



NSW State Emergency Service

Reflect Reconciliation Action Plan

July 2025 – December 2026



A vertical decorative bar on the left side of the page, featuring a gradient of orange, yellow, green, and blue. It contains various Indigenous Australian patterns, including a snake-like figure at the top, concentric circles, and a large arrow at the bottom.

Acknowledgement of Country

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the Lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing Custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of government policies and practices and recognise our responsibility to work together with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards improved economic, social and cultural outcomes.



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Artwork

CARERS OF OUR COUNTRY YAALI COLLECTIVE AND NSW SES

The background of blues and oranges transition through our diverse landscapes representing our coastal shores to the inland red dust. In contrast they represent the extreme conditions of country in floods and fires in which NSW SES provide support and relief to the community.

The primary foreground meeting places and waterways are our depictions of our culture and ancestors' history of caring for country. This symbolises the deep connection between our people and our country.

The collaborating artists were the attendees at the 2024 NAIDOC event, their contribution is depicted in the black and white symbols and sets the scene with the designs of vibrant native flora, fauna, and other significant elements.

Shifting the tone of the art and story to the collaborative effort in restoring the land of both NSW SES and Aboriginal communities.

The complete design symbolises the integration of cultural wisdom with modern techniques in caring for country. It shows a future of rejuvenated landscape with new growth and thriving wildlife. The Elders, the emergency personnel, and the community stand together, representing connection as Carers of our Country.



The artwork was digitalised in 2025 by Brittney Angus Creative, a Wiradjuri and Ngunnawal graphic designer.

NSW SES Commissioner Foreword

I am proud to launch this NSW SES Reflect Reconciliation Action Plan (RAP), which lays the foundation for authentic and meaningful reconciliation with Aboriginal and Torres Strait Islander peoples.

I am committed to leading an organisation where First Nations people have opportunity, support and hold a sense of belonging and connection. Our Agency is centred on the principles of inclusion, diversity, and belonging.

In 2025, NSW SES celebrated 70 years of service to the community, established following the devastating floods in Maitland in 1955. As we look back, we acknowledge the actions of the past and the journey of the NSW SES.

As we look into the future, it is vital that we listen to First Nations peoples and learn from thousands of years of local cultural knowledge and experience in managing the lands on which we live and work.

This Plan helps us identify and address opportunities for improved inclusion, accessibility, partnerships, and membership with our Agency and frames our engagement with First Nations communities to support and keep them safe.

Our RAP outlines the specific actions and deliverables we are committed in the next 18-months, ensuring accountability across the Agency.

Responsibility sits with every single member of our Service to engage and actively implement our actions. Through this work we are committed to fostering an Agency that is inclusive for all people and communities, and that actively respects and incorporates local cultural knowledge.



Michael Wassing
Commissioner
NSW State Emergency Service

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes NSW State Emergency Services to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. NSW State Emergency Services 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 NSW State Emergency Services 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 NSW State Emergency Services, 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



NSW SES Executive Sponsor Aboriginal and Torres Strait Islander peoples Reference Group & RAP Champion

It is my privilege to be the NSW SES Aboriginal and/or Torres Strait Islander peoples Executive Sponsor and Reconciliation Action Plan Champion.

Together, we will collectively address the unfinished business of reconciliation. This means deepening our understanding of First Nations cultures, histories, educations, and experiences by working towards common goals, where we can continue to build respectful and meaningful relations with each other.

The launch of our Reflect RAP is an opportunity for us to embrace, learn, grow, and strengthen our commitment to reconciliation. Together, we can create an inclusive and supportive environment, fostering a sense of belonging and connection.

We realise that our organisation must continuously evolve to be more inclusive and accessible, making membership available to individuals from all cultures and abilities.

In addition, we need to seek and incorporate the expertise and knowledge of Aboriginal and/or Torres Strait Islander peoples into our organisational structure.

It's crucial to ensure that our Agency is for everyone, regardless of background, and that local cultural knowledge is valued and respected.

