it is simply the right thing to do for the growth and prosperity of a reconciled Australia.

We commend, and are so proud of, the successes achieved to date across Defence with regard to Indigenous affairs. We also have so much more to do - therefore, in our respective roles, both as individuals and as a team, we look forward to working with and supporting you as we continue to march towards *Closing the Gap* and in turn creating a stronger and safer shared future for us all through the actions articulated within this D-RAP.

Steve Grzeskowiak
Deputy Secretary
Estate and Infrastructure
Defence Indigenous
Champion

Norman Laing
Defence Indigenous
Cultural Advisor



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF RECONCILIATION AUSTRALIA

On behalf of Reconciliation Australia, I am delighted to see the Department of Defence continue its reconciliation journey and to formally endorse its fourth RAP; its second Stretch RAP.

Through the development of a Stretch RAP, the Department of Defence continues to play an important leadership role in a growing community of over one thousand corporate, government, and not-for-profit organisations that have formally committed to reconciliation.

The Department of Defence has made great strides throughout its reconciliation journey, and has remained dedicated to developing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander businesses, peoples, and communities. In 2018, the Department spent over \$455 million with Aboriginal and Torres Strait Islander businesses, and had 605 contracts.

In this Stretch RAP, the Department of Defence has committed to being further guided by Aboriginal and Torres Strait Islander stakeholders, and aims to research the impacts of its past policies and relationships with First Nations peoples. The Department does this with a view to learn and grow from history while being transparent.

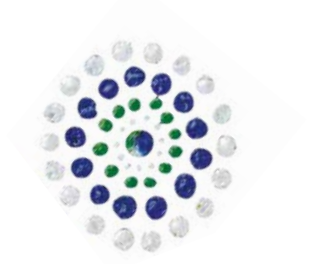
The Department is also dedicated to provide Defence leaders with access to language training in order to deliver Acknowledgements of Country in the language of the Traditional Owners on whose land they work and train. This demonstrates the Department's approach to maintaining a collaborative and respectful approach toward driving reconciliation in Australia.

On behalf of Reconciliation Australia, I commend the Department of Defence on its fourth RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



WHO IS DEFENCE?



MISSION

The Defence mission is to defend Australia and its national interests.

ROLE

Defence's primary role is to protect and advance Australia's strategic interests through the provision of military capabilities, the promotion of security and stability, and the provision of support to the Australian community and civilian authorities as directed by the Government.

VALUES

Our employees conduct their duties in accordance with the Australian Public Service (APS) Code of Conduct and the APS Values. The purpose of the *Defence Force Discipline Act 1982* is to maintain and enforce military discipline necessary for Australian Defence Force (ADF) capability.

The ADF also has Service-specific values. These APS and ADF values and rules are the foundation for our work and govern the way we relate to our stakeholders and to each other. Without diminishing the ADF and APS values or their use, specific Defence values have been established to provide a common and unified thread for all people working in Defence. These values are:

- Professionalism—striving for excellence in everything we do
- Loyalty—commitment to each other and Defence
- Integrity—doing what is right
- Courage—the strength of character to honour our convictions (moral courage) and bravery in the face of personal harm (physical courage)
- Innovation—actively looking for better ways of doing our business
- Teamwork—working together with respect, trust and a sense of collective purpose.

These values are also reflected in the Defence Leadership Behaviours, which help to embed an organisational culture where leadership, professionalism and corporate behaviour are valued and rewarded and are reflected in this D-RAP.



AUTHORITY

Defence is administered by a diarchy. The term is used to describe the joint leadership of Defence by the Secretary of Defence and the Chief of the Defence Force under the general control of the Minister for Defence. The concept, which is supported by legislative and administrative arrangements, encompasses the individual and joint responsibilities and accountabilities of the Secretary and the Chief of the Defence Force.

ORGANISATIONAL STRUCTURE

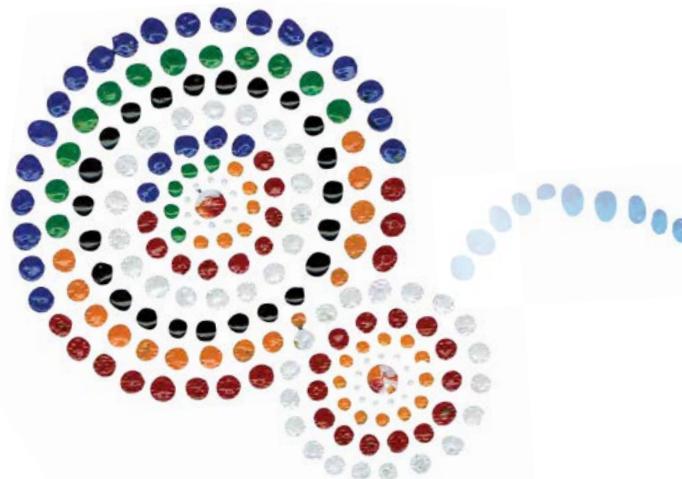
Defence consists of the following Groups and Services:

- Royal Australian Navy
- Australian Army
- Royal Australian Air Force
- Associate Secretary
- Vice Chief of the Defence Force
- Joint Capabilities Group
- Strategic Policy & Intelligence Group
- Chief Information Officer Group
- Defence Finance Group
- Capability Acquisition & Sustainment Group
- Defence People Group
- Estate & Infrastructure Group
- Joint Operations Command
- Science and Technology Group

PORTFOLIO STRUCTURE

As at 30 June 2018, the Defence portfolio consisted of:

- the Department of Defence (including the ADF)
- trusts and companies
- statutory offices created by the *Defence Force Discipline Act 1982* and the *Defence Act 1903*
- the Department of Veterans' Affairs and its associated bodies.



OUR PEOPLE

As at 30 June 2018¹, Defence had a total ADF workforce of 83,727 and included 16,575 Navy permanent and Reserve members, 47,340 Army permanent and Reserve members, and 19,812 Air Force and Reserve members. In addition, the APS actual full-time equivalent workforce was 17,407 people.

WHERE WE WORK

Defence has the most extensive land and property holdings in Australia, including large training areas and bases close to the coastline. Defence also operates a number of operational bases around the globe.

Further information can be obtained by visiting www.defence.gov.au.

Defence Base Locations



¹ Department of Defence. Annual Report 17-18. 2 October 2018

RECONCILIATION IN DEFENCE – RESPECTFUL, TRUSTED AND PROVEN TO DELIVER

WHAT IS RECONCILIATION?

For Reconciliation Australia, reconciliation is, at its heart, about building better relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples for the benefit of all Australians.

To create positive change within Defence we need our people coming up with innovative ideas and actions that make a difference. Every individual in Defence should consider what reconciliation means for them personally as well as what it means for the work that they do.



Workforce Diversity and Inclusion is a core capability. Defence must have a workforce that is representative of Australian society.

Capability through inclusion is three pronged: attracting enough people to generate the necessary workforce for the future; accessing a large enough cross-section of the population to access all available skills; and generating diversity of thought in decision-making and problem-solving.

Defence's professionalism and war-fighting strength is underpinned by its ability to problem-solve, innovate and adapt quickly. Through diversity Defence gains the varied perspectives needed to tackle complex problems and come up with innovative solutions. We achieve outcomes by drawing on the different strengths, attributes and characteristics of the many individuals who make up our teams.

Through our efforts to encourage and foster Indigenous participation within Defence we will position ourselves as an employer of choice for Indigenous Australians.

Reconciliation within Defence is everyone's business. If we are to improve relationships between Indigenous and non-Indigenous we need our people to be empowered to develop innovative ways of creating positive change and promoting Reconciliation within Defence. Understanding cultural differences allows each individual to adjust their behaviour and eliminate prejudice, misunderstanding and racism at the personal, professional and organisational levels. Defence will continue to build and maintain relationships across the community as a priority. Our relationship development and engagement will be supported by the development of a cultural intelligence and community engagement framework.

Our revised *Pathway to Change: Evolving Defence Culture* (2017-22) strategy builds on Defence's collective strengths and establishes our cultural reform priorities. Defence's refreshed cultural intent statement reinforces the core value of respect and repositions cultural reform to be positive, enduring and focused on increased capability for an improved and inclusive culture. We will be respectful, trusted and proven to deliver.

