

DEFENCE SA

REFLECT RECONCILIATION ACTION PLAN

December 2022 – December 2023



REFLECT RAP CEO STATEMENT – DEFENCE SA

Reconciliation Australia welcomes Defence SA to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Defence SA joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

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

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

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

Congratulations Defence SA, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Defence SA is South Australia's lead government agency for all defence and space industry matters committed to growing the industry and workforce required to support the defence, space and research sectors in South Australia.

Within Defence SA sits the Defence Innovation Partnership, South Australian Space Industry Centre and Veterans SA. Each business unit has its own core focus areas.

Defence SA

Defence SA is a single point of contact for all defence stakeholders, streamlining their interaction across the South Australian Government. Defence SA captures valuable investment opportunities in the shipbuilding, Information Warfare, defence science and research and space domains.

The Defence SA Advisory Board provides high-level strategic advice to promote the growth of the defence industry in South Australia and plays a key role in guiding the state's defence strategy. The South Australian Government, through Defence SA, supports local industry to pursue opportunities in global supply chains for major Defence projects. Defence SA undertakes industry development activities to ensure local companies are export-ready and equipped to meet the needs of global supply chains.

Defence SA's mission is to continue maximising investment and jobs from the Australian Defence Force and defence industries. Working closely with Defence and industry, Defence SA targets investment and expansion opportunities, drives and supports the delivery of major Defence projects and facilities, and pursues the location of additional Defence units and capabilities within the state. Defence SA also plays a key role in supporting the Australian Government's strategic defence policy through increasing local industry participation and ensuring state-of-the-art infrastructure and a highly skilled, industry-ready workforce is in place to underpin defence projects.

Defence Innovation Partnership (DIP)

The Defence Innovation Partnership fosters collaboration and engagement between government, universities/research organisations and industry. DIP helps deliver innovative solutions to defence by creating connections between researchers, industry and Defence; building and supporting defence-relevant collaborations through the Collaborative Research Fund; attracting research and development funding to South Australia; and supporting the translation of defence and national security research and development.

South Australian Space Industry Centre (SASIC)

The South Australian Space Industry Centre provides a whole-of-state-government focal point for local industry and international companies and organisations to drive space industry innovation, research and entrepreneurial development whilst growing the space ecosystem workforce in a fast growing sector.

Veterans SA

Veterans SA works with state, national and community partners to support those currently serving and previously serving members of the Australian Defence Force and their families, including reservists, to live fulfilled lives in South Australia. Veterans SA also plays a role in sharing information on services and programs across South Australia available to those who have served and their families.

Collectively, the Defence SA team brings together exceptional experience and expertise and is the driving force behind the delivery of Defence SA's strategic priorities. The team fosters strong collaboration and partnership with key state government, industry and research stakeholders in the pursuit of building and sustaining South Australia's reputation as the nation's hub of defence and space innovation. As at (October 2022) Defence SA, encompassing all business units, employs 28 people, with two employees identifying as First Nations people. The agency also employs an Aboriginal and Torres Strait Islander trainee on a regular/casual basis.

Defence SA has strong local, regional, national and international presence physically and virtually. Defence SA's office is located in Adelaide's CBD on Kurna Country, however, the agency regularly conducts business across South Australia and Australia visiting many First Nations peoples' lands.

Defence SA is committed to assisting companies become more competitive to grow and sustain South Australia's defence and space industries through access to the global supply chain and export opportunities.

In conjunction with the Australian Government, Defence SA supports several activities that are growing defence exports for our small-to-medium enterprise (SME) community. In addition to having a national focus, the agency is focussed on building relationships with key regions, including South-East Asia, India and Europe through international business missions, hosting inbound delegations and consular visits and while participating in major international trade shows.

As a result of the agency's multi-national engagement, we have a broad sphere of influence that encompasses diverse stakeholder groups. Defence SA engages with industry, communities, individuals, businesses and government at a local, state, national and international level. The agency is dedicated to championing key areas for meaningful action across all dimensions of reconciliation internally and externally.

Cover Images: Cape Spencer, Dhillba Guuranda-Innes National Parkdit, Michael Waterhouse. Ikara-Flinders Ranges National Park, Michael Waterhouse. Iga Warta, Northern Flinders Ranges, SATC, John Montesi.

RECONCILIATION ACTION PLAN

The Defence SA Reconciliation Action Plan (RAP) will create meaningful, impactful, practical and sustainable outcomes creating a genuine understanding of the need for reconciliation.

The agency will achieve tangible progress in its reconciliation journey that will make a difference to agency staff and those in the agency's sphere of influence. Defence SA will use its position of influence in government, defence and space industries, the veteran and research communities both domestically and internationally, to contribute towards genuine and sustainable reconciliation with Aboriginal and Torres Strait Islander peoples.

Defence SA has begun its reconciliation journey by developing a Reflect RAP out of a desire for meaningful progress towards reconciliation. The RAP focusses on meaningful words and actions that enable progression towards reconciliation. The Reflect RAP is aligned with our reconciliation objectives and engagement with First Nation stakeholders.