As the Executive Sponsor, I thank you for the important role you play in respect to reconciliation, and your ongoing commitment to learning the value of First Nations peoples contribution to the SES and the communities of NSW.



Nicole Hogan
Assistant Commissioner
NSW State Emergency Service



Our Business

The NSW State Emergency Service (NSW SES) is identified in the NSW State Emergency Management Plan (EMPLAN) and the State Emergency Service Act 1989 (NSW) ('SES Act') as the Combat Agency for dealing with floods (including the establishment of flood warning systems), Storms and Tsunamis in NSW and to coordinate the evacuation and welfare of affected communities. NSW SES is required to protect persons from dangers to their safety and health, and to protect property from destruction or damage, arising from floods, storms and tsunamis.

Since establishment in 1955, the NSW State Emergency Service (NSW SES) serves the NSW community and works with communities to prepare for and build community resilience to the consequences of floods, storms and tsunamis. In addition, to its legislated roles, the NSW SES supports other emergency services undertake their core roles, deliver important assistance and provide support in bushfires, responding to medical emergencies, search and rescue operations.

NSW SES' geographical reach covers the entire state of NSW. The NSW SES has 274-unit locations throughout the State, divided into 7 Zones - Southern, South-Eastern, Metro, Western, Northern, North-Eastern and North-Western (see map to right).



