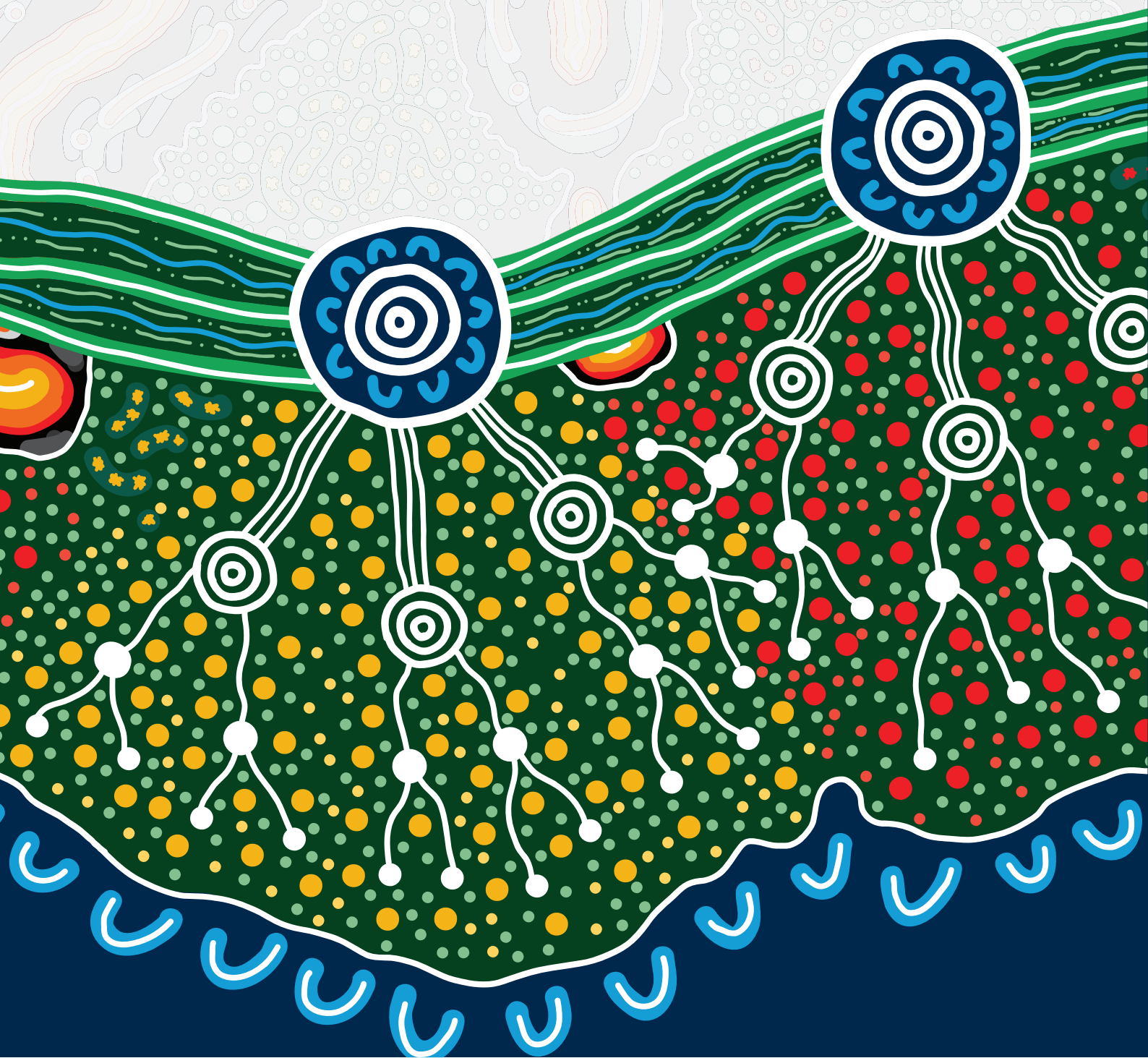




Innovate

Reconciliation Action Plan

October 2025 – October 2027





Acknowledgement of Country

The Department of Fire and Emergency Services (DFES) acknowledges the Aboriginal and Torres Strait Islander people throughout the state of Western Australia as the Traditional Custodians of the lands where we live, work and volunteer. We recognise Aboriginal and Torres Strait Islander peoples' continued connection to land, waters, and community, and pay our respects to Elders both past and present.

Acknowledgements

DFES also acknowledges the DFES Reconciliation Action Plan Working Group for their valued contribution to the development of DFES' Innovate Reconciliation Action Plan (RAP) 2025-2027, combining the voices of Aboriginal and Torres Strait Islander people and other Australians to set targets and meaningful outputs and outcomes as DFES moves forward in our reconciliation journey. We extend our gratitude to Kambarang Services for their expertise, guidance, and facilitation of working groups as part of the consultation process. To Reconciliation Australia we thank you for your knowledge and support throughout the development of DFES' Innovate RAP 2025-2027.

Aboriginal and Torres Strait Islander people are advised that this publication may contain images of people who have passed away.

Copies of this document are available in alternative formats upon request.

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Commissioner's Commitment



To achieve our vision of **all Western Australians working together for a safer State**, it is crucial that we reflect and represent the community we serve.

As an emergency management organisation, the Department of Fire and Emergency Services (DFES) recognises and acknowledges the importance of showing mutual respect, fair treatment and a willingness to be there for one another, especially in the event of an emergency or disaster. DFES is committed to a reconciled Australia, proudly working in partnership with Aboriginal and Torres Strait Islander people to achieve optimal outcomes for all who engage with our services.

We know that Aboriginal and Torres Strait Islander people have a close physical and spiritual connection with Country. Aboriginal and Torres Strait Islander people care for and belong to Country, along with their family, kin, community and ancestors. This connection is core to their health and wellbeing. DFES recognises the value of Aboriginal and Torres Strait Islander people's knowledge of land management and the role it plays in improving disaster resilience.

The DFES Innovate Reconciliation Action Plan (RAP) 2025-2027 considers the needs, experiences, and voices of Aboriginal and Torres Strait Islander people to enable us to work cross-culturally and build on our existing cultural awareness. Our RAP aims to ensure that our communications, policies, systems of work, and service delivery are culturally competent and safe.

The DFES Corporate Executive supports and champions this RAP, continuing to advocate for and support actions that advance reconciliation. We will continue to consult and partner with Aboriginal and Torres Strait Islander people, with humility and respect when managing environmental risks.

