



FIRE AND RESCUE NSW REFLECT RECONCILIATION ACTION PLAN

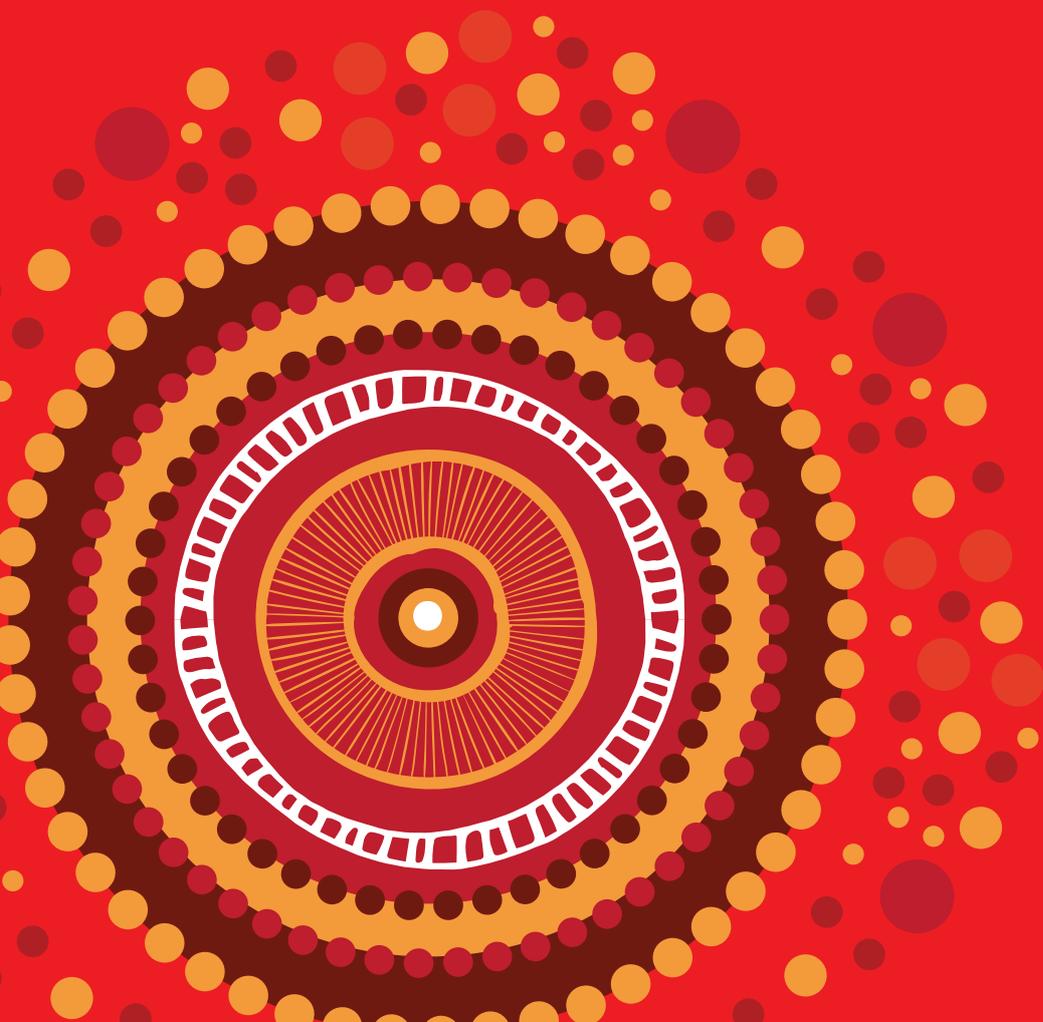
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ACKNOWLEDGEMENT OF COUNTRY

Fire and Rescue NSW acknowledges all the Traditional Custodians of the land and pays our respects to them and their Elders past and present. As a government agency that works across many locations, we have a responsibility to listen, learn and walk alongside First Nations peoples so that our activities support their ongoing connection to their lands, waters, cultures, languages, and traditions. We value their custodianship of 65,000 years.