Defence SA is committed to the prosperity and inclusion of meaningful outcomes for the First Nations peoples of South Australia within its responsible business units. To enable this, Defence SA will integrate this RAP within strategic and operational objectives across business units.

The agency has developed this RAP to make a difference to everyone in the agency and to this end input was sought from all staff as to what they want to do and learn, and how they would like to actively participate on this journey. This is not something the agency is required to deliver however it is an important activity which is supported by all.

Key objectives:

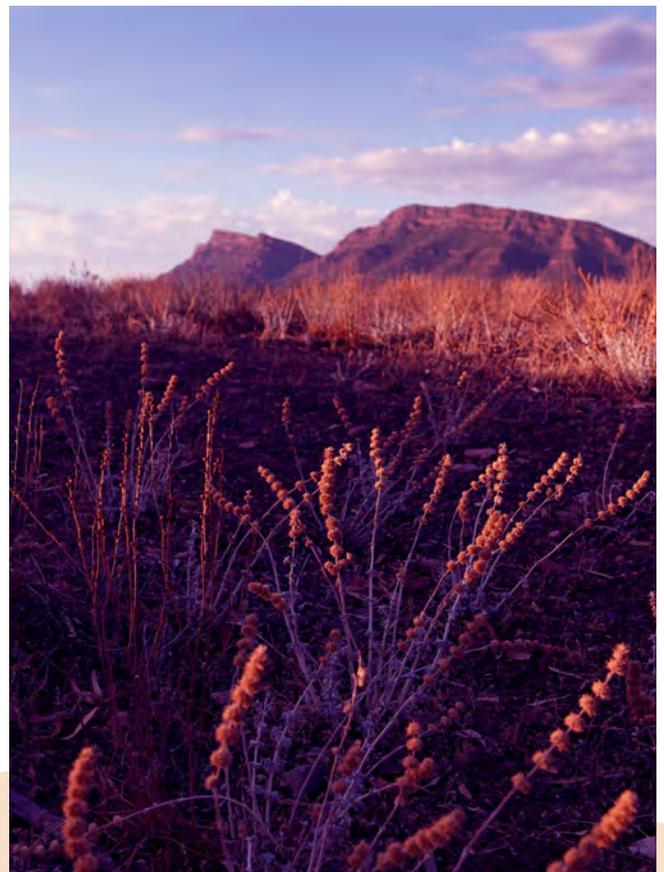
- A genuine understanding and acceptance of the need for reconciliation for all staff.
- First Nations participation and inclusion within the defence industry through employment opportunities.
- Strategic partnerships with and providing investment and opportunities for First Nation SMEs and businesses.
- Recognition and support for initiatives, grants and commemoration for First Nation veterans.
- Increased awareness and understanding of First Nation cultures, rights and histories within Defence SA, projecting outwards across the agency's sphere of influence.

To ensure the Defence SA RAP and RAP Working Group (RWG) is representative of the agency, the RWG includes at least one member of staff from all business units and internal departments: Defence SA, SASIC, DIP, Marketing and Communications, Administration and Veterans SA. This will ensure the RAP is meaningful and applicable across all business units, and that it is promoted and applied as a whole organisation. The RWG was established in early 2022 and has played an integral part in the development of this RAP. To establish executive support and leadership across our business units the Defence SA RAP is chaired by the Defence SA RAP Champion, Executive Director of Defence and Space with support from the Directors of Veterans SA, DIP and Marketing and Communications. At present, the RWG has 2 members who identify as First Nations People.

Members of the RAP Working Group are:

- Reg Carruthers, Executive Director Defence and Space, Defence SA (RAP Champion and Chairperson)
- Chantelle Bohan, Director, Veterans SA (Co-Chair)
- Sumen Rai, Director, Defence Innovation Partnership
- Caroline Craven, Procurement & Contracts Coordinator
- Caroline George, Executive and Administration Manager, Defence SA
- Jessica Hernandez, Director Marketing and Communications, Defence SA

Following the establishment of the RWG in May 2022, a series of workshops were conducted to review, develop and define the processes required for the meaningful development and implementation of the Defence SA RAP. The RWG will meet quarterly to review and discuss the progress of implementing and integrating RAP actions and deliverables.



Flinders Ranges, Anthology Travel, Julian Kingma

PARTNERSHIPS AND CURRENT ACTIVITIES

Defence SA and its respective business units are currently engaged with First Nation peoples across a number of areas, including:



Kool Tours, Fleurieu Peninsula – Jonathan van der Knapp

- Chief Executive and Executive Director Defence and Space are both members of the Woomera Prohibited Area (WPA) Advisory Board which focuses on key outcomes and engagement with First Nation Groups whose land the WPA covers.
- Executive Director Defence and Space is a voting member on the Aboriginal Sobriety Group (ASG) working with the committee to support key support activities including facilities at Monarto and seeking industry support for the program.
- Directly engaging with First Nations' owned businesses through the First Nations hub at Lot Fourteen Innovation District.
- Working with Intract Australia Indigenous contractors, including actively seeking defence project opportunities for First Nations contractors.
- Assisting ADF Indigenous Recruiting staff in Defence Recruiting to coordinate possible opportunities for First Nations peoples who are not suited or interested in ADF employment, but still interested in the defence sector.
- Defence SA established the First Nations Employment Program for one university student per year to gain experience in administration, office and work management through exposure to the defence and space sectors. Many students who have completed the program have been offered ongoing employment within the sector.
- Maintaining direct contact with Elders, community members and council/board members of a number of First Nation groups including Maralinga Tjarutja, Kokatha, and Antakirinja Matu-Yankunytjatjara.
- Engaging with First Nation peoples from APY Lands on the naming of Australia's first state satellite, Kanyini. Kanyini means responsibility and unconditional love for all of creation and encompasses the key principles of Aboriginal life including creation (tjukurrpa), soul (kurunpa), family (walytja), and land (ngura) – it is an enormous caring with no limit; it has no timeframe and is eternal.
- Veterans SA has a three-year funding agreement with Reconciliation SA to support the annual Aboriginal Veterans of SA Commemorative Service (held in June each year) – Veterans SA is always represented at the service.
- Veterans' Advisory Council member Mr Frank Lampard OAM is an Aboriginal Elder of Ngarrindjeri and Kurna heritage and provides that perspective on the Aboriginal Veteran sector to the VAC.
- As part of the Veterans SA Community Conversation series, the June 2021 conversation educated around the appropriate acknowledgement of our Traditional Owners and the inclusion of culturally appropriate recognition as part of commemorative service and the veteran experience.
- Veterans SA has provided funding to Reconciliation SA and Aboriginal Veterans SA for the grave dedication of WWI veteran Private Lush Wilson – previously in an unmarked grave and has also provided funding and support towards the reburial of Private Miller Mack from West Terrace Cemetery to his hometown of Raukkan in 2018.
- Veterans SA provided funding to Aboriginal Veterans SA for the "For Love of Country" book project which aims to collect the names and stories of the hundreds of Aboriginal and Torres Strait Islander veterans from South Australia into book form to then be distributed to public libraries and schools throughout the state.

RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Jan 2023	Director, Marketing and Communications
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Mar 2023	Director, DIP
	Maintain and strengthen our current relationships with Maralinga Tjarutja, Kokatha, and Antakirinja Matu-Yankunytjatjara.	Jul 2023	Executive Director, Defence and Space
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Director, Marketing and Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun 2023	Executive and Administration Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun 2023	Director, Marketing and Communications
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Dec 2022	Executive Director, Defence and Space
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jan 2023	Executive Director, Defence and Space
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Jan 2023	Director, DIP
	Communicate our commitment to reconciliation publicly.	Jan 2023	Director, Marketing and Communications
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Mar 2023	Director, Corporate Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar 2023	Director, Corporate Services

RESPECT



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Dec 2022	Executive Director, Defence and Space
	Conduct a review of cultural learning needs within our organisation.	Dec 2022	Executive and Administration Manager
	Investigate cultural learning opportunities for staff.	Dec 2022	Executive and Administration Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Mar 2023	Executive Director, Defence and Space
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Mar 2023	Director, Marketing and Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun 2023	Director, Marketing and Communications
	Introduce staff to NAIDOC Week by promoting external events in our local area.	Jun 2023	Director, Marketing and Communications
	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2023	Executive and Administration Manager



Spirit of the Coorong, Fleurieu Peninsula – Josh Geelen

OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Jun 2023	Director, Corporate Services
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jun 2023	Director, Veterans SA
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Jun 2023	Procurement and Contracts Coordinator/ Director DIP
	Investigate Supply Nation membership.	Jul 2023	Procurement and Contracts Coordinator/ Director DIP
	Continue working with Intract to actively seek defence project opportunities for First Nations contractors.	Jul 2023	Procurement and Contracts Coordinator/ Director DIP



Arkaroola Wilderness Sanctuary, Flinders Ranges, Australian Air Holidays, Adam Bruzzone

GOVERNANCE



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain and support a RWG to govern RAP implementation.	Dec 2023	Executive Director Defence and Space/Director Veterans SA
	Draft a Terms of Reference for the RWG.	Jan 2023	Executive Director Defence and Space/Director Veterans SA
	Maintain and support Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2023	Executive Director Defence and Space/Director Veterans SA
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jan 2023	Executive Director Defence and Space
	Engage senior leaders in the delivery of RAP commitments.	Dec 2022	Executive Director Defence and Space
	Appoint a senior employee to champion our RAP internally.	Dec 2022	Executive Director Defence and Space
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Dec 2022	Executive and Administration Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify primary and secondary contact details are up to date, to ensure important RAP correspondence is communicated.	Jun annually	Secretariat Support
	Contact Reconciliation Australia to request unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	Secretariat Support
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep annually	Secretariat Support
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Sep 2023	Secretariat Support

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Government of
South Australia

DEFENCE SA