I commend our internal RAP Working Group (RWG) comprised of self-nominated members including Aboriginal and Torres Strait Islander employees, who continue to provide stewardship within DFES for the implementation of the RAP and advocate the need to create culturally safe environments for all Aboriginal and Torres Strait Islander people.

Contributing meaningfully towards building cultural competencies is necessary for a harmonious society, and a safer State and a culturally competent and safe emergency organisation.

Our RAP is a considered approach that is action-orientated and designed with continuous improvement in mind. At its core, our RAP obligates DFES to appreciate that the responsibility for reconciliation belongs with us all. Through a consolidated effort, the people of Western Australia can rely on DFES to deliver an inclusive emergency service that meets the needs of all.

Darren Klemm AFSM
Commissioner

Statement from the CEO of Reconciliation Australia



Reconciliation Australia commends WA Department of Fire and Emergency Services (DFES) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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

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

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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. DFES is part of a strong network of more than 3,000 corporate, government and not-for-profit organisations that have taken goodwill and intention and transformed it into action.

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

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

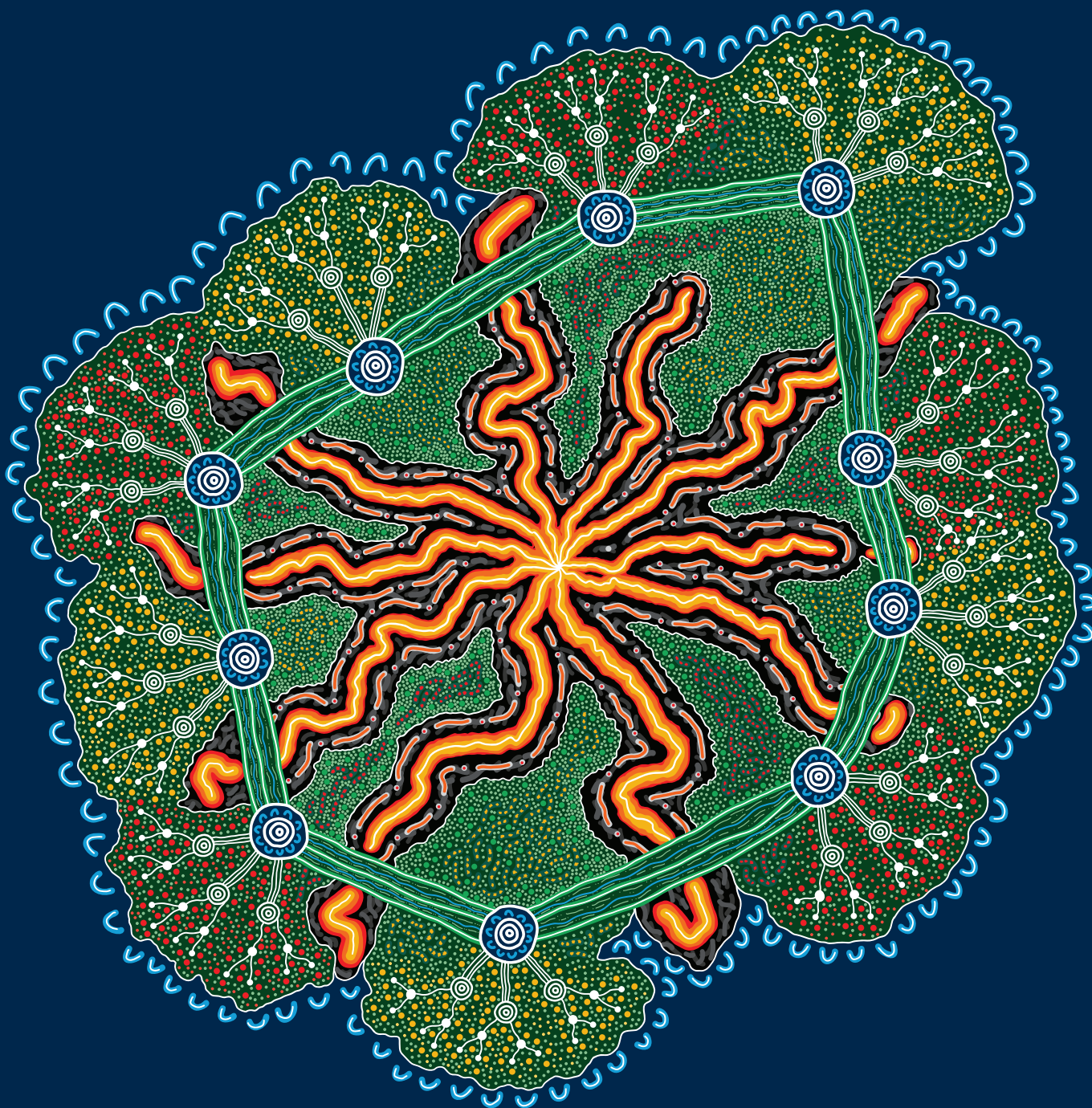
Congratulations WA DFES on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our RAP Artist and Artwork



About the Artist

A Goreng Menang Noongar man, Kieron grew up in Albany in the Great Southern and moved to Perth (Boorloo) in 2009.

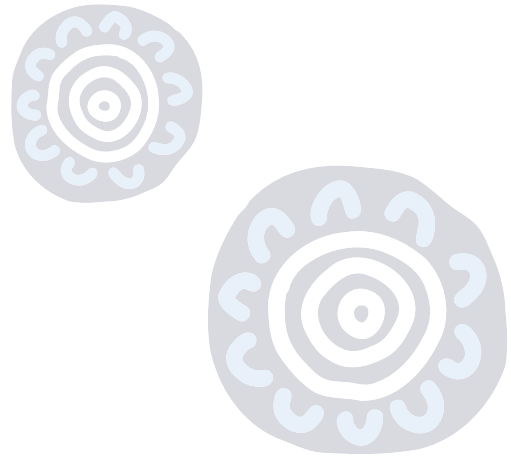
Embracing creativity from a young age, Kieron has explored various forms of art, including design and music since 2010. Kieron is grateful for the support and opportunities to learn from the many Aboriginal artists he's worked with, which has helped shape his creative and technical skills.

As a proud dad of two young boys, Kieron embraces his responsibility to share culture and knowledge so his kids can be proud of their culture, who they are, and where they come from. He believes that by listening, learning, and seeking to understand one another, society can become a more inclusive place.