NSW SES State Map

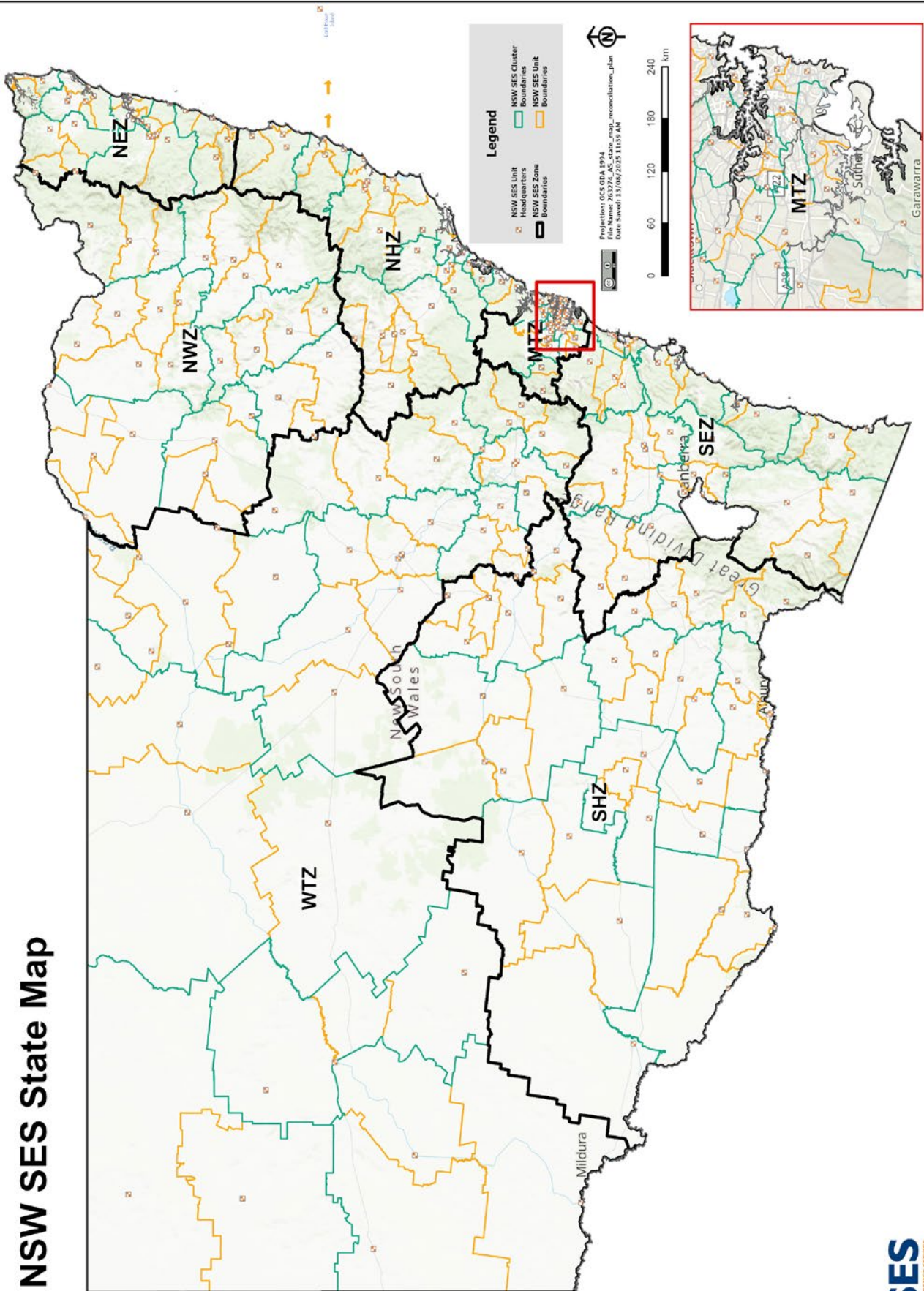


Image credit: NSW SES



Our People

Our highly skilled and trusted teams manage the impact and consequences natural disasters, including floods, storms and tsunamis have on communities.

As of June 30th 2025, NSW SES is made up of 11,417 volunteer members and 619 staff members.

Of our total workforce including volunteers and staff, 4.1% or 489 members shared that they identify as Aboriginal and/or Torres Strait Islander peoples and 631 members or about 5% of our total workforce chose not to share this information.

Total volunteers:

473 (4.1%) shared that they identify as Aboriginal and/or Torres Strait Islander peoples. It is important to note that 568 volunteers, or 5.0% of our volunteer workforce choose not share this information.

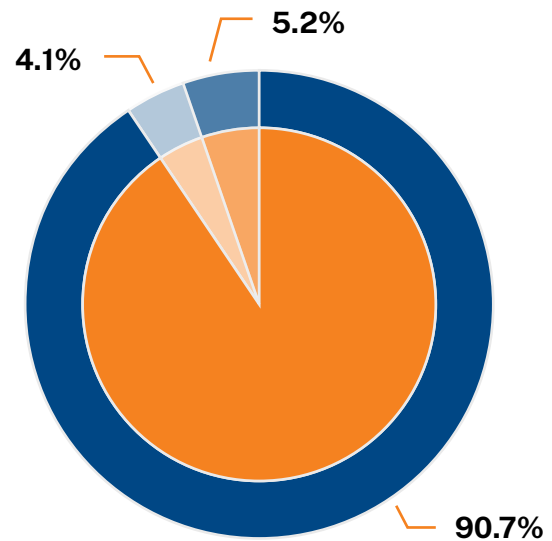
Total employees:

16 (2.6%) shared that they identify as Aboriginal and/or Torres Strait Islander peoples. It is important to note that 63 (10.2%) choose not to share this information.

Combined staff and volunteers:

Total: 12,036

489 (4.1%) shared that they identify as Aboriginal and/or Torres Strait Islander peoples. It is important to note that 631 (5.2%) choose not to share this information.



- Identify as Aboriginal and/or Torres Strait Islander peoples.
- Non-identified
- Do not identify as Aboriginal and/or Torres Strait Islander peoples

Our Service

NSW SES serves all communities across the State, and our aim is for our members to be reflective of each of our communities.