ABOUT THE ARTIST



Artist Rhonda Sampson, Kamilaroi woman based on Dharawal country in Campbelltown.

The artwork “Caring for Country, Community & Culture” is a visual representation of the vital role that Fire and Rescue NSW (FRNSW) plays in protecting our communities throughout NSW.

The artwork reflects how FRNSW cares for country and our natural environment through all seasons, empowering our communities through education, training and employment opportunities, and respecting Aboriginal and Torres Strait Islander culture and connections to the land.

For more details on how to incorporate the artwork in your projects

Search for the Caring for Country, Community & Culture - First Nations Artwork Guidelines on the FRNSW Intranet.

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



Reconciliation Australia welcomes Fire and Rescue NSW (FRNSW) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

FRNSW joins a network of more than 3,000 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 FRNSW 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 FRNSW, 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

MESSAGE FROM THE FIRE AND RESCUE NSW COMMISSIONER



Fire and Rescue NSW is pleased to announce the launch of our Reflect Reconciliation Action Plan (RAP). I am proud to lead our organisation in advancing reconciliation, acknowledging that we operate on the traditional lands of over 70 distinct Aboriginal nations, each with their own unique clan groups.

Every day across New South Wales our firefighters are in the community and working to make people safer. While there are many examples of good work engaging with communities, this RAP provides for a more consistent and coordinated approach to be developed. It is also a public commitment for FRNSW to work with Aboriginal and Torres Strait Islander communities on practical activities that make a real difference and improve outcomes.

This RAP outlines the specific actions we will undertake and establishes a framework for accountability throughout the duration of the Reflect RAP. While specific roles have certain tasks assigned to them, all of us in FRNSW have a responsibility to be contributing to achieving the targeted outcomes.

Today, we proudly celebrate the presence of over 393 dedicated First Nations individuals who not only serve our organisation, but also actively contribute to their respective communities. It is pleasing to see that these staff members are proud and comfortable expressing their culture and identity as they perform their work with FRNSW. However, this wasn't always the case. Reflecting on my early days as a firefighter with FRNSW, I recall that while there were First Nations firefighters, their contributions were not always prominently acknowledged, and many were hesitant to identify as Aboriginal and Torres Strait Islander peoples. This change is an important example of improvements we have made through some of the good work undertaken over recent years and that we will continue as we implement our Reflect RAP.

Over recent years, working with our First Nations staff, we have delivered a number of important initiatives that also take practical steps towards reconciliation:

- Our Indigenous Fire and Rescue Employment Strategy (IFARES) has led to more than 80 First Nations people becoming firefighters over the last 10 years.
- The application of traditional Aboriginal nation names to our trucks better connecting with local communities and increasing our firefighters' knowledge of local Aboriginal history.



- The introduction of First Nations strike teams to assist communities during major disasters.

We remain committed to incorporating these initiatives into the ongoing objectives of our RAP while also identifying additional activities to progress.

Working with our First Nations firefighters and staff as the executive sponsor of the Aboriginal and Torres Strait Islander Advisory Council, I have learnt much from them and have a greater appreciation of their cultural perspectives. The RAP provides us with an opportunity to share this learning more broadly with all staff across FRNSW and build greater understanding together.

Uncle Frank Doolan's poem Bridges, which we have included on this page, reminds us that building a bridge through increasing understanding and respect is what our RAP can help us achieve. Uncle Frank is a Wiradjuri/Gamiliroi man and a community leader from Dubbo and a long-time friend and supporter of FRNSW's work. He recently met with our Executive Leadership Team and his words in our conversation and when reciting his poem were very powerful.

The successful implementation of our RAP does not solely rest on the responsibility of First Nations staff; it is a collective endeavour that we all must contribute to and share in. I look forward to embarking on this journey together, exploring how we can enhance our impact and advance through various levels of reconciliation. As Uncle Frank Doolan says in his poem, "it's not completed yet", but our work through this RAP will be important steps together for a better future.