Naariny - Burning

Fire is alive, moving and breathing. It holds both beauty and danger, creation and destruction. Flames can burn fiercely, yet within that heat lies renewal. It can open seeds, feed the soil and bring balance back to Country.

"Naariny - Burning" centres around a bushfire. The flames dance across the land, leaving a charcoal reminiscence of a beautiful landscape that once stood before. In the spaces where the fire did not touch, native flora is blooming and bushland is thriving, living proof of rejuvenation cycles gone by. The charcoal orange lines and red dots represent the coming together of DFES, our community and volunteers, working together to protect our boodja (Country).



Surrounding the fire are ten campsites that represent the ten regions of WA. Connected by journey lines, waterways and knowledge, this encapsulates the importance of our connection to boodja (Country) and each other.

From these campsites, more journey lines and places spurt outwards to show further connection to community and the strengthening of relationships as we continue to grow together. This is laid out to represent trees and rejuvenating bushlands, recovering and thriving after a fire. The yellow and red colours have been chosen to depict Wattles, Banksias and the floral emblem of Western Australia, the Red and Green Kangaroo Paw.

The outer blue symbols are people, representing our community, talking and listening to each other, knowing that to stand before fire is to feel its power, a force to be respected. It is both light and shadow, danger and beauty and a reminder that everything is connected and, with knowledge and care, fire becomes not just flame but life itself.

Department of Fire and Emergency Services

About Us

As WA's leading emergency management agency, DFES performs a critical role coordinating emergency services staff and volunteers to comprehensively manage a range of disasters, natural hazards and emergency incidents through a combination of prevention, preparedness, response and recovery.

DFES works closely with a number of agencies and emergency service providers such as the Department of Biodiversity, Conservation and Attractions, Western Australia Police Force and St John Ambulance WA, responding to bushfires, coordinating and conducting search and rescue missions on land and sea and assisting at road and traffic emergencies across the State. Through our partnerships, we deliver emergency management services for the largest jurisdiction in Australia, with a population of approximately 2.8 million.

Our staff and volunteers have a wide range of experience and skills and collectively play an important part in making WA a safer place to live. We operate 24 hours per day, seven days a week, on land, in the air and by sea across 2.5 million square kilometres, responding to cyclones, floods, earthquakes, fire, storm, tsunami, structure collapse and hazardous material spills and are responsible for the State's 'post disaster' recovery across 28 hazards.

With our emergency management stakeholders and the community, we strive to maximise the ability of the whole sector to work together for a safer State.





The team at Derby Volunteer Fire and Rescue Service huddling together.

Our People

- Career Fire and Rescue Service (CFRS)
- Bush Fire Service (BFS)
- State Emergency Service (SES)
- Volunteer Fire and Emergency Services (VFES)
- Volunteer Fire and Rescue Services (VFRS)
- Marine Rescue Western Australia (MR)
- Public Service Officers and Technicians.

DFES encompasses more than 1,800 operational and corporate staff, 2.7% who identify as Aboriginal and Torres Strait Islander. It is supported by an extensive network of more than 26,000 volunteers, 0.9% who identify as Aboriginal and Torres Strait Islander people. Volunteers are crucial to DFES, attending over 12,888 incidents per year.

The diversity of our workforce is fundamental to ensuring the services we provide are accessible and effective for all people who live, work and visit WA and meet our objective to create a safer State.

Our Vision

All Western Australians working together for a safer State.

Our Purpose

To achieve a safer WA by enabling and protecting the community before, during and after emergencies.

Our Values

Our values underpin what we do and how we are seen – as leaders in our field, upholding the highest standards of integrity, professionalism, and duty.

Teamwork

We are strongest when we work together. We value the skills and attributes each person brings and the role they play.

Leadership

We encourage people to lead through action and attitude. We nurture leadership in ourselves and our communities.

Trust

We rely on each other. We always treat each other with respect and act with integrity.

Commitment

We are dedicated to getting the best outcomes for our community. We go above and beyond to be prepared for the unexpected.

Our Vision for Reconciliation

Our vision for reconciliation is for DFES and Aboriginal and Torres Strait Islander people, throughout WA, to work together in meaningful partnerships that lead to truth telling, empowerment and equity. We respect and value Aboriginal and Torres Strait Islander cultures and acknowledge the ongoing connection to Country.

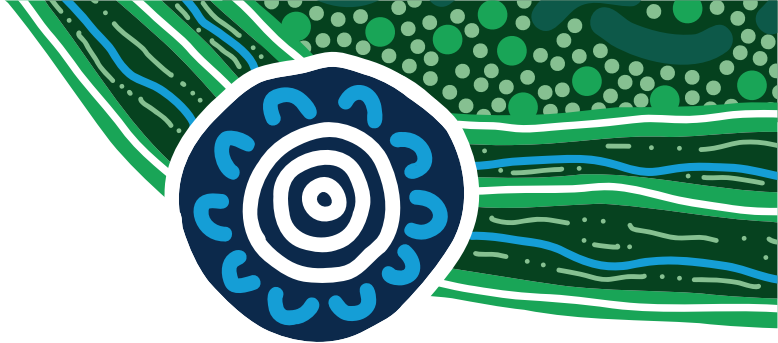
The building block for equity is empowerment and inclusion of all Aboriginal and Torres Strait Islander people within our organisation and the communities we serve. Taking active steps to respect cultures, kinships, protocols and cultural knowledge is paramount to achieving our vision for reconciliation.

DFES seeks to partner with Aboriginal and Torres Strait Islander people to ensure that cultural knowledge and strengths are applied across the emergency management lifecycle. We will work collaboratively with Aboriginal and Torres Strait Islander people and ensure active involvement in emergency management planning and decision-making as it directly impacts Aboriginal and Torres Strait Islander people and communities.

Our RAP aims to create a two-way learning and working culture that facilitates collaboration and sharing of knowledge for mutual benefits and outcomes for Aboriginal and Torres Strait Islander people and DFES. Through our RAP we recognise and accept our shared history and embrace opportunities that will support reconciliation.



Our Reconciliation Action Plan



We understand the importance of strengthening our partnerships with Aboriginal and Torres Strait Islander people to progress reconciliation. We recognise the unique understanding and relationship Aboriginal and Torres Strait Islander people have with our natural environment. Through respecting and supporting traditional leadership and protocols, we can effectively incorporate traditional systems of care and management of Australian lands and seas to optimise how we respond to disasters and natural hazards.