An inclusive culture and environment strengthens Defence capability. It instils confidence and trust among our people and the Australian community that we are attracting and retaining people that represent the Australian population, including our Aboriginal and Torres Strait Islander peoples. To achieve a more inclusive workforce and capable organisation, Defence will foster work practices, which enable teams to be comprised of different genders, diverse in experience, different cultural backgrounds, sexual orientation, and people with a disability, to contribute to their best potential and support Defence capability.

Our cultural reform priorities, which are reflected in the D-RAP, are:

- Leadership accountability
- Capability through inclusion
- Ethics and workplace behaviours
- Health, wellness and safety
- Workplace agility and flexibility
- Leading and developing teams

WHAT IS THE D-RAP?

The *Closing the Gap* strategy has been in place for 10 years and has provided the architecture for Commonwealth, State and Territory Governments to work with Aboriginal and Torres Strait Islander peoples in a holistic way to improve outcomes across all areas of Indigenous disadvantage.

Defence's contribution to *Closing the Gap* is focused on improving the socio-economic and employment outcomes of Aboriginal and Torres Strait Islander peoples. Defence contributes to *Closing the Gap* and reconciliation through the implementation of the D-RAP.

The D-RAP is Defence's strategic business plan that enables our organisation to improve relationships, show respect and increase opportunities for Aboriginal and Torres Strait Islander peoples. As with any business plan, the D-RAP includes defined timelines and targets, and each action is assigned to accountable area. The D-RAP will be successful if each action, timeline, responsibility and deliverable is as specific as possible. Everyone in Defence, at all levels should consider how their work can contribute to or enable achievement of the Plan's outcomes and reconciliation.

Defence acknowledges that although there has been a significant increase in the support for reconciliation, there is still more work to be done. Our commitments outlined within the D-RAP 2019-22 will enhance our contribution towards *Closing the Gap* on Indigenous disadvantage and creating a culturally safe and diverse workplace for all.

This plan was developed in consultation with Defence Groups and Services, the Defence Aboriginal and Torres Strait Islander Network, the Indigenous Champion and the Defence Indigenous Cultural Advisor.





INDIGENOUS CULTURAL ADVISORY GROUP

Defence has established the Indigenous Cultural Advisory Group (ICAG) which consists of Indigenous and non-Indigenous members from Defence Groups and Services. The ICAG oversees the implementation of the Defence Reconciliation Action Plan Working Group (D-RAP WG) to ensure Defence meets its commitments prescribed within this Plan.

In addition, ICAG considers significant Indigenous matters applicable to the Defence workforce and provides cultural advice to Defence Senior Leaders regarding Indigenous priorities within the broader Defence cultural reform agenda and commitment to the Government's *Closing the Gap* strategy. The ICAG is therefore well placed to support and engage with the Service specific Cultural Advisory Boards.

DEFENCE RECONCILIATION ACTION PLAN WORKING GROUP

The D-RAP WG has been developed to drive and implement the key deliverables within this Plan. The Working Group consists of Indigenous and non-Indigenous members from Defence Groups and Services who will assist in the development and implementation of programs and initiatives across the Department. They will support Group Heads, Service Chiefs and the Defence Indigenous Champion in the promotion of reconciliation and ensure that Group or Service strategies, initiatives and programs are aligned to this Plan. Furthermore, the D-RAP WG will be responsible for communicating and promoting the implementation of each deliverable within this Plan to their respective Group or Service.



OUR RECONCILIATION JOURNEY

Defence is one of the largest Commonwealth agencies in Australia. The Defence workforce consists of over 100,000² people from the Australian Defence Force (Navy, Army and Air Force) and the Australian Public Service.

The Defence portfolio also attracts a large allocation of the Commonwealth Government's budget, with \$36.4 billion allocated in the 2018-19 Financial Year.

The unique position held by Defence within Australian society allows us to positively influence and impact reconciliation in a meaningful and enduring manner.

Defence launched its first Reconciliation Action Plan in 2007 and since that time has made significant achievements in Indigenous recruitment, procurement and Australian Defence Force and Australian Public Service development programs.

The number of Defence Indigenous personnel has increased since the launch of the previous D-RAP in 2015, with an increase from 1.2 per cent to 2.4 per cent in the Australian Public Service, and an increase from 1.5 per cent to 2.7 per cent in the Australian Defence Force.

Defence has exceeded targets for contracts to Indigenous businesses, with 1,514 contracts valued at \$882.6 million (at 28 February 2019) awarded since the introduction of the Commonwealth Indigenous Procurement Policy in 2015. Defence remains committed to engaging Indigenous businesses with an increased

target of 618 contracts for the 2018-19 financial year and supports the introduction of a value-based targets from 1 July 2019.

The Australian Defence Force Indigenous Pathway Programs have provided opportunities to Aboriginal and Torres Strait Islander Australians who require additional support to reach the required standards to enlist. The majority (approximately 70 per cent) of Indigenous Australian Defence Force recruitment is now through direct entry avenues, indicating less reliance on specific support programs.

Defence will continue to engage with Indigenous communities, stakeholders and Defence Indigenous personnel in order to build and sustain meaningful relationships with Aboriginal and Torres Strait Islander peoples across Australia. We will continue to consider the role Defence can play in promoting Indigenous affairs, here and abroad, as we continue on our Reconciliation journey.

² Figure based on workforce statistics reported in the Department of Defence, Annual Report 17-18, 2 October 2018.

OUR RECONCILIATION VISION

Defence's vision is to build a diverse workforce with an inclusive culture, so every person is able to make their best contribution to deliver on our mission, continue harmonious community engagement with Aboriginal and Torres Strait Islander peoples and strive to be a professional organisation that is considered an employer of choice.

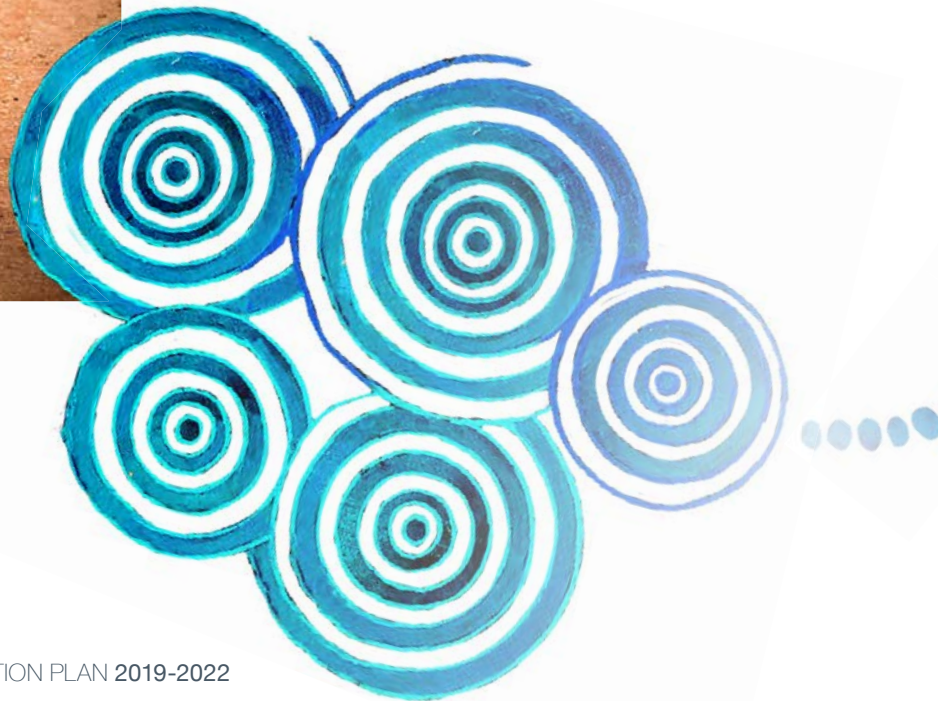


Defence is committed to contributing towards *Closing the Gap*, and a reconciled Australia, through understanding our past and working towards creating opportunities for a shared and prosperous future in partnership with Aboriginal and Torres Strait Islander peoples.