Jeremy Fewtrell AFSM
Commissioner
 Fire and Rescue NSW

BRIDGES

*Now listen up you fellas
 Listen up and settle down
 'Cause there has to be some changes
 Right here in this town
 There's too much aggression
 It desecrates the land
 Let's build a bridge instead
 Let's try to understand*

*We're all Indigenous
 From somewhere on this Earth
 We're all connected to
 This tiny bit of dirt
 Culture can live side by side
 Providing there's respect
 Let's build that bridge together
 It's not completed yet*

*Away with prejudice and gang
 violence
 This is not the USA
 There's culture in this country
 And an easier better way
 We can make it happen
 It only takes respect
 Let's build that bridge together
 It's not completed yet*

Frank J. Doolan



Frank J. Doolan with
 Commissioner Jeremy Fewtrell

OUR BUSINESS

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. We are the NSW state government agency responsible for the provision of fire, rescue and hazmat services in cities and towns across NSW in accordance with the Fire and Rescue NSW Act 1989, the State Emergency and Rescue Management Act 1989 and other related legislation.

Our overriding purpose is to enhance community safety, quality of life and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and economy of NSW. In partnership with the community and other emergency services, we work diligently to prevent and prepare for emergencies through strategic planning and extensive training. We also provide counter-terrorism consequence management, emergency medical response in partnership with NSW Ambulance and response to natural disasters and humanitarian relief.

According to our 2023-24 Annual Report, FRNSW currently has:

- 6,822 firefighters
- 4,772 Community Fire Unit members
- 517 administrative and trades staff
- 24 senior executives

FRNSW staff who identify as Aboriginal and/or Torres Strait Islander people total 5.38% as of 30 June 2024:

- | | |
|--------------------------------|-------|
| • All staff | 5.38% |
| • Full time firefighting staff | 5.63% |
| • On call firefighting staff | 5.69% |
| • Senior executive | 0.00% |
| • Admin and trades staff | 2.07% |

FRNSW's operational reach covers NSW. Where required, FRNSW will also respond to national and international incidents.

FRNSW has approximately 343 workplace locations (not including community fire unit locations):

- Head offices (2) – Greenacre and Orchard Hills
- Zone offices (28 offices, 22 locations, 21 shared) – available online [here](#).
- Operational Communications (2) - Newcastle and Alexandria
- Stations (335) – available online [here](#).



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FIRE + RESCUE

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OUR VISION AND RAP

FRNSW maintains recognition of Aboriginal and Torres Strait Islander people as the First Peoples of Australia with the oldest living, continuing connections to culture, lands and seas. We also acknowledge the disadvantage faced by Aboriginal and Torres Strait Islander peoples today across almost every aspect of life.

Achieving reconciliation requires an ongoing commitment to create opportunities for Aboriginal and Torres Strait Islander peoples based on equality, equity, and mutual respect. In 2023, FRNSW embarked on a mission to create their Reflect Reconciliation Action Plan (RAP) for the years 2024-26.

Stonecrab, a 100% owned Aboriginal and Torres Strait Islander strategic consultancy agency, together with the FRNSW RAP Working Group, are committed to ensuring that this Reflect RAP is genuine and impactful.

Through interactive employee workshops, FRNSW helped to create a vision for reconciliation. The following narratives were ideated by the participants and contribute to FRNSW's vision for reconciliation.

FRNSW acknowledges that we are at the beginning of our journey towards reconciliation and have established a RAP that reflects this. It is everyone's responsibility to seek an understanding of Aboriginal and Torres Strait Islander cultures and communities across NSW. We are committed to fostering an inclusive environment and promoting a future of mutual respect and equality. Through our changing diverse workforce, we can proactively adapt our service delivery to better engage and support these communities. Our RAP champion, FRNSW Commissioner Jeremy Fewtrell is committed to driving and championing internal engagement and awareness of the RAP.

“This is great opportunity for us, as a government agency, to promote positivity and progress for the communities we serve”

“We have a knowledge gap about risks and what Aboriginal and Torres Strait Islander peoples need from FRNSW – we should follow co-design principles that state, nothing about us without us”.