To inform our approach, we considered our reconciliation journey to date, by reviewing the outcomes of our Reflect RAP 2008-2013 and considered several landmark documents and strategies including:

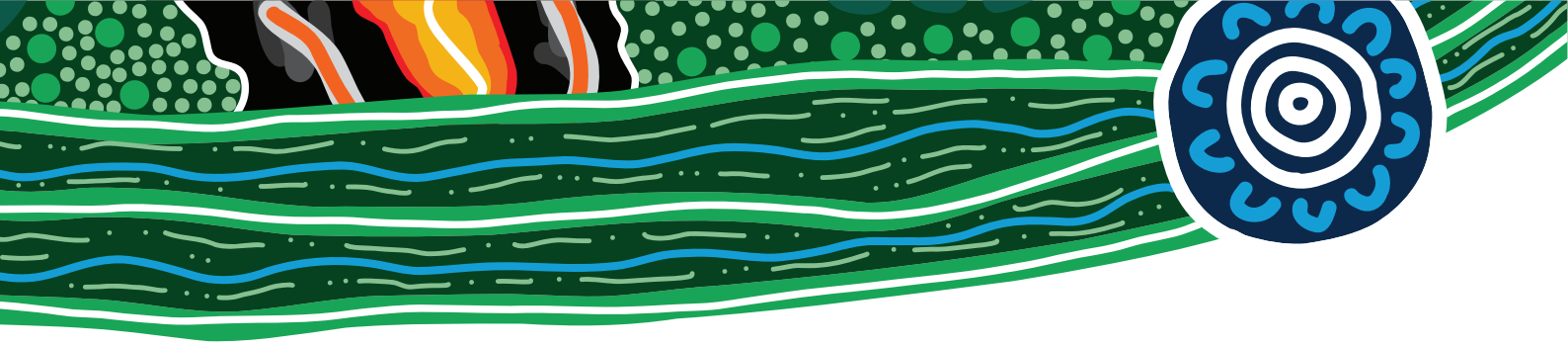
- **The Australian Reconciliation Barometer¹:**
A national research survey that is conducted every two years to explore the relationship between Aboriginal and Torres Strait Islander people and other Australians and how perceptions affect progress towards reconciliation.
- **The National Closing the Gap Strategy (The Agreement)²:** A commitment to ensuring that all policies and programs that impact on the lives of Aboriginal and Torres Strait Islander people are developed through transparent and authentic partnerships.
- *The Closing the Gap Jurisdictional Implementation Plan 2023-2025 Western Australia³:* A collaborative approach to the empowerment of Aboriginal and Torres Strait Islander people. Containing two parts, the Implementation Plan is a living document that is refined and updated every two years.
- *The Aboriginal Empowerment Strategy⁴:* An outline of how the Western Australian Government will meet its commitments under the Agreement. The Aboriginal Empowerment Strategy provides a framework for working in collaboration with Aboriginal and Torres Strait Islander people to support the development of policies, plans, initiatives and programs that will contribute to better outcomes for Aboriginal and Torres Strait Islander people.

¹ www.reconciliation.org.au/reconciliation/australian-reconciliation-barometer

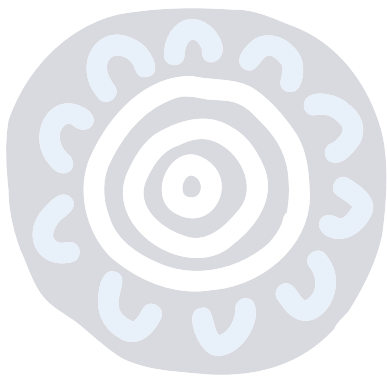
² www.closingthegap.gov.au/national-agreement

³ www.wa.gov.au/system/files/2023-10/ctgseptember_0.pdf

⁴ www.wa.gov.au/government/publications/aboriginal-empowerment-strategy-western-australia-2021-2029



- **The National Climate Resilience and Adaptation Strategy⁵:** In line with the priority reform commitments made by all Australian governments, will ensure that climate impacts are factored into the delivery of services, policies to promote resilience of vulnerable communities and partnerships with Aboriginal and Torres Strait Islander people.
 - As a standing member of the State Emergency Management Committee, we are playing our role in developing an *Emergency Management Sector Adaptation Plan*. This action plan intends to outline opportunities to embed Aboriginal and Torres Strait Islander people's ecological knowledge to improve the health of our ecosystems.



Our RAP provides a roadmap to deliver actions that will contribute meaningfully to reconciliation. Through shared decision-making we will encourage initiatives that empower Aboriginal and Torres Strait Islander people and strengthen DFES cultural competency.

Advancing reconciliation requires engagement, commitment, top-down leadership and ownership across the whole organisation, ensuring that DFES takes timely and active steps to embed inclusive practices into our policies and procedures and systems of work. For the development of our RAP, the following DFES documents were cross-referenced⁶:

- Strategic Plan
- Strategic Workforce Plan
- Disability Access and Inclusion Plan
- Multicultural Action Plan
- Code of Conduct.

In developing our RAP, DFES consulted with external stakeholders, including Aboriginal and Torres Strait Islander people and respected Aboriginal Community Controlled Organisations.

⁵ www.dcceew.gov.au/climate-change/policy/adaptation/strategy/ncras-2021-25

⁶ Note: As documents are reviewed regularly, dates are not provided.

Current versions of the listed documents can be accessed through publications.dfes.wa.gov.au



Our RAP Working Group

To prepare this Innovate RAP, DFES formed an internal RWG. To create a diverse RWG with meaningful representation, an invitation to join was open to all staff to self-nominate. The RWG oversees and implements the RAP, with an Aboriginal and Torres Strait Islander representative co-chairing the group.

To ensure cultural safety and competency, Kambarang Services facilitated several workshops to support our RAP development and strengthen the RWGs capability to drive implementation of the RAP across DFES.

The RWG prioritised Reconciliation Australia's three pillars of relationships, respect, opportunities, built on a foundation of governance in the following way:

1. Build on current and past actions that strengthen relationships.
2. Provide opportunities for staff and volunteers to increase their cultural awareness.
3. Pilot new initiatives to support Aboriginal and Torres Strait Islander people within our workforce.
4. Strengthen the RWG to build the capability and capacity to implement and advocate for the RAP.

To support authentic engagement with Aboriginal and Torres Strait Islander people, the RWG will promote actions and provide guidance and consult with nominated lead business areas to help successfully implement this RAP.