The D-RAP 2019-22 was developed in line with Reconciliation Australia's five key dimensions of Reconciliation:

- Race relations
- Equality and equity
- Institutional integrity
- Historical acceptance
- Unity

The D-RAP 2019-22 will drive our continued focus on enhancing our capability and diversity as well as setting the foundations for a stronger shared future with all Aboriginal and Torres Strait Islander peoples. Defence will commit to reflecting a shared national identity and will value and recognise Aboriginal and Torres Strait Islander cultures and histories in the work that we do.



We will achieve this through four key actions:

ACTION 1

Building stronger relationships with Aboriginal and Torres Strait Islander peoples and communities.

ACTION 2

Cultivating a deeper understanding and respect for Aboriginal and Torres Strait Islander cultures, histories and contemporary matters across Defence.

ACTION 3

Increasing Aboriginal and Torres Strait Islander participation through employment and procurement opportunities.

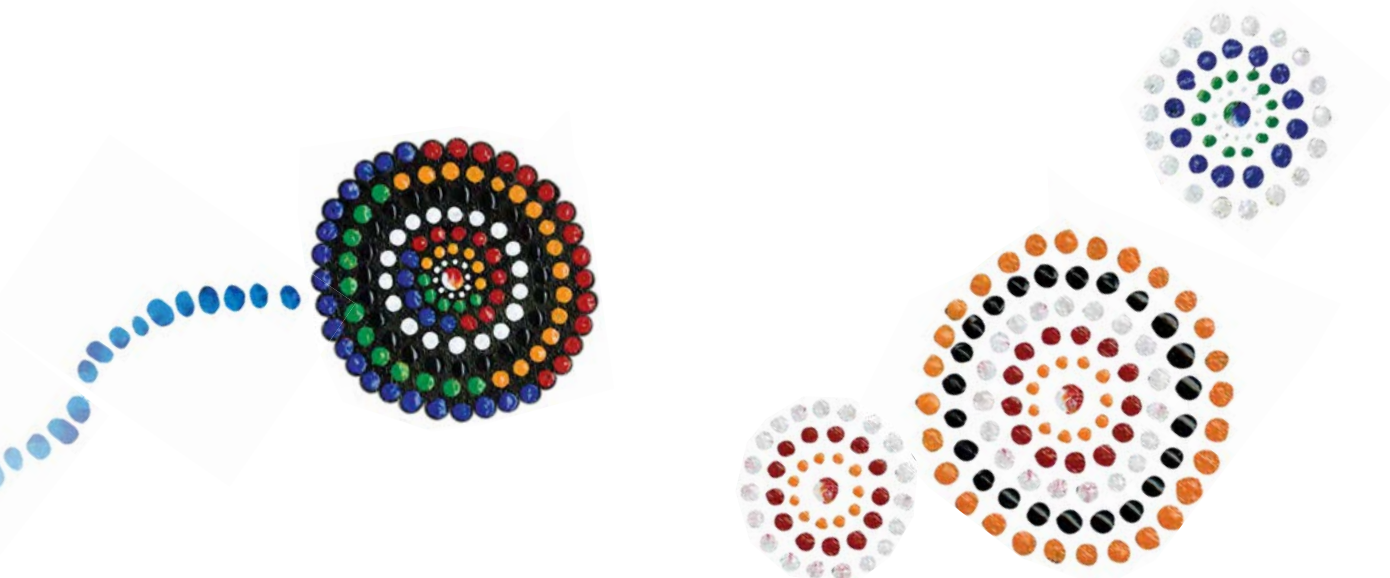
ACTION 4

Monitoring and reporting on the D-RAP.

Defence will ensure Aboriginal and Torres Strait Islander cultures, histories and peoples are recognised and considered in Defence decision-making; and that Aboriginal and Torres Strait Islander peoples see Defence as a culturally respectful place to work. Through a suite of engagement activities, we will build upon and strengthen our partnerships and relationships with local Aboriginal and Torres Strait Islander communities where we live, work and train. We will also collaborate and work in partnership with the Australian Human Rights Commission to identify opportunities for systemic improvement.

With clear accountability for the D-RAP actions as described against each deliverable³, we will work to achieve positive and practical outcomes to improve the quality of life for Aboriginal and Torres Strait Islander peoples and enhance our operational capability. The implementation of the deliverables in this plan will be supported by an enterprise-wide Communication Strategy ensuring the role of individual initiatives and activities are linked.

We will continue to work closely with Reconciliation Australia and pursue ways of working which maximise knowledge transfer, the sharing of information, and the provision of key data on our progress. Importantly, Reconciliation Australia representatives will be invited to play a role in the key enterprise-wide governance arrangements supporting the D-RAP.



³ Defence consists of eleven Groups and three Services. An APS Senior Executive Service Officer or senior Australian Defence Force Officer are appointed to lead a respective Group or Service and have explicit accountabilities within Defence. Their accountabilities include the responsibility for translating the deliverables detailed in the Defence Reconciliation Action Plan, into activities which are implemented at the Group or Service level.

OUR ACHIEVEMENTS - SNAPSHOT

INDIGENOUS PARTICIPATION

- 2.7 per cent Australian Defence Force personnel identify as Aboriginal and/or Torres Strait Islander
- 2.4 per cent Australian Public Servants identify as Aboriginal and/or Torres Strait Islander

INDIGENOUS RECRUITMENT

In addition to direct entry into Defence employment, Defence has developed a range of pathway programs for Indigenous Australians seeking a career in Defence as an Australian Defence Force (ADF) member or Australian Public Service (APS) employee. Employment programs and pathways include:

Navy and Army Indigenous Development Programs

These programs focus on language, literacy, and numeracy training; military skills; physical fitness; vocational education and training, cultural appreciation; leadership and character development. These programs provide Indigenous Australians from all regions an opportunity for a Defence career. Programs are conducted up to a six-month period in Cairns (QLD), Darwin (NT) and Kapooka (NSW).

Air Force Indigenous Recruitment Pathways

Air Force has implemented a range of flexible recruitment pathways including education and mentoring programs. Education options include TAFE courses, tertiary bridging initiatives and undergraduate study programs.

Indigenous Pre-Recruit Program

This program is aimed at Indigenous Australians who meet the current general entry recruiting standards for medical, education and aptitude, however need to develop their confidence, resilience and/or improve



their physical fitness to enable them to succeed during recruitment and initial employment training. Indigenous Australians from all over Australia can participate in this six week program which has been conducted at the Army Recruit Training Centre, Kapooka (NSW), Her Majesty's Australian Ship Cerberus (VIC) and Royal Australian Air Force Base Wagga Wagga (NSW).

Australian Public Service Indigenous Traineeships and Apprenticeship Programs

Traineeships and apprenticeships offer Indigenous Australians entry-level APS employment. Defence endeavours to employ Indigenous trainees and apprentices in their current location, or in close proximity, where Defence localities and operational requirements allow.

Defence Work Experience Program

In 2017-18 Defence hosted 234 Indigenous Australians in Defence work experience activities across Australia with the majority held in Western Australia, Northern Territory and North Queensland. Defence firmly commits to providing young Indigenous Australians work experience opportunities with the Australian Defence Force and the Australian Public Service.

AUSTRALIAN DEFENCE FORCE SPECIALIST RECRUITING TEAM - INDIGENOUS

Defence Force Recruiting has 15 ADF members in a Specialist Recruiting Team – Indigenous. This team mentor Indigenous candidates and engage with Indigenous community leaders and members in order to promote the ADF as an attractive employer for Indigenous candidates. Members of the Specialist Recruiting Team – Indigenous are located in most capital cities as well as Townsville, Cairns, Newcastle and Wollongong.