“Our goal is to be role models and create an environment where people feel comfortable engaging with us outside of emergencies”

OUR JOURNEY TO RECONCILIATION

OUR PARTNERSHIPS/CURRENT ACTIVITIES

FRNSW has an ongoing commitment to reconciliation. Our RAP will leverage and strengthen the impact of our existing partnerships and initiatives.

ABORIGINAL ARTWORK ON APPLIANCES

Incorporating Aboriginal artwork on FRNSW appliances serves as a symbol of respect, recognition, and reconciliation. It represents our commitment to acknowledging Aboriginal culture and history, fostering community connection, and promoting diversity within our organisation. This initiative aims to further enhance visibility of Aboriginal people within the regions in which we operate with a focus on strengthening the relationships within the broader community we serve and promoting a shared sense of mutual respect.



ABORIGINAL NATION NAMING ON APPLIANCES 2022 TO CURRENT

More than 40 FRNSW stations now display traditional Aboriginal nation names on their trucks, alongside existing geographical names, in the first phase of a state-wide rollout.



ELT ABORIGINAL AND TORRES STRAIT ISLANDER CULTURAL IMMERSION 2022

FRNSW brought together our Executive Leadership Team (ELT) and several of our Aboriginal staff to learn, discuss and ultimately grow our knowledge and understanding of what it means to include Aboriginal culture into our workplace and, notably, why it's imperative we do.





OUR JOURNEY TO RECONCILIATION

INSTALLATION OF YARNING CIRCLE AT EMERGENCY SERVICES ACADEMY 2023

FRNSW is further encouraging respectful and honest conversations and the sharing of traditional knowledge by opening a Yarning Circle at its training centre at Orchard Hills, in Sydney's west.



ABORIGINAL-SPECIFIC DEPLOYMENTS IN COMMUNITY EMERGENCY RESPONSE

In recent years, we've seen our Aboriginal firefighters utilised for emergency response deployments, particularly in regional and rural areas. These deployments specifically engage Aboriginal communities, to assist and support in the aftermath of emergencies such as natural disasters.



EXECUTIVE CHALLENGE ACADEMY FOUNDATION FOR LEADERSHIP PROGRAM AUGUST/OCTOBER 2023

Through their Executive Challenge Academy, the Alliance for Leadership Learning facilitated an Aboriginal and Torres Strait Islander intake for their 'Foundations for Leadership' program. This initiative saw 13 Aboriginal firefighters complete the program and develop their skills and knowledge as future leaders across their teams, our organisations and/or their communities.

INDIGENOUS FIRE AND RESCUE EMPLOYMENT STRATEGY IFARES 2014 TO CURRENT

The Indigenous Fire and Rescue Employment Strategy (IFARES) has become a successful pathway for Aboriginal and Torres Strait Islander men and women interested in becoming a firefighter. The program started in 2014 with 15 applicants for a pilot program in South-West Sydney, which quickly grew to over 100 applications the following years. Candidates complete a certificate III in Fitness and gain an insight into the role of a firefighter. In 2021, 22 Aboriginal applicants successfully completed the program with 13 participants going on to become full-time firefighters.



ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY COUNCIL (ATSIAC)

The Aboriginal and Torres Strait Islander Advisory Council (ATSIAC) was formed in 2016 with the aim of consulting Aboriginal and Torres Strait Islander staff on their lived experiences and issues they face in their workplace. The focus has been on career advancement and training opportunities which have resulted in progress in each of these areas. Membership is open to Aboriginal and Torres Strait Islander employees and to those who work alongside and within communities.

CULTURAL AWARENESS TRAINING

The Education and Training directorate have introduced comprehensive cultural awareness training to all instructors and new firefighter recruits, aiming to significantly enhance their understanding and sensitivity, while fostering a more inclusive and respectful environment.





RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and communities.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2025	Deputy Commissioner, Field Operations
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Deputy Commissioner, Field Operations
	Engage with identified stakeholders to form community connections and support community needs.	June 2025	Deputy Commissioner, Field Operations
	Embed Aboriginal and Torres Strait Islander community emergency response into major incident management plans.	August 2026	Deputy Commissioner, Strategic Capability
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025	Director, Media, Comms & Engagement
	RAP Working Group members to participate in an external NRW event.	May/June Annually	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	March 2025	Commissioner
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2025	Commissioner
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2025	RAP Working Group Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2025	Senior Aboriginal Organisational Change & Development Advisor
	Create visual collateral throughout our business to reflect our Reconciliation commitment.	December 2025	Director, Media, Comms & Engagement
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2025	Director, HR & Organisational Development
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Director, HR & Organisational Development



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.	June 2025	Director HR & Organisational Development
	Conduct a review of cultural learning needs with our organisation.	August 2026	Manager, Organisational Change & Development
	Introduce locally focused cultural learning into Station Service Delivery Plans.	December 2025	Deputy Commissioner, Field Operations
	Introduce cultural learning modules for induction and on-boarding to FRNSW.	June 2026	Director HR & Organisational Development
	Introduce an Aboriginal and Torres Strait Islander cultural event calendar.	March 2025	Director, Media Comms and Engagement
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and employees by observing cultural protocols.	Increase employee understanding and education behind the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.	December 2025	Director, Media Comms and Engagement
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2025	Deputy Commissioner, Field Operations
	Continue state-wide roll out of traditional Aboriginal Nation names on appliances.	December 2025	Director, Fleet
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2025	Director, Media Comms and Engagement
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Director, Media Comms and Engagement
	RAP Working Group to participate in an external NAIDOC Week event.	July Annually	RAP Working Group Chair
	Empower and recognise the role of the FRNSW Aboriginal and Torres Strait Islander Advisory Council (ATSIAC).	June 2025	Commissioner



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.	December 2025	Manager, Talent Acquisition
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	Manager, Talent Acquisition
	Enable a targeted FRNSW Indigenous internship initiative.	August 2026	Manager, Organisational Change & Development
	Research Aboriginal and Torres Strait Islander education to employment pathways (inc. barriers).	August 2026	Manager, Organisational Change & Development
	Research barriers to employment at FRNSW for Aboriginal and Torres Strait Islander people.	August 2026	Director HR & Organisational Development
	Review FRNSW IFARES initiative to improve Aboriginal and Torres Strait Islander representation across our employee base.	August 2026	Director HR & Organisational Development
	Build a business case for Aboriginal and Torres Strait Islander identified/targeted positions across the directorates.	August 2026	Director HR & Organisational Development
	Build a business case for identified job positions that require cultural proficiency skills.	August 2026	Director HR & Organisational Development
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	FRNSW identify opportunities to attend Aboriginal and Torres Strait Islander Career events.	December 2025	Manager, Talent Acquisition
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2026	Director Strategic Procurement and Contract Services
	Investigate Supply Nation membership.	June 2026	Director Strategic Procurement and Contract Services
	Create a FRNSW Aboriginal and Torres Strait Islander supplier/vendor master-list.	August 2026	Director Strategic Procurement and Contract Services



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	February 2025	Executive Director People & Culture
	Draft a Terms of Reference for the RWG.	February 2025	Manager, Organisational Change & Development
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	Manager, Organisational Change & Development
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2025	Director HR & Organisational Development
	Engage senior leaders in the delivery of RAP commitments.	February 2025	Executive Director People & Culture
	Provide support to senior leaders to effectively champion our RAP internally.	October 2025	Senior Aboriginal Organisational Change & Development Advisor
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2025	Executive Director People & Culture
	Support and maintain the Aboriginal and Torres Strait Islander Advisory Council (ATSIAC).	February 2025	Manager, Organisational Change & Development
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Manager, Organisational Change & Development
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Manager, Organisational Change & Development
	Complete and submit the annual RAP Impact Survey.	30 September annually	Manager, Organisational Change & Development
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2026	Manager, Organisational Change & Development

CONTACT DETAILS

Position Senior Aboriginal Organisational Change and Development Advisor

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