Our RAP Champions

To further embed and strengthen the implementation of our RAP, DFES has appointed two Corporate Executive members to be RAP Champions. The Champions, a Deputy Commissioner and Executive Director, will provide ongoing guidance and support to influence the successful implementation of DFES' RAP.



Our Reconciliation Journey

Part of reconciliation is reflecting on past experiences, recognising that active work towards reconciliation is key to a sustainable future for all. We acknowledge that DFES is on a journey to build cultural competency across our workforce. As organisational cultural competency builds, we will iteratively review this RAP to ensure it accurately reflects the enhanced capability and emerging opportunities.

Challenges and Learnings

- A key challenge has been adapting to our ever-changing landscape and embedding learnings and inclusiveness into daily operations, as our cultural competency awareness and obligation grows.
- We continue to proactively refine our recruitment pathways to reach the Public Sector Commission's aspirational target of 3.7%. DFES has piloted several initiatives, including:
 - The 'Ignite your Future' video featuring interviews with Aboriginal and Torres Strait Islander firefighters.
 - Invitation only Open Day sessions at the WA Fire and Emergency Services Academy for prospective Aboriginal and Torres Strait Islander applicants.
 - Aboriginal and Torres Strait Islander networks and service providers receive fliers to assist with the attraction of Aboriginal and Torres Strait Islander people to career firefighting.
- With a large workforce, driven predominately by volunteers, opportunities for cultural awareness training remains a priority. Development of resources to build the capacity of volunteers and staff to be respectful and inclusive of Aboriginal and Torres Strait Islander people's culture is core to the improvement of relationships. In 2021, DFES published *A Cross-Cultural Guide: Working with Aboriginal People*. This guide is a resource that provides guidelines for working alongside Aboriginal and Torres Strait Islander people and communities in a respectful manner. It is an ongoing challenge to establish a sustainable process to ensure the resource remains current with appropriate consultation.



- Our Bushfire Centre of Excellence (BCoE) has established a Cultural Fire Program that has successfully identified innovative ways to develop and enhance the application of cultural burning practices by linking contemporary fire management with traditional fire practices, such as the participation in cultural burns led by Elders. This has been supported by strong relationships based on trust, respect for cultural protocols and governance and demonstration of cultural competence and safety. The program learnings informed how we approach collaboration opportunities and ensured our program built the capability of non-Aboriginal organisations to support cultural fire initiatives.
- We have proudly developed strong relationships with the communities we serve. For example, the excellent outcomes achieved by our staff and volunteers who helped communities affected by the Kimberley Floods are a testament to our commitment to building connections with Aboriginal and Torres Strait Islander people.
- As a statewide organisation, we seek ways to use our sphere of influence to share our respect for Aboriginal and Torres Strait Islander culture with the wider community. One example includes a public naming competition for the new Black Hawk helicopters. There were over 2,500 entries which were narrowed down to a list of five pairs. With over 12,000 votes cast, the winning names were Yelka and Florian. Yelka is the Noongar word for hawk, while Florian is the patron saint for firefighters. The names honour both the State's Aboriginal and Torres Strait Islander peoples' heritage and all firefighters.
- We also seek to weave local Aboriginal and Torres Strait Islander peoples' knowledge into messaging, including sharing seasonal calendars, Aboriginal and Torres Strait Islander peoples' words and phrases, and dates of significance to demonstrate our ongoing commitment to reconciliation.

Case Study: Cultural Fire Program

In 2018, the State Government announced a rural fire reform package in response to the recommendations of the Reframing Rural Fire Management: Report of the Special Inquiry into the January 2016 Waroona Fire. Changes included the establishment of a Rural Fire Division within DFES as well as the establishment of the BCoE. The establishment of the BCoE is an example of the growth of our capability through the formation of close partnerships with other jurisdictions and Aboriginal and Torres Strait Islander people.

Aboriginal and Torres Strait Islander peoples' knowledge of effective fuel management has successfully facilitated effective land management for tens of thousands of years to care for and protect the natural environment. Cultural land and fire management practices involve a deep connection to Country, with an emphasis on balance, sustainability and knowledge sharing. Cultural burning is one of many cultural land management practices and is informed by strict protocols and an appreciation for the connectedness of Country, culture and community. Cultural burning is built on traditional knowledge and is founded by a deep understanding of the land, helping to identify the right time and conditions for burning to support a broad range of cultural, environmental, practical and spiritual outcomes.

The BCoE's Cultural Fire Program's purpose is to enhance the understanding and application of cultural fire practices to strengthen the capability of the WA bushfire management sector. The program aims to support the culturally safe and respectful integration of cultural and contemporary burning and land management practices.



In September 2025, the DFES Cultural Fire Program partnered with Gnaala Karla Booja Impact Rangers and Wespine Industries to deliver fire training on Country. (Peter Galvin, DFES).

To help achieve this purpose, strong relationships with Aboriginal and Torres Strait Islander people are required, to enable collaboration, two-way knowledge sharing, and improved capacity to support cultural burning initiatives.

The program supports the safe and respectful integration of cultural and contemporary burning and land management practices which enables application across WA. A mixture of traditional and contemporary practices is being used with great success. The intent of the program is to support the development, implementation, coordination and promotion of both existing and future programs.



Relationships

Building and maintaining mutually respectful relationships

DFES will actively play a role in understanding Aboriginal and Torres Strait Islander peoples protocols and perspectives. Actively seeking and forming connection with Aboriginal and Torres Strait Islander peoples' world views, values, traditions, and approaches, prioritises relationships and supports working together from a strengths-based approach.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within the community.	July 2026	Regional Superintendents
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	RWG Chairperson
	• Each DFES region to reach out to one new Aboriginal and Torres Strait Islander stakeholder group with a view to develop, establish and maintain a new relationship.	December 2026	Regional Superintendents
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2026, 2027	RWG Chairperson
	• RWG members to participate in an external NRW event.	May 2026, 2027	RWG Chairperson
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026, 2027	RWG Chairperson
	• Organise at least one NRW event each year.	May 2026, 2027	RWG Chairperson
	• Register NRW events via Reconciliation Australia's NRW website.	May 2026, 2027	RWG Chairperson