OUR ACHIEVEMENTS - SNAPSHOT

RETURN TO COMMUNITY

Air Force is developing a Return to Community initiative. This initiative encourages and supports Indigenous members to return to their Community for a period of time, to use their skills and experience they have gained in Air Force, to contribute to community development or to return to their Community for significant cultural activities. Defence will continue to support, evolve and promote the importance of returning to community as part of this action

JAWUN PROGRAM

Defence first participated in the Jawun program in 2012 and since then, 75 Defence employees have been involved in the program. Employees have experienced working in various sectors and communities in order to partner and work with in Indigenous community organisations. Defence's goal is to further support Indigenous communities by increasing employee participation during the next phase of the D-RAP.

ARMY ABORIGINAL COMMUNITY ASSISTANCE PROGRAMME

The Army Aboriginal Community Assistance Programme (AACAP) began in 1997 and is an ongoing Defence commitment that reinforces the strong association between Army and Indigenous peoples of northern and central Australia. It is a joint initiative between the Department of the Prime Minister and Cabinet and Army which aims to improve environmental health and living conditions in remote Indigenous communities.

Since 1997, the Army has delivered a range of housing, infrastructure, essential services (power, water and sewerage) and other benefits to remote Indigenous communities and will continue to support the programme on an annual basis.

INDIGENOUS PROCUREMENT

Indigenous businesses will continue to be supported through Defence's commitment to increasing the number of contracts awarded and establishing value-based targets. Since 2015, Defence has exceeded targets for contracts to Indigenous businesses, with 1,514 contracts valued at \$882.6 million (at 28 February 2019) awarded since the introduction of the Commonwealth Indigenous Procurement Policy in 2015.





RELATIONSHIPS



Building respectful relationships with Indigenous communities and identifying how Defence can address the needs of Aboriginal and Torres Strait Islander people is a key component of Reconciliation. As a basis for successful and productive relationships, Defence values communication, consultation, cooperation and input from its entire workforce on matters that affect their workplace. It also establishes and maintains regular engagement activities and formal partnerships with Aboriginal and Torres Strait Islander communities and organisations in areas where Defence personnel live, work and train.

ACTION 1:

BUILDING STRONGER RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND COMMUNITIES

To achieve this we will:

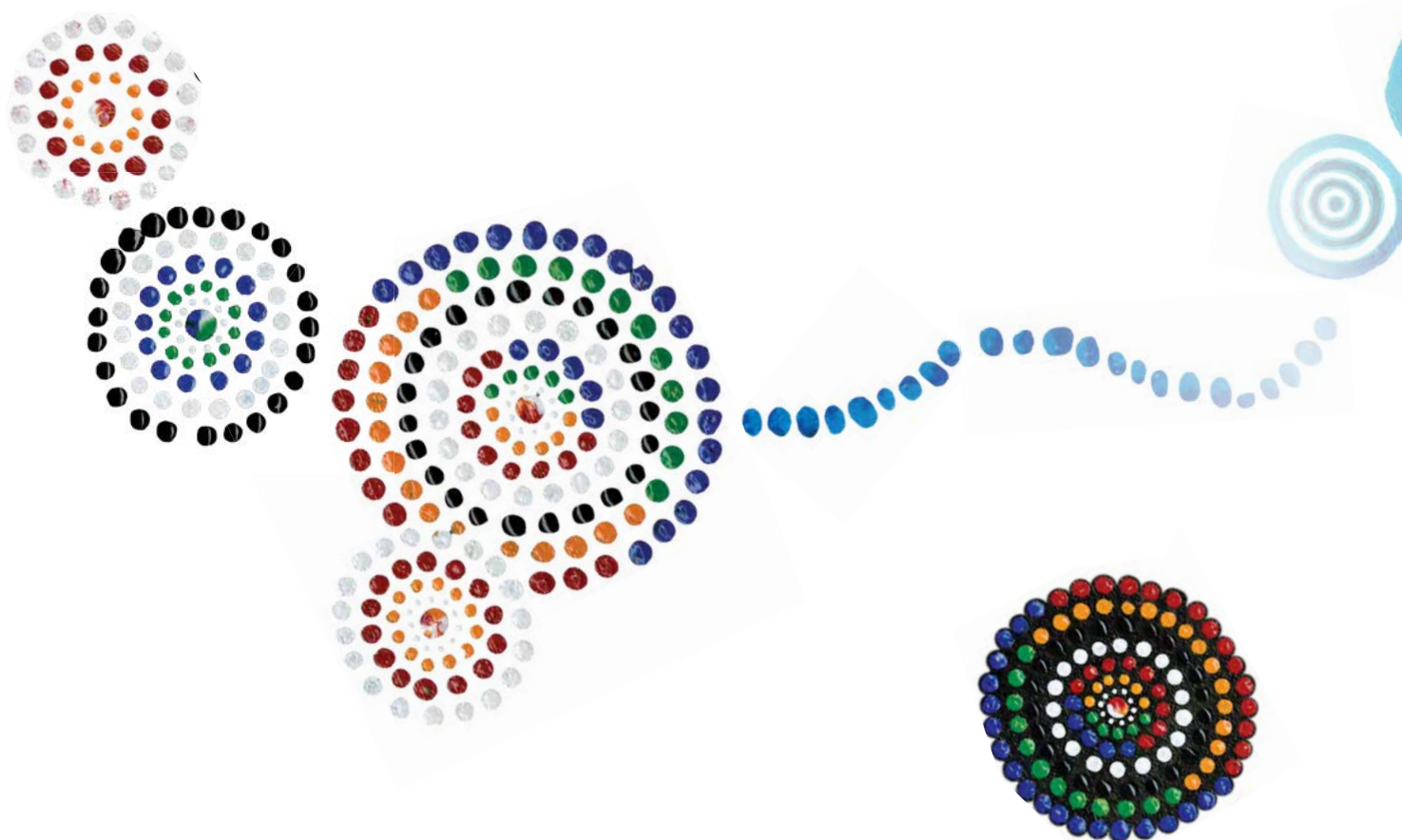
Build and maintain relationships with Aboriginal and Torres Strait Islander peoples and communities to support positive outcomes.

Promote positive race relations through anti-discrimination strategies.

Explore and undertake opportunities to support and engage Indigenous communities.

Support the Defence Indigenous Network.

Establish business foundations to support the implementation of this plan.





Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to support positive outcomes

We will undertake a coordinated approach to Indigenous community engagement to ensure respectful and mutually beneficial relationships in and around Defence bases and establishments.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
1	<p>Establish in partnership with local Aboriginal and Torres Strait Islander stakeholders and organisations the guiding principles on how Defence will engage with Indigenous Communities; to continuously improve and maintain regular engagement activities in areas where Defence personnel live, work and train.</p> <ul style="list-style-type: none"> - Develop, promote and implement a communication and engagement strategy around working with Aboriginal and Torres Strait Islander stakeholders to support Groups and Services. 	Deputy Secretary Defence People	Group Heads and Service Chiefs Chapter Leads Indigenous Liaison Officers	December Annually
2	<p>Defence will engage with Traditional Custodians to commission dual-names, in Traditional language, for all major Defence bases and establishments.</p>	Deputy Secretary Estate and Infrastructure	Group Heads and Service Chiefs	December 2022

Build relationships through celebrating National Reconciliation Week

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
3	<p>Promote and provide access to Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all staff.</p> <ul style="list-style-type: none"> - Groups and Services will encourage participation in internal/external events, promote and support National Reconciliation Week, and invite local Indigenous Communities to participate in areas where Defence personnel live, work and train. - As key change agents, D-RAP WG members will participate in external events to promote and support National Reconciliation Week. - Register all publically accessible Defence National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website. 	Group Heads and Service Chiefs	Deputy Secretary Defence People	Annually



Promote positive race relations

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
4	Partner with the Australian Human Rights Commission to join and promote the <i>Racism. It Stops with Me</i> campaign to reaffirm Defence's commitment to maintaining a workplace free of discrimination.	Deputy Secretary Defence People	Group Heads and Service Chiefs	December 2021
5	Engage with Aboriginal and Torres Strait Islander personnel and advisors to continuously review and improve HR policies and procedures, including those concerned with anti-discrimination.	Group Heads and Service Chiefs	Deputy Secretary Defence People	Ongoing. Updates provided quarterly to the Indigenous Cultural Advisory Group.
6	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	Deputy Secretary Defence People	Group Heads and Service Chiefs	June, Review Annually
7	Embed the Pathway to Change priorities, specifically <i>Capability Through Inclusion</i> in performance expectations of senior management and all staff.	Group Heads and Service Chiefs	Deputy Secretary Defence People	2019 - 2022