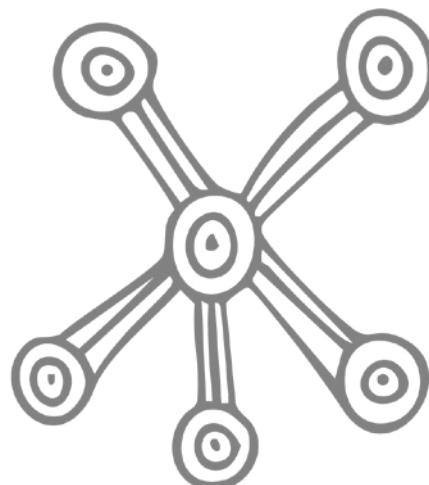
To achieve our mission of saving lives and creating safer communities, we need to reach groups at risk of marginalisation, including Aboriginal and/or Torres Strait Islander peoples and communities. We need to connect effectively with our diverse community members before, during and after emergency events.

To deliver our vision of being a trusted volunteer-based emergency service, working together to deliver excellence in community preparedness and emergency response, we need to harness the diverse knowledge, skills and lived experience that every member brings to the Service and ensure that every member – regardless of background – feels valued and enjoys a sense of belonging.

NSW SES recognises that Aboriginal and/or Torres Strait Islander peoples and communities are at a higher risk of the impact of natural disasters due to a legacy of geographic isolation and a lack of direct access to broader services. These areas can be close to hazard risk due to their location, and can be isolated from essential services due to poor road access.

Current approaches for managing disasters, including provision of NSW State Emergency Service Reflect Reconciliation Action Plan July 2025 – December 2026 warnings and evacuation management do not incorporate traditional cultural knowledge and community practices. This has led to an increased risk to life for Aboriginal and/or Torres Strait Islander peoples, as highlighted in the Flood Response Submission from the Bundjalung Nation following the 2022 Northern Rivers flooding.

Through collaborating, listening and engaging with First Nations communities and leaders, the NSW SES will incorporate traditional cultural knowledge into its disaster mitigation and response planning. As a result, First Nations peoples will have a reduced risk and impact of natural disasters.



Our Reconciliation Action Plan

In developing our Reconciliation Action Plan (RAP), NSW SES engaged Stonecrab, a highly esteemed Aboriginal and Torres Strait Islander consultancy firm that specialises in First Nations engagement and supports organisations in developing RAPs. We acknowledge the support provided by Stonecrab's Director, Jason Timor.

To support the development of the RAP, the NSW SES engaged in key activities in 2024. They included:

- Recruitment and establishment of the NSW SES Aboriginal and/ Torres Strait Islander peoples Reference Group.
- May 2024 - 90 min session workshop with the Senior Leadership Team to commit themselves and the organisation to reconciliation through truth-telling and educational awareness.
- June 2024 - 3.5 hour RAP Working Group session – preliminary identification of priority actions and plan for member consultation.
- July 2024 - Multiple member consultation sessions that included identified and non-identified members to inform the draft RAP.
- September 2024 - The draft RAP was presented to members for feedback.

The RAP launch and implementation is a key action with the Aboriginal and/or Torres Strait Islander peoples Reference Group 2025 Action Plan. To ensure effective implementation of our RAP, NSW SES commits to:

- Holding regular Aboriginal and/or Torres Strait Islander peoples Reference Group meetings to ensure deliverables are implemented across the organisation.
- Providing regular reports on RAP progress to the Diversity and Inclusion Steering Committee, chaired by Deputy Commissioner Corporate Services, on a quarterly basis.
- Engaging with internal and external First Nations stakeholders, seeking guidance, advice and input.

Oversight of the implementation of the Reflect Reconciliation Action Plan is the accountability of NSW SES Aboriginal and/or Torres Strait Islander peoples Reference Group, which reports to the NSW SES Diversity and Inclusion Steering Committee.

The Aboriginal and/or Torres Strait Islander Executive Sponsor (RAP Champion), Director of People and Culture and the Diversity and Inclusion Coordinator will collaborate with internal and external stakeholders to support the Reference Group in implementing the RAP.

Reconciliation is the responsibility of each member of NSW State Emergency Service.