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• RWG to develop and implement strategies to engage our staff in reconciliation.	December 2025, 2026	RWG Chairperson
	• Communicate DFES commitment to reconciliation publicly through good news stories and social media.	May 2026, 2027	Director Media and Corporate Communications
	• Explore the opportunity to recognise individual staff and volunteers, and teams that contribute towards enhancing reconciliation.	June 2026	Director Media and Corporate Communications
	• Explore opportunities (eg the Cultural Fire Program) to positively influence DFES external stakeholders to drive reconciliation outcomes.	December 2025, 2026	Deputy Commissioners and Executive Directors
	• Collaborate with RAP organisations and other like-minded organisations to develop ways to advance reconciliation.	December 2025, 2026	Deputy Commissioners and Executive Directors
4. Promote positive race relations through anti-discrimination strategies.	• Regularly review Human Resource and Safety policies and procedures to identify existing anti-discrimination provisions and future needs.	December 2026	Director Human Resources and Safety
	• Engage Aboriginal and Torres Strait Islander employees and/or advisors to consult on our Prevention of Bullying, Discrimination and Harassment at Work policy.	December 2026	Assistant Director Industrial Relations
	• Communicate our Prevention of Bullying, Discrimination and Harassment at Work policy.	December 2025, 2026	Assistant Director Industrial Relations
	• Where appropriate, suggest inclusion of Aboriginal and Torres Strait Islander representation on DFES Governance Committees and Internal Working Groups.	December 2026	Director Strategy and Governance
	• Build senior leaders' awareness on the adverse impacts of racism.	December 2025	Assistant Commissioner Learning and Development
	• Support managers and selection panels use measures to achieve equality including Sections 50(d) and 51 under the Equal Opportunity Act 1984 (WA) by providing training and resources.	December 2025, 2026	Assistant Director Workforce Capability and Benefits



Respect

Respectfully acknowledge Aboriginal and Torres Strait Islander cultures, histories and rights.

DFES strives to strengthen its cultural responsiveness by understanding, respecting, and acknowledging the languages, cultures and histories of Aboriginal and Torres Strait Islander people. Cultural learning is an ongoing journey for the department and its employees. DFES is committed to providing staff support to continually enhance their cultural awareness and respect for the languages, cultures, and histories of Aboriginal and Torres Strait Islander people. A workforce culture of respect will assist the department and employees to progress reconciliation amongst our staff and in the community.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander culture, history, knowledge, and rights through cultural learning.	• Conduct a review of cultural learning needs and gaps within DFES.	June 2026	Assistant Commissioner Learning and Development
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2026	Assistant Commissioner Learning and Development
	• Develop, implement and communicate a cultural learning strategy for our staff.	December 2026	Assistant Commissioner Learning and Development
	• Ensure mandatory Aboriginal and Torres Strait Islander cultural training remains part of DFES induction process for all staff.	December 2025, 2026	Assistant Commissioner Learning and Development
	• Ensure significant cultural day for Aboriginal and Torres Strait Islander peoples remains on the calendar of events and is promoted.	March 2026, 2027	Director Media and Corporate Communications
	• Put in measures to ensure all DFES staff complete the Aboriginal and Torres Strait Islander Cultural Awareness training.	June 2026, 2027	Director Human Resources and Safety

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country Protocols to ensure consistent practice. 	December 2025	RWG Chairperson
	<ul style="list-style-type: none"> Review and communicate the DFES <i>A Cross-Cultural Guide: Working with Aboriginal People</i>, that includes protocols for Welcome to Country and other relevant information regarding cultural safety and cultural competency for DFES staff. 	December 2025	Director Human Resources and Safety
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and at all public events and where appropriate a Welcome to Country performed by a Traditional Owner or Custodian. 	June 2026	Director Media and Corporate Communications
	<ul style="list-style-type: none"> Place an Acknowledgement of Country statement and disclaimers of images on DFES publications. 	December 2025	Director Media and Corporate Communications
	<ul style="list-style-type: none"> Display an Acknowledgement of Country plaque in all DFES buildings. 	December 2026	Assistant Commissioner
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week.	<ul style="list-style-type: none"> RWG to participate in external NAIDOC Week events. 	June-July 2025, 2026	RWG Chairperson
	<ul style="list-style-type: none"> Review Human Resources and Safety (HR&S) policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2026	Director Human Resources and Safety
	<ul style="list-style-type: none"> Encourage and support participation in NAIDOC Week events for all staff. 	June-July 2026, 2027	Line Managers
8. Demonstrate commitment to reconciliation.	<ul style="list-style-type: none"> In consultation with Traditional Owners develop Aboriginal and Torres Strait Islander naming conventions for buildings and meeting rooms. 	June 2026	Assistant Commissioner Asset Management
	<ul style="list-style-type: none"> Explore the feasibility of expanding Aboriginal and Torres Strait Islander artwork displayed on DFES uniforms, buildings and other assets, ensuring that the appropriate acknowledgements are in place. 	June 2026	RWG Chairperson
	<ul style="list-style-type: none"> In consultation with Traditional Owners consider adding Aboriginal artwork to buildings that is representative of the local area, especially on new developments. 	June 2026	Assistant Commissioner Asset Management



Opportunities

Creating real opportunities for Aboriginal and Torres Strait Islander employment and career development.

To facilitate equitable participation in the organisation, DFES will develop in consultation with Aboriginal and Torres Strait Islander people, protocols and strategies to recruit, progress, and retain Aboriginal and Torres Strait Islander staff. DFES recognises the value of a diverse workforce and supply chain and the knowledge, skills and experiences that diversity brings to the organisation.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2025	Assistant Director Workforce Capability and Benefits
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through creating a targeted approach when advertising job vacancies.	December 2025	Assistant Director Workforce Capability and Benefits
	• Review HR&S procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	Director Human Resources and Safety
	• Explore strategies to assist with increasing Aboriginal and Torres Strait Islander workforce representation.	December 2025	Director Human Resources and Safety
	• Continue to participate in the Public Sector Commission Solid Futures Aboriginal Traineeship program.	December 2026	Assistant Director Workforce Capability and Benefits
	• Offer Aboriginal and Torres Strait Islander staff access to professional development opportunities such as mentoring and coaching.	December 2026	Assistant Commissioner Learning and Development
	• Use employee perception surveys to explore the barriers to recruitment, retention and professional development for Aboriginal and Torres Strait Islander staff.	December 2026	Assistant Director Workforce Capability and Benefits
	• Undertake culturally safe exit-interviews with DFES Aboriginal and Torres Strait Islander staff who are leaving the organisation to understand why they are departing and how the organisation could create more culturally safe and inclusive workplaces.	December 2026	Assistant Director Workforce Capability and Benefits