Explore and undertake opportunities to support and engage Indigenous communities

We will develop and enhance positive relationships between Defence and Indigenous communities through the provision of community assistance.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
8	Promote and support the Army Aboriginal Community Assistance Program to provide assistance to Aboriginal communities.	Chief of Army	Deputy Secretary Defence People Service Indigenous Liaison Officers	June, Review Annually
9	Promote and support the Air Force Kummundoo Program to provide assistance to Indigenous communities.	Chief of Air Force	Deputy Secretary Defence People Service Indigenous Liaison Officers	June, Review Annually
10	In consultation with relevant Indigenous stakeholders, develop and implement a community assistance program to assist Indigenous communities.	Chief of Navy	Deputy Secretary Defence People Service Indigenous Liaison Officers	June 2021

Support the Defence Indigenous Network and Indigenous Liaison Officers

We will support Aboriginal and Torres Strait Islander personnel to develop and maintain positive relationships in a culturally safe forum.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
11	Convene an Indigenous conference as a mechanism for consultation on Indigenous matters affecting Defence.	Deputy Secretary Defence People	Chapter Leads Indigenous Liaison Officers Navy, Army and Air Force service diversity areas HR Services	Convene in May 2020 and every second year thereafter.
12	Develop and promote a planning calendar of national events/dates of significance, which Chapter Leads, Indigenous Liaison Officers, Groups and Services may utilise in their planning.	Deputy Secretary Defence People	Chapter Leads Services Indigenous Liaison Officers Navy, Army and Air Force service diversity areas	January each year
13	Develop and implement a communication and engagement plan to assist the Chapter Leads to engage with and mentor new Aboriginal and Torres Strait Islander personnel.	Deputy Secretary Defence People	Chapter Leads HR Services	December 2019

Establish business foundations and promote reconciliation through our sphere of influence

We will establish internal mechanisms to provide cultural advice to senior leaders and drive the actions of the D-RAP.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
14	Maintain an ICAG to: <ul style="list-style-type: none"> - Consider significant Indigenous matters applicable to the Defence workforce. - Provide cultural advice to Defence Senior Leaders and work with Service Cultural Advisory Boards. - Endorse enterprise-wide strategies to positively drive and influence Reconciliation outcomes. 	Deputy Secretary Defence People	Group Heads and Service Chiefs	2019-2022
15	Maintain a D-RAP WG to govern and report on the implementation of the D-RAP.	Deputy Secretary Defence People	Group Heads and Service Chiefs	Quarterly
16	Maintain Cultural Advisory Boards in each Service to: <ul style="list-style-type: none"> - Provide cultural advice to the Service Chiefs and or their representatives. - Co-design, promote and implement opportunities to enhance cultural awareness strategies to engage all staff on the importance of reconciliation across the Australian Defence Force. 	Service Chiefs	Deputy Secretary Defence People	Ongoing. Updates provided quarterly to the Indigenous Cultural Advisory Group.
17	Defence Senior Leaders will work to create action plans linked to the D-RAP and nominate appropriate members for the ICAG and D-RAP WG.	Group Heads and Service Chiefs	Deputy Secretary Defence People	2019 - 2022
18	Review and maintain an intranet-based information management platform to provide cultural advice, protocols, resources and guidance to Defence personnel in consultation with the ICAG.	Deputy Secretary Defence People	Group Heads and Service Chiefs	2019-2022 ongoing.
19	Establish a Community of Practice in partnership with central Australian Government Departments to collaborate and engage on implementation strategies to advance Reconciliation across the public sector.	Deputy Secretary Defence People	D-RAP WG	June 2021

RESPECT



Defence is committed to creating and maintaining an inclusive environment, free from discrimination and one that recognises the diversity of the Australian community it serves.

The knowledge of and respect for the cultural pride of Indigenous peoples in their communities, countries and histories is an important element of support for Defence Indigenous personnel.

Through this D-RAP, Defence recommits to its efforts to positively demonstrate the respect that we hold for Indigenous Australians, their cultures and their histories. The following initiatives are the practical steps Defence is taking to continue the journey of improving the relationships between Indigenous and non-Indigenous Australians.

ACTION 2:

CULTIVATING A DEEPER UNDERSTANDING AND RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES AND CONTEMPORARY MATTERS ACROSS DEFENCE

To achieve this we will:

Engage in national days of significance.

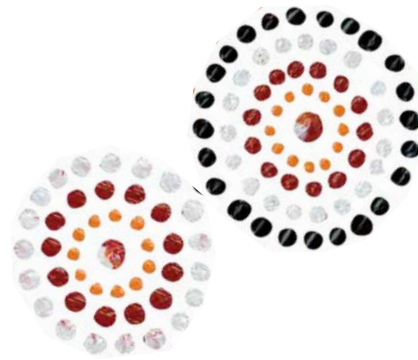
Build relationships through celebrating National Reconciliation Week.

Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week.

Increase the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, achievements and rights through cultural learning.

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.





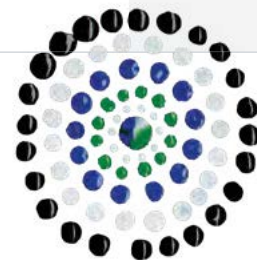
Engage in national days of significance

We will Acknowledge our national history, build and maintain positive relationships between Defence personnel and Indigenous communities, understand and celebrate Indigenous culture.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
20	Develop a communication strategy to provide guidance to Defence personnel on celebrating, promoting and recognising dates of significance, including but not limited to: <ul style="list-style-type: none"> - National Close the Gap Day. - National Sorry Day. - National Reconciliation Week. - NAIDOC Week. - National Aboriginal and Torres Strait Islander Children's Day. - International Day of the World's Indigenous Peoples. 	Deputy Secretary Defence People Associate Secretary	-	June 2020
21	Utilise the existing rewards and recognition framework to recognise individual/team contribution and commitment to Defence diversity initiatives including Indigenous affairs.	Deputy Secretary Defence People	Group Heads and Service Chiefs	October 2020

Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
22	In consultation with Aboriginal and Torres Strait Islander stakeholders promote and support all staff including the D-RAP WG to participate in internal/external NAIDOC events in areas where Defence personnel live, work or train. <ul style="list-style-type: none"> - Ensure contemporary HR policies and procedures to ensure access and removal of barriers to staff participating in NAIDOC Week. 	Group Heads and Service Chiefs	Deputy Secretary Defence People	July, Annually

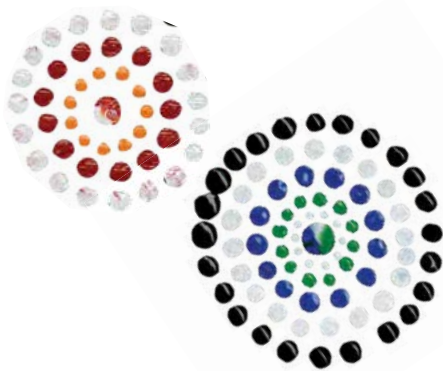




Increase the understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, achievements and rights through cultural learning