Our Partnerships and Current Activities

NSW SES has a range of informal and formal community partnerships with Aboriginal and/or Torres Strait Islander organisations and community groups across NSW. These include, but are not limited to:

- Aboriginal Affairs NSW.
- Southern NSW Local Health District (Aboriginal and Torres Strait Islander peoples health services).
- Thriv3 Paddling Pathways.

Our internal activities and initiatives to date include, but are not limited to:

Aboriginal and/or Torres Strait Islander Reference Group

- The Aboriginal and/or Torres Strait Islander peoples Reference Group's sole focus is to identify actions and initiatives that improve the wellbeing of all NSW SES Aboriginal and/or Torres Strait Islander members.
- Responsibilities include;
 1. Promote and champion Aboriginal and/or Torres Strait Islander peoples across all business areas;
 2. Develop an Action Plan to implement initiatives that improve the wellbeing and attraction and retention of Aboriginal and/or Torres Strait Islander peoples;
 3. Provide advice and input into the development and implementation of inclusive policies, procedures and practices across the Service, that specifically relate to Aboriginal and/or Torres Strait Islander members;
 4. Collaborate with other Reference Groups and the Diversity and Inclusion Coordinator to ensure the NSW SES provides a safe and inclusive environment;
 5. Support the NSW SES to raise the profile of our Aboriginal and/or Torres Strait Islander members.
- Establishment and recruitment of Executive Sponsor, Diversity and Inclusion Steering Committee (DISC) Champion, Co-Lead (Staff) and Co-Lead (Volunteer) positions for the Reference Group. The Executive Sponsor is Assistant Commissioner Nicole Hogan, DISC Champion is Rebecca Trindall, Co-Lead (Staff) is Marley Blair and Co-Lead (Volunteer) is Dorothy Kelly. These roles will be responsible for driving and championing internal engagement and awareness of the RAP through the Reference Group.
- As the Executive Sponsor for the Aboriginal and/or Torres Strait Islander peoples Reference Group, Assistant Commissioner Nicole Hogan has been appointed the NSW SES RAP Champion.
- 2025 Action Plan written and endorsed. The Action Plan is divided into 4 key areas: D&I Governance – Leadership, Accountability and Reporting; D&I Awareness – Communications and Advocacy; D&I Capacity Building – Learning and Development; D&I Culture – Member and Community Engagement.



Reference Group Leadership team celebrating NAIDOC week

Internal activities to mark dates of significance

- National Reconciliation Week 2023 – Online panel discussion (recording available on internal site).
- NAIDOC Week 2023 – Launch of SBS Core Inclusion First Nations eLearning module.
- National Reconciliation Week 2024 – Launch of NSW Public Service Commission Everyone's Business.
- NAIDOC Week 2024;
 - Inaugural NSW SES NAIDOC Awards – NSW SES Cultural Community Connection and Engagement Award (member or community award).
 - NSW SES NAIDOC Youth Award (member award), NSW SES NAIDOC Individual Award (member award).
 - NSW State Emergency Service Reflect Reconciliation Action Plan July 2025 – December 2026.
 - Workshops included several traditional activities and a feast of cultural bush tucker. Activities included Waybarra (weaving), Gulaman (clay coolamon) and Bundadhaany (art) and were run by family-owned business, Yaali Collective.
 - NSW SES delegation to the National NAIDOC Awards in Adelaide.
 - Reflect Reconciliation Action Plan consultation sessions with members.



NSW SES staff contributing to the Carers of Our Country artwork



NSW SES staff participating in Waybarra (weaving) workshop facilitated by Yaali Collective



NSW SES staff designing Bush Tucker pots using Aboriginal art symbols

Development of Cultural Load definition

- The Safety & Wellbeing team actively work to identify hazards within NSW SES that may cause psychological harm to members (known as 'psychosocial hazards'), and work with members to address these hazards. NSW SES recognises that cultural load is an important psychosocial hazard facing First Nations members. We are in the process of officially including cultural load in the agency's psychosocial risk management process. To ensure the definition of cultural load is accurate and appropriate, we are consulting with identified members before finalising this hazard.