Action	Deliverable	Timeline	Responsibility
10. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Continue to implement the Western Australian Government's Aboriginal Procurement Policy into DFES procurement processes. 	December 2025, 2026	Assistant Director Strategic Procurement
	<ul style="list-style-type: none"> Explore Supply Nation membership. 	December 2025	Assistant Director Strategic Procurement
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	December 2025	Assistant Director Strategic Procurement
	<ul style="list-style-type: none"> Ensure internal procurement practices remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses, in line with the Aboriginal Procurement Policy. 	December 2025	Assistant Director Strategic Procurement
	<ul style="list-style-type: none"> Explore opportunities to partner with Aboriginal and Torres Strait Islander people to deliver actions as part of the Emergency Management Sector Adaptation Plan. 	December 2025	Executive Manager State Emergency Management Committee



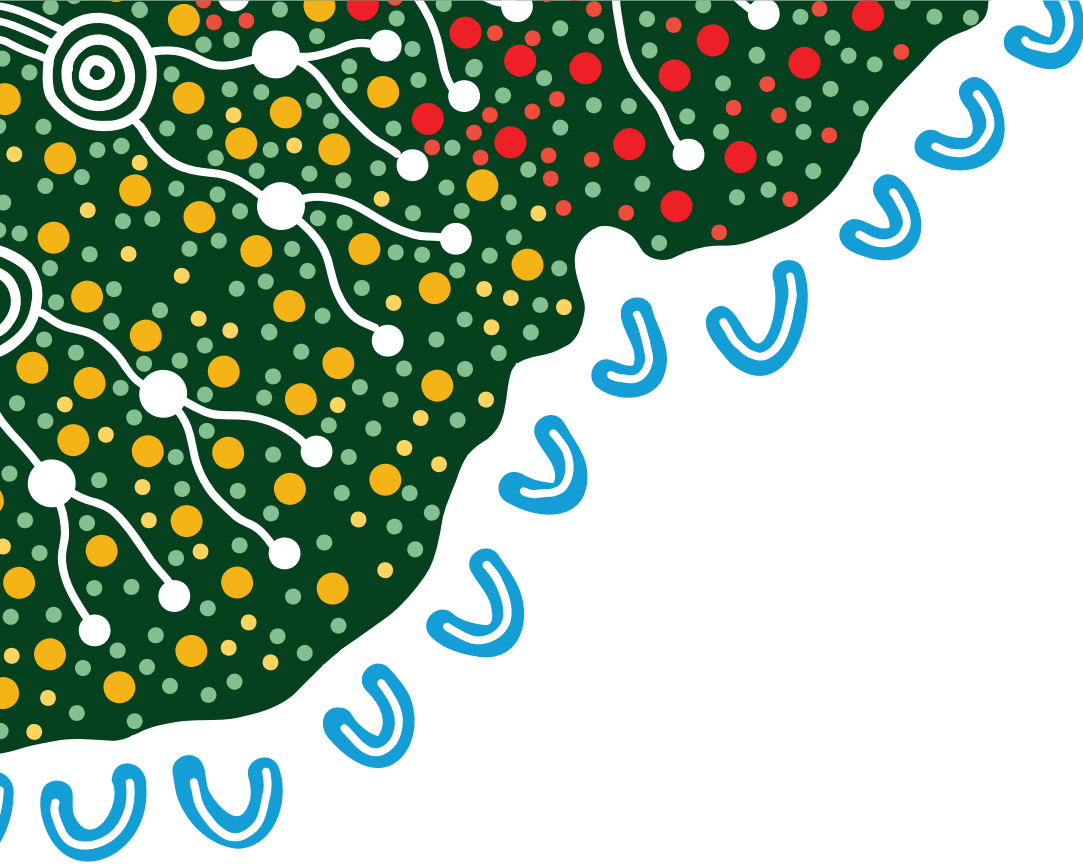
Governance

Demonstrating integrity by sustainably contributing to reconciliation through our strategies, policies and procedures.

DFES is committed to advancing reconciliation. We have consulted with stakeholders to develop a RAP that is realistic and has clear and measurable actions.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RWG to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2025, 2026	RWG Chairperson
	• Review and apply the Terms of Reference for the RWG.	June 2026	RWG Chairperson
	• RWG meets quarterly to drive and monitor RAP implementation.	December, March, June, September 2026, 2027	RWG Chairperson
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resources needed for RAP implementation.	June 2026, 2027	RWG Chairperson
	• Engage senior leaders and employees in the delivery of RAP commitments.	June 2026, 2027	RWG Chairperson
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2026	RWG Chairperson
	• Appoint and maintain an internal RAP Champion from senior management.	June 2026	Corporate Executive Team

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements and learning both internally and externally.	<ul style="list-style-type: none"> • 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. 	August 2026, 2027	Assistant Director Workforce Capability and Benefits
	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Survey to Reconciliation Australia. 	September 2026, 2027	Assistant Director Workforce Capability and Benefits
	<ul style="list-style-type: none"> • Report RAP progress to all staff and senior leaders. 	December 2025, 2026	Assistant Director Workforce Capability and Benefits
	<ul style="list-style-type: none"> • Publicly, report our RAP achievements, challenges, and learnings, through the Annual Report based on information provided from relevant business areas, including case studies and examples where appropriate. 	September 2026, 2027	Director Strategy and Governance
	<ul style="list-style-type: none"> • Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	January 2026	Assistant Director Workforce Capability and Benefits
	<ul style="list-style-type: none"> • Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2026	Assistant Director Workforce Capability and Benefits
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> • Register via Reconciliation Australia's website to begin developing the next RAP. 	June 2026	RWG Chairperson