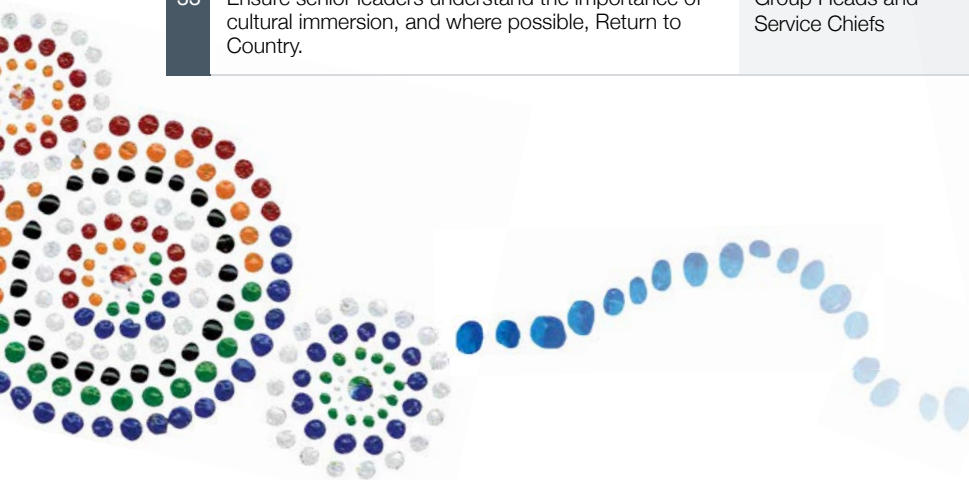
Defence is committed to demonstrating respect for Aboriginal and Torres Strait Islander peoples, their cultures, Country and histories. We will increase the diversity of the workforce through raising and enhancing cultural awareness and continuous education.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
23	Develop and implement a Defence Cultural Intelligence Framework and a Cultural Learning Strategy structured around Groups, Teams and Individuals. <ul style="list-style-type: none"> - Support the framework with a review of cultural learning needs within Defence and consult local Traditional Custodians and Aboriginal and Torres Strait Islander advisors on development and implementation. - Research and report on impacts of Defence's past policies and relationships with Aboriginal and Torres Strait Islander peoples, with a view to learning from this history, and demonstrating transparency. - Continue to deliver cultural training and related resources for all Defence Senior Leaders, Commanders, and Supervisors. 	Deputy Secretary Defence People	Group Heads and Service Chiefs	December 2020
24	Develop the next iteration of the Defence Indigenous Handbook for Commanders and Supervisors in collaboration with Groups and Services, and Indigenous stakeholders.	Deputy Secretary Defence People	Group Heads and Service Chiefs	March 2020
25	Using baseline data from the Cultural Intelligence Framework, increase the number of cultural awareness training completions by 20% per annum by 2022.	Group Heads and Service Chiefs	Deputy Secretary Defence People	December 2022
26	Using baseline data from the Cultural Intelligence Framework, increase Defence participation in cultural immersion programs such as Jawun by 5% per annum in 2021 and 2022.	Group Heads and Service Chiefs	Deputy Secretary Defence People	December, Annually
27	Develop a strategy to review Defence corporate publications with the intent to incorporate Aboriginal and Torres Strait Islander flags together with the Australian flag.	Associate Secretary	Deputy Secretary Defence People	January 2021
28	Develop and implement guidance on Aboriginal and Torres Strait Islander naming conventions, displaying of Acknowledgement of Country plaques in Defence Buildings, and the displaying of artwork and flags.	Deputy Secretary Estate and Infrastructure	Deputy Secretary Defence People	January 2021
29	Work with Indigenous communities to identify and record sites and objects of cultural significance on Defence estates.	Deputy Secretary Estate and Infrastructure	Group Heads and Service Chiefs	Commence by January 2020
30	Develop guidance for the appointment of Group and Service Elders and Defence Indigenous Cultural Advisors.	Group Heads and Service Chiefs	Deputy Secretary Defence People	March 2020



Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
31	<p>Increase awareness across Defence of the purpose behind and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p> <ul style="list-style-type: none"> - Include an Acknowledgement to Country on the intranet and internet. - Review, implement and promulgate a cultural protocol document tailored for all local communities we operate in. - Invite a local Traditional Owner/Custodian to provide a Welcome to Country, or other appropriate cultural protocol, for significant events at Defence establishments. - Staff and senior leaders promote and include the Acknowledgement of Country, or other appropriate protocols, at the commencement of important meetings and public events. - Provide Defence Leaders with access to language training to deliver the Acknowledgement of Country in the language of Traditional Owners of areas where Defence personnel work and train. 	Group Heads and Service Chiefs	Deputy Secretary Defence People	December 2020
32	Display Acknowledgement of Country plaques in 100% of Defence establishments by 2022.	Deputy Secretary Estate and Infrastructure	Group Heads and Service Chiefs	December 2022
33	Ensure senior leaders understand the importance of cultural immersion, and where possible, Return to Country.	Group Heads and Service Chiefs	Deputy Secretary Defence People	June 2020



OPPORTUNITIES



Defence continues to foster an environment of mutual support and benefit. We support Indigenous Australians to prepare for a career in the Australian Defence Force or the Australian Public Service. The development of specialised pathways to employment and career opportunities underpins Defence's commitment to the national efforts in *Closing the Gap*.

Building respectful relationships with Indigenous communities and identifying how Defence can support Aboriginal and Torres Strait Islander peoples is a key component of Reconciliation. As a basis for successful and productive relationships, Defence values communication, consultation, cooperation and input from internal and external stakeholders and its entire workforce on matters that affect their workplace and extended communities where Defence personnel live, work and train.

ACTION 3:

INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER PARTICIPATION THROUGH EMPLOYMENT AND PROCUREMENT OPPORTUNITIES

To achieve this we will:

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

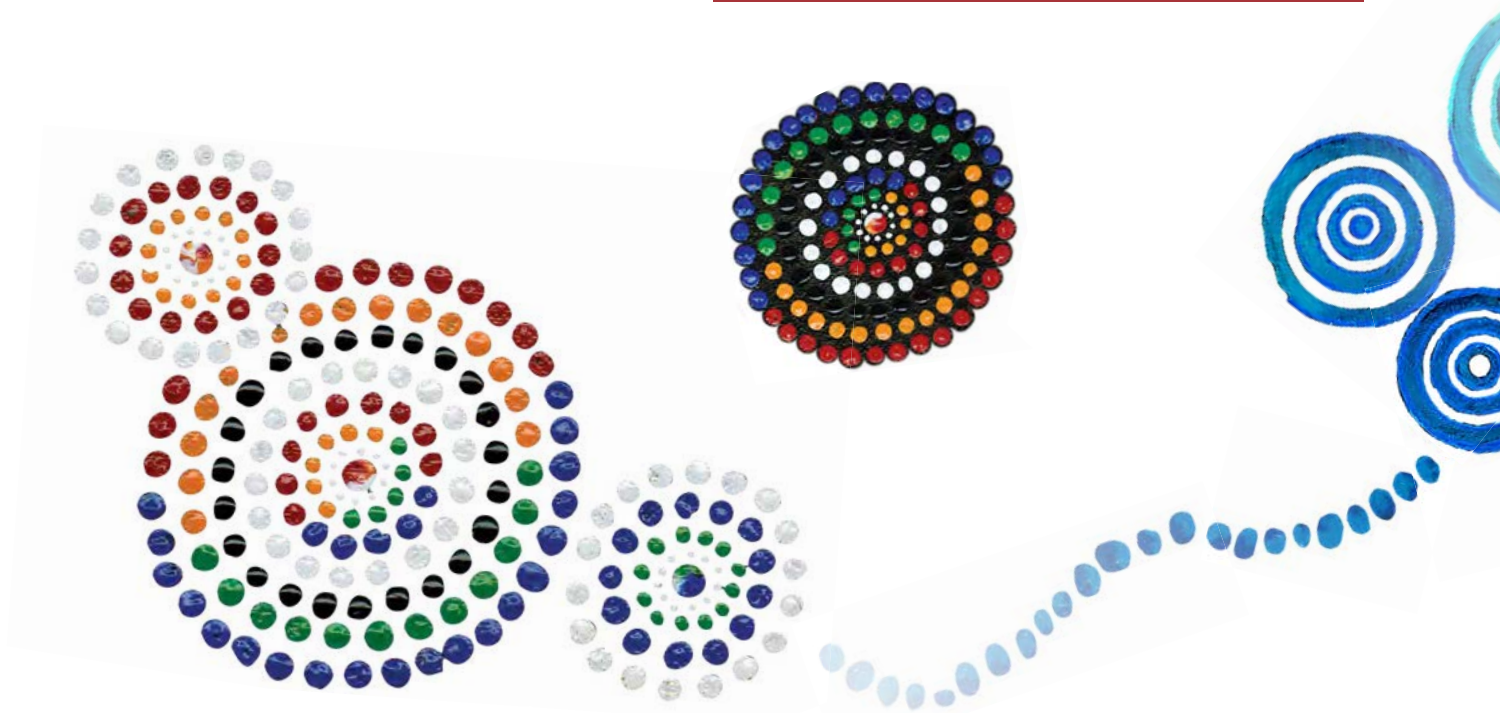
Increase awareness and effect of our Indigenous programs and initiatives.