On Country Cultural Workshops with Burraga Foundation

- Extending on from the launch of Everyone's Business eLearning module during National Reconciliation Week 2024, NSW SES has engaged Burraga Foundation to deliver On Country Cultural Workshops in each of the 7 NSW SES Zones.
- To date, On Country Cultural Workshops have been held in Metro Zone, South-East Zone, and North-West Zone.
- NSW SES has committed to at least one workshop in the remaining 4 Zones by the end of 2025.

NEMA Disaster Resilience Fund - Aboriginal Peoples Program

- NSW SES will partner with Aboriginal and/or Torres Strait Islander members, communities, and organisations alongside Aboriginal Affairs NSW to co-design a program which includes awareness campaigns specific to Aboriginal and/or Torres Strait Islander communities.
- The program will include ensuring cultural safety throughout our processes, through the development of tools to warn communities and better understand how First Nations peoples can be better supported to prepare more effectively for and respond to the impact of floods.
- This includes understanding the cultural barriers to evacuation and how best to reduce risk for Aboriginal and/or Torres Strait Islander peoples.
- This project will incorporate Aboriginal and/or Torres Strait Islander peoples documented, verbal histories, cultural knowledge and community practice into flood planning and warnings for First Nations communities. It endeavours to build trust of the NSW SES (and broader government) within Aboriginal and/or Torres Strait Islander communities and lead to a dual learning outcome which will better equip emergency services and First Nations communities during disasters and increase the resilience of First Nations communities and lead to a reduced risk to life.

Targeted and Identified Aboriginal and/or Torres Strait Islander peoples positions

- NSW SES first Aboriginal and/or Torres Strait Islander peoples targeted position advertised and successfully recruited at the end of 2022.
- NSW SES will advertise and recruit for the first Aboriginal and/or Torres Strait Islander identified position as part of the Aboriginal Peoples Program in 2025.
- 2 additional Aboriginal and/or Torres Strait Islander peoples targeted roles have recently been updated and will be advertised and recruited in 2025.

Visible signs of inclusion on NSW SES collateral

- The NSW SES engaged Lani Balzan in 2016 to develop an artwork that represents the NSW SES. Lani developed 'Journey after the Storm' and the original artwork is displayed within the NSW SES State Headquarters.
- Visualisations of this artwork appear on NSW SES service vehicles, including cars, vans and high clearance vehicles across the State.
- In 2024, NSW SES lanyards featuring the 'Journey after the Storm' artwork were commissioned and distributed to members.
- NSW SES continues to distribute dedicated Aboriginal and/or Torres Strait Islander peoples lapel pins to members, supplying 706 individual pins during 2024.



'Journey After the Storm' – Artist: Lani Balzan.

Description: She depicted a stormy background to represent the rain and unpredictable weather conditions our members respond to.



Artist Lani Balzan with a NSW SES wrapped vehicle featuring Journey After the Storm decals



NSW SES Indigenous designed lapel pin





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and/or Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2025	Reference Group Co-Lead Staff and Volunteer
	Research best practice and principles that support partnerships with Aboriginal and/or Torres Strait Islander stakeholders and organisations.	December 2025	Director, Emergency Management Senior Project Officer, Aboriginal Peoples Engagement Program
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and relevant materials to our members.	27 May-3 June (annually)	Director Emergency Management Senior Manager, Media & Communications
	Aboriginal and/or Torres Strait Islander peoples Reference Group members to participate in an external NRW event.	27 May-3 June (annually)	Reference Group Co-Lead Staff and Volunteer
3. Promote reconciliation through our sphere of influence.	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2025	Director Emergency Management
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025	Diversity & Inclusion Coordinator
	Communicate our commitment to reconciliation to all members.	May (annually)	Deputy Commissioner (Corporate Services)
	Ongoing implementation of visual collateral across our assets including vehicles, uniforms and property utilising NSW SES approved 'Journey after the Storm' by Lani Balzan and 'Carers of Country' by Yaali Collective.	July 2025	Director Emergency Management Director, Finance Asset & Business Services
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	November 2025 Review November 2026	Senior Manager, Professional Standards & Workplace Relations
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2025 Review November 2026	Director, People & Development