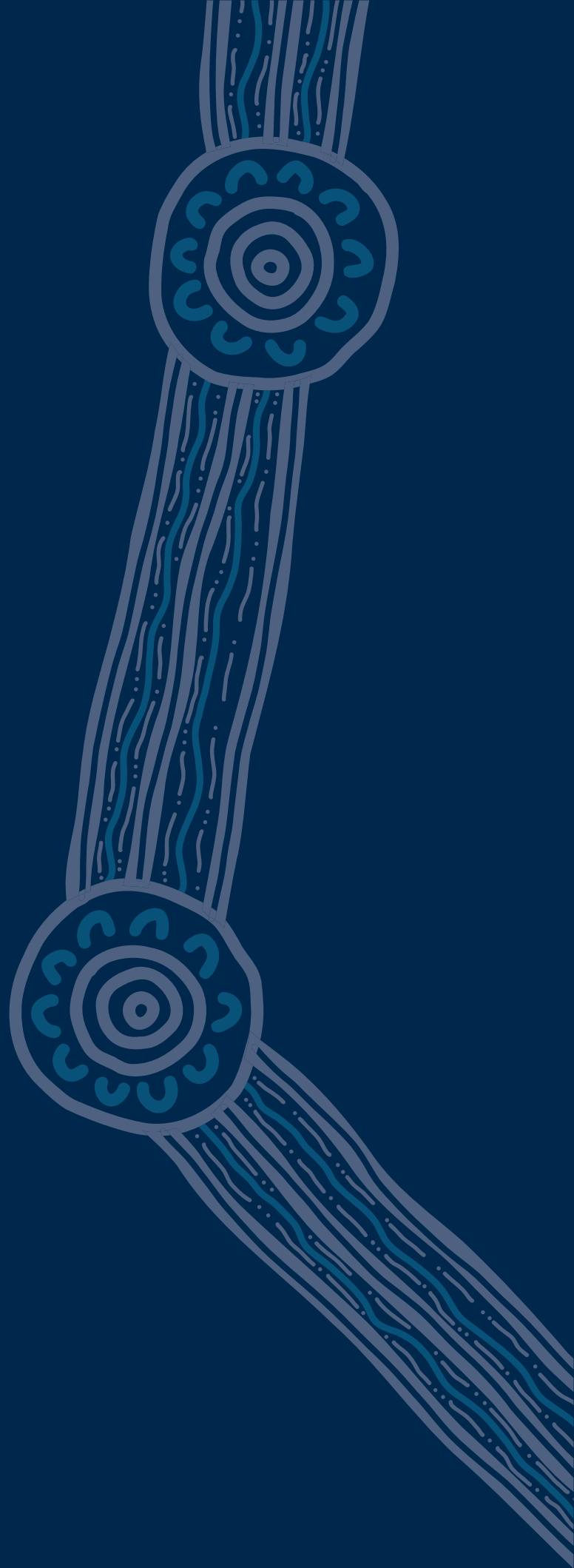
Feedback

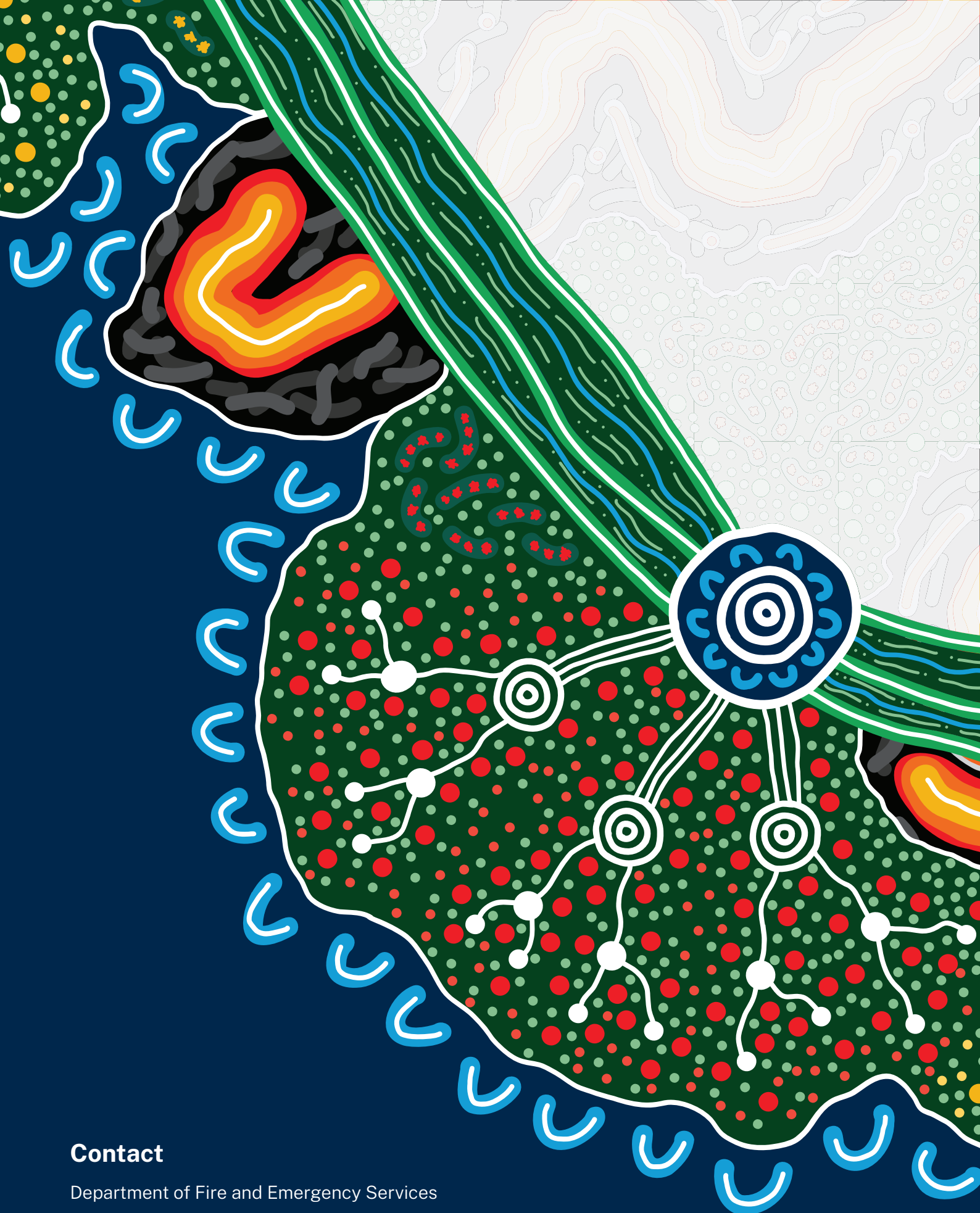
Your feedback is important, and it helps us to improve our services, information and facilities. DFES welcomes ongoing feedback regarding our RAP.

Your feedback may include:

- any barriers that you, or someone you know, from an Aboriginal and Torres Strait Islander background have experienced when accessing our services, information or building facilities.
- positive experiences with initiatives or aspects of our services.
- suggestions to consider for our future RAP.

If you provide any personal information, please know that DFES will keep it confidential and not use it for any other purpose.





Contact

Department of Fire and Emergency Services
Human Resources and Safety
Assistant Director Workforce Capability and Benefits
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