

Queensland Fire Department



ANNUAL REPORT

2024–2025

DELIVERING
FOR QUEENSLAND



Queensland
Government

Acknowledgement of Country

The Queensland Fire Department acknowledges and recognises Traditional Owners as custodians of the lands where we work together with the communities of Queensland. We pay our respects to Aboriginal and Torres Strait Islander ancestors of these lands, their spirits and their legacy.

This annual report provides information about the Queensland Fire Department's financial and non-financial performance for 2024–25. It has been prepared in accordance with the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019* and *Annual report requirements for Queensland Government agencies (2024–2025 reporting period)*.

The annual report includes significant highlights against the objectives and strategies, and service area detailed in the *Queensland Fire Department Strategic Plan 2024–28* (updated April 2025) and the 2024–25 Service Delivery Statement.

For more information:

Telephone: (07) 3635 3859

Visit: www.fire.qld.gov.au

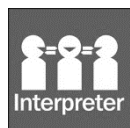
Email: qfd_annual_report@fire.qld.gov.au

This annual report is available at www.fire.qld.gov.au/about-us/corporate-knowledge-centre/reports-and-plans/annual-reports or a paper copy can be provided on request by telephoning (07) 3635 3859.

Feedback

Feedback on the annual report can be provided through the *Get Involved* website: www.getinvolved.qld.gov.au

Other languages and formats



The Queensland Fire Department is committed to providing accessible information and services to Queenslanders from all cultural and linguistic backgrounds. To talk to someone about this annual report in your preferred language call 1800 512 451 and ask to speak to the Queensland Fire Department.

Copyright

© State of Queensland (Queensland Fire Department) 2025.

Published by the Queensland Government, September 2025. 125 Kedron Park Road, Kedron Qld 4031.

Licence



This annual report is licensed by the State of Queensland (Queensland Fire Department) under a Creative Commons Attribution (CC BY) 4.0 International licence.

CC BY Licence Summary Statement

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Queensland Fire Department).

To view a copy of this licence, visit: www.creativecommons.org/licenses/by/4.0

Attribution

Content from this annual report should be attributed as: State of Queensland (Queensland Fire Department) Annual Report 2024–25.

ISSN

Online: 3083-5097

www.fire.qld.gov.au



www.facebook.com/qldfiredepartment



www.instagram.com/qldfiredepartment
www.instagram.com/qfdcommissioner



x.com/QldFireDept