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander peoples cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and/or Torres Strait Islander peoples cultures, histories, knowledge and rights within our organisation.	December 2025	Director Emergency Management Senior Project Officer, Aboriginal Peoples Engagement Program
	Conduct a review of cultural learning needs within our organisation.	December 2025	Senior Manager, Organisational Development Engagement & Performance Senior Manager, Operational Leadership Training Development
	Develop our internal NSW SES Job Ready online module to include cultural awareness by engaging Aboriginal and/or Torres Strait Islander members.	December 2025	Manager, Operational Training
	Create a learning approach of cultural knowledge of water, rivers and floods in partnership with the Aboriginal and/or Torres Strait Islander peoples and communities.	July 2025	Senior Manager, Organisational Development Engagement & Performance
	Coordinate locally lead cultural awareness sessions based On-Country in each of the 7 Zones across NSW.	December 2025	Responsible: Director Emergency Management Supported by: Burruga Foundation (external)
	Organise regular Lead and Learn sessions focused on various topics to increase understanding, value and recognition of First Nations peoples cultures, histories, knowledge and rights.	August, October 2025 February, April, June, August, October 2026	Diversity & Inclusion Coordinator Director Emergency Management

Action	Deliverable	Timeline	Responsibility
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.	December 2025	Director North & West Operations Director Metro & South Operations
	Increase staff and volunteer member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	Diversity & Inclusion Coordinator
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our members about the meaning of NAIDOC Week.	June (annually)	Senior Manager, Media & Communications
	Introduce our members to NAIDOC Week by promoting external events in our local area.	June (annually)	Director Emergency Management
	Aboriginal and/or Torres Strait Islander peoples Reference Group members to participate in an external NAIDOC Week event.	First week in July (annually)	Reference Group Co-Lead Staff and Volunteer





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/or Torres Strait Islander employment within our organisation, with a focus on positions that require cultural knowledge.	December 2025	Senior Manager, Recruitment & Workforce Strategy
	Build understanding of current Aboriginal and/or Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	Senior Manager, Recruitment & Workforce Strategy
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/or Torres Strait Islander owned businesses.	December 2025	Director Emergency Management
			Senior Manager, Procurement & Logistics
			Senior Project Officer, Aboriginal Peoples Engagement Program
	Investigate Supply Nation membership.	December 2025	Diversity & Inclusion Coordinator
			Senior Manager, Procurement & Logistics



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective Aboriginal and/or Torres Strait Islander peoples Reference Group to drive governance of the RAP.	Ongoing coordination of the NSW SES Aboriginal and/or Torres Strait Islander peoples Reference Group to govern RAP implementation.	July 2025	Diversity & Inclusion Coordinator
	Maintain a Reference Group to govern RAP implementation.	July 2025	Diversity & Inclusion Coordinator
	Regular review Terms of Reference for the Reference Group.	July 2026	Diversity & Inclusion Coordinator
	Establish Aboriginal and/or Torres Strait Islander representation on the Reference Group.	July 2025 Review June 2026	Diversity & Inclusion Coordinator
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	Director Emergency Management
	Engage senior leaders in the delivery of RAP commitments.	June, December (annually)	Director Emergency Management
	Maintain a senior leader to champion our RAP internally.	July 2025 Review September 2026	Deputy Commissioner (Corporate Services)
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July, September, December 2025 March, June, September, December 2026	Director Emergency Management Diversity & Inclusion Coordinator
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)	Diversity & Inclusion Coordinator
	Diversity Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August (annually)	Diversity & Inclusion Coordinator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September (annually)	Director Emergency Management Diversity & Inclusion Coordinator
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2026	Diversity & Inclusion Coordinator



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Contact Details

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