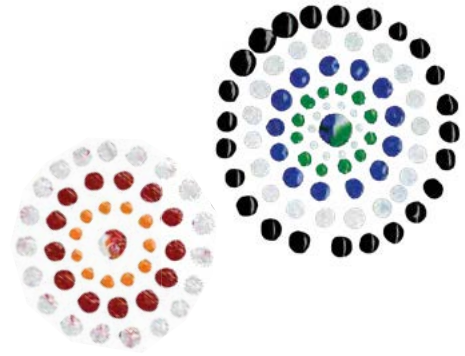
Support Aboriginal and Torres Strait Islander personnel through Defence policy.

Explore partnerships to engage Indigenous youth and promote employment pathways.

Promote the Commonwealth Indigenous Procurement Strategy in Defence.

Participate in and contribute to Commonwealth Indigenous Affairs.





Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
34	Develop and implement strategies to increase: <ul style="list-style-type: none"> - Defence Australian Public Service Indigenous participation rate to 3% by 2022. - Australian Defence Force Indigenous participation rate to 5% by 2025. 	Group Heads and Service Chiefs	Deputy Secretary Defence People	December 2022 and December 2025
35	Identify strategies to improve the education and employment outcomes for Indigenous personnel on the Regional Forces Surveillance list.	Chief of Army	Deputy Secretary Defence People	December 2022
36	Allocate, advertise and promote: <ul style="list-style-type: none"> - 5% of all Defence Australian Public Service recruitment as Affirmative Measures (Indigenous) positions. - 2% of Senior Executive Service recruitment as Affirmative Measures (Indigenous) positions. - Aboriginal and Torres Strait Islander employees to be supported and encouraged to take on management and senior level positions. 	Group Heads and Service Chiefs	Deputy Secretary Defence People	Ongoing. Updates provided quarterly to the Indigenous Cultural Advisory Group.
37	Review the recruitment, retention and separation of Aboriginal and Torres Strait Islander peoples in partnership with the Australian Human Rights Commission. <ul style="list-style-type: none"> - Engage with Indigenous personnel and conduct Cultural immersion programs or activities in locations where Defence personnel live, work or train to inform the review. - Investigate how Defence Indigenous participation rates and related programs compare to other equivalent militaries. - Use the findings to drive systemic improvement across Defence Indigenous programs and initiatives. - Improve recruitment procedures and policies to improve participation in Defence for Aboriginal and Torres Strait Islander peoples. 	Deputy Secretary Defence People Vice Chief of Defence Force	Group Heads and Service Chiefs	December 2021
38	Create a mentoring framework for Aboriginal and Torres Strait Islander Australian Public Service entry level program participants and interested Indigenous personnel across Defence.	Deputy Secretary Defence People	Defence Indigenous Network Group Heads and Service Chiefs	August 2021
39	Develop an APS career pathway for Aboriginal and Torres Strait Islander personnel through learning pathways and study.	Deputy Secretary Defence People	Group Heads	December 2021



Increase awareness of our Indigenous programs and initiatives

We will increase support and understanding for Defence Indigenous programs, events and initiatives in Indigenous communities.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
40	Develop and implement a Defence Indigenous communications plan to promote Defence's Indigenous recruitment programs, events and initiatives to Defence personnel and the wider community.	Deputy Secretary Defence People	Group Heads and Service Chiefs	July 2020

Support Aboriginal and Torres Strait Islander personnel through Defence policy

We will develop, review and implement Defence policies to support Defence Indigenous personnel and their cultures.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
41	Review and develop Defence guidelines to support the mental health and wellbeing of Aboriginal and Torres Strait Islander personnel.	Deputy Secretary Defence People Head Joint Capability	Group Heads and Service Chiefs	December 2021
42	Review Defence policies regarding cultural leave provisions in the next Defence Enterprise Agreement and the Pay and Conditions Manual to support Aboriginal and Torres Strait Islander personnel to participate in cultural activities and events.	Deputy Secretary Defence People	Group Heads and Service Chiefs	December 2020

Explore partnerships to engage Indigenous youth and promote employment pathways

Provide opportunities for Aboriginal and Torres Strait Islander under 18s to be mentored by Defence personnel, develop their skillsets and provide a pathway for them to pursue future careers in Defence.

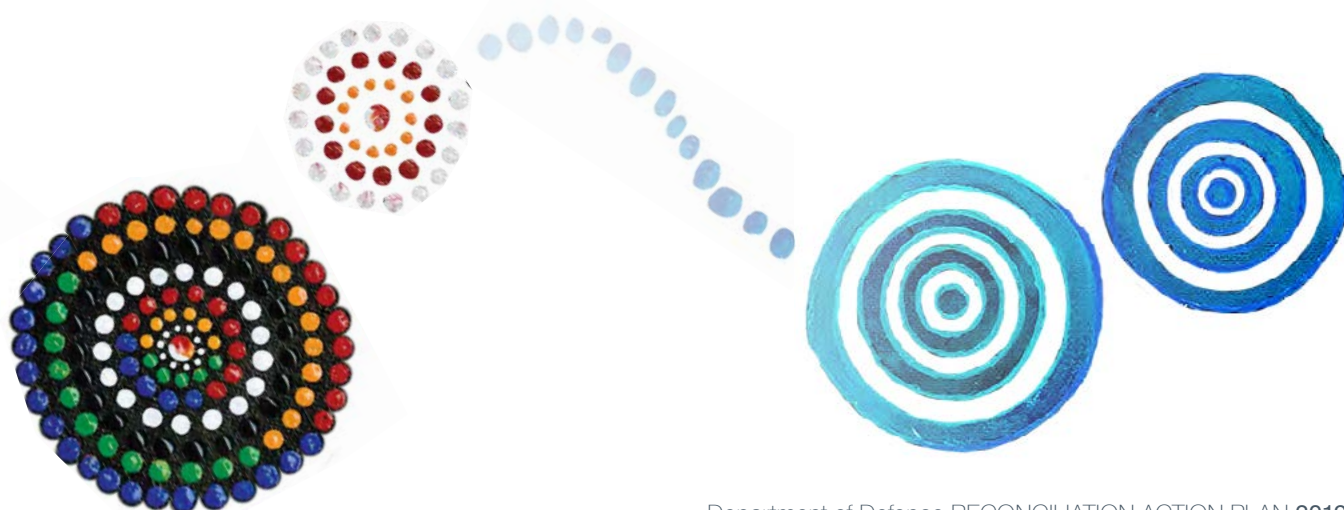
	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
43	Develop and promote a Defence Indigenous Youth Engagement and Opportunity Strategy to increase Indigenous youth engagement by 10% per annum.	Head Joint Capability	Group Heads and Service Chiefs	December 2020



Increase Aboriginal and Torres Strait Islander supply chain to support improved economic and social outcomes by promoting the Commonwealth Indigenous Procurement Strategy in Defence

We will increase Indigenous procurement in Defence by removing barriers to procuring from Indigenous businesses.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
44	Implement the Defence Indigenous Procurement Strategy and mandatory requirements of the Commonwealth Indigenous Procurement Policy.	Deputy Secretary Capability Acquisition and Sustainment	Group Heads and Service Chiefs	June 2020
45	Award at least 3% of Defence's contracts to Indigenous enterprises to meet the portfolio target set out in the Indigenous Procurement Policy.	Deputy Secretary Capability Acquisition and Sustainment	Group Heads and Service Chiefs	July 2021
46	Incorporate engagement of Indigenous businesses in daily business to implement the Indigenous Procurement Policy.	Deputy Secretary Capability Acquisition and Sustainment	Group Heads and Service Chiefs	December 2020
47	Provide information to Defence officials and prime contractors about partnering with Indigenous businesses.	Deputy Secretary Capability Acquisition and Sustainment	Deputy Secretary Defence People	December 2019
48	Award 1% of the total value of eligible Defence contracts to Indigenous enterprises from 1 July 2019, increasing to 1.5% by 2021.	Deputy Secretary Capability Acquisition and Sustainment	Group Heads and Service Chiefs	June 2021
49	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Deputy Secretary Capability Acquisition and Sustainment	Group Heads and Service Chiefs	Ongoing. Updates provided quarterly to the Indigenous Cultural Advisory Group.
50	Maintain commercial relationships with Aboriginal and Torres Strait Islander businesses in line with Defence's Indigenous contracting targets.	Deputy Secretary Capability Acquisition and Sustainment	Group Heads and Service Chiefs	Ongoing. Updates provided quarterly to the Indigenous Cultural Advisory Group.
51	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Deputy Secretary Capability Acquisition and Sustainment	Deputy Secretary Defence People	December 2020





Participate in and contribute to Commonwealth Indigenous Affairs

We will develop positive relationships with other Government Departments to enhance our contribution to Indigenous affairs.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
52	Represent Defence at forums relating to the Commonwealth's Indigenous Procurement Policy.	Deputy Secretary Capability Acquisition and Sustainment	Defence Indigenous Champion	As required. Updates provided quarterly to the Indigenous Cultural Advisory Group
53	Represent Defence at forums and events that impact Defence and Aboriginal and Torres Strait Islander personnel.	Defence Indigenous Cultural Advisor Defence Indigenous Champion Senior Defence Leaders	Deputy Secretary Defence People	As required. Updates provided quarterly to the Indigenous Cultural Advisory Group
54	Coordinate Defence's contribution to the Australian Public Service review of the Commonwealth Indigenous Employment Strategy.	Deputy Secretary Defence People	Group Heads and Service Chiefs	As required. Updates provided quarterly to the Indigenous Cultural Advisory Group



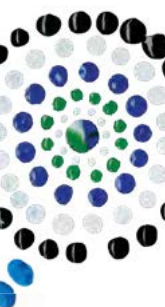
REPORTING



ACTION 4: GOVERNANCE, MONITORING AND REPORTING

Defence will communicate our commitment to Reconciliation publically. The D-RAP will be reported quarterly within the Department to ensure Defence is on track to meet the actions outlined within the Plan and can elevate the commitment to Closing the Gap for the next iteration of the D-RAP. Defence People Group will participate in annual external reporting to remain accountable for the actions within the D-RAP.

	DELIVERABLES	ACCOUNTABILITY	KEY CONTRIBUTORS	TIMELINE
55	Develop a performance reporting framework to track, measure and report on D-RAP (2019-2022) commitments.	Deputy Secretary Defence People	Group Heads and Service Chiefs	December 2019
56	Participate in Reconciliation Australia's <i>Reconciliation Action Plan Impact Measurement</i> Questionnaire	Group Heads and Service Chiefs	Deputy Secretary Defence People	September, Annually
57	Participate in the Workplace RAP <i>Barometer</i> and develop strategies to increase the number of Defence participants in the survey from 5% to 8%.	Group Heads and Service Chiefs	Deputy Secretary Defence People	May, 2020
58	Report on: <ul style="list-style-type: none"> - Defence Indigenous Programs and initiatives in the Department of Prime Minister and Cabinet's 'Closing the Gap' report. - The progress of the actions identified in the D-RAP. - Defence's participation in National Reconciliation Week and NAIDOC Week events. - Indigenous outcomes in the Defence Annual Report. - Defence's performance against the Indigenous Procurement Policy portfolio targets for awarding contracts to Indigenous businesses to the Department of the Prime Minister and Cabinet. 	Deputy Secretary Defence People	Defence Indigenous Cultural Advisory Group Deputy Secretary Capability Acquisition and Sustainment	Quarterly
59	Communicate Defence's commitment to Reconciliation publically through: <ul style="list-style-type: none"> - Annual reporting. - Defence's external website. - Defence leaders presentations at key Indigenous events. - Engagement with community groups. 	Group Heads and Service Chiefs	Deputy Secretary Defence People	Annually and Ongoing
60	Defence will continue the Reconciliation journey including working closely with Reconciliation Australia to undertake, where possible, actions which are mapped to the United Nations Declaration on the Rights of Indigenous People.	Deputy Secretary Defence People	Group Heads and Service Chiefs	May 2021
61	Defence to meet regularly with Reconciliation Australia to discuss the progress of the D-RAP.	Deputy Secretary Defence People	Reconciliation Australia	October, Annually



CLOSING STATEMENT

Defence is committed to contributing towards a reconciled Australia, through understanding our past and working towards a shared and prosperous future in partnership with Aboriginal and Torres Strait Islander peoples. We will continue to foster a workforce comprised of teams that are diverse in background and experience, where people can contribute and reach their full potential.

Through committing to the actions outlined within the D-RAP we will:

- Strengthen our understanding and appreciation of Aboriginal and Torres Strait Islander cultures
- Increase the employment and retention of Aboriginal and Torres Strait Islander peoples
- Develop positive and mutually beneficial relationships with Aboriginal and Torres Strait Islander communities
- Embed cultural awareness into our daily business operations to create a more inclusive and culturally safe workforce.

For more information on Defence Indigenous programs and initiatives visit

<http://www.defence.gov.au/APSCareers/Indigenous/>

or

email the Directorate of Indigenous Affairs at indigenous.affairs@defence.gov.au.

CAINA PUTUT, ILYA, WARTANGANHA

The artwork used in this Plan was created for Defence by Chern ee Sutton, a contemporary Indigenous artist from the Kalkadoon people from the Mount Isa area of Queensland. Chern ee s description of the artwork is provided below.

The rainbow serpent represents the dreamtime and the beginning of the longest living culture in the world and it also represents the longest continuous belief in the world which is the rainbow serpent.

The reds and oranges in the middle of the painting represents our sunburnt country and Uluru the birth place and creation of all life in Australia.

The red, yellow and black circles represent Aboriginal peoples and the blue, green and white circles represent Torres Strait Islander peoples, all of whom have a strong connection to their culture, their history, the land, air and sea.

The Southern Cross unites all Australians as one and it reminds us of our past with our ancestors for the past 60,000 years passing down creation stories from generation to generation while gazing at the star systems that have remained ageless since the dawn of time.

The large community symbol represents the Australian Public Service who encourage Aboriginal and Torres Strait Islander peoples to enlist and serve in the Navy, Army and Air Force with the yellow footprints representing their enlistment journey to the Australian Defence Force.

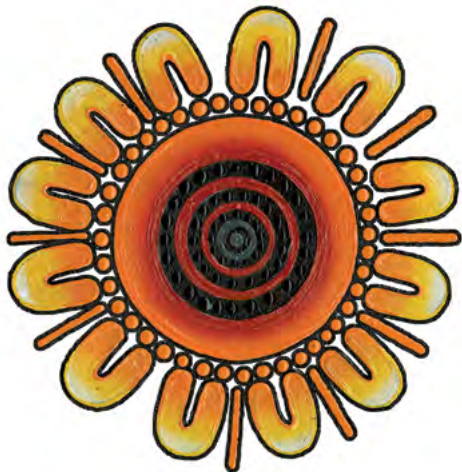
The Navy is represented by the Guided Missile Frigate and the shark who relentlessly patrols the waters, always ready to strike. The Army is represented by the M1 Abrams tank and the kangaroo whose speed and agility is always moving forward. The Air Force is represented by the FA 18 Hornet and the eagle who soars high above keeping a watchful eye out for their prey.

The smaller community symbols joined by the white dotted lines represents the Australian Defence Force which is all connected as one to the land, the sea and the skies.

The blue fingerprints around the outside of the painting represent the Armed Forces that protect our borders, our citizens and our way of life.







The Department of Defence acknowledges
the service of Aboriginal and
Torres Strait Islander men and women
who have contributed to the defence of
Australia in times of peace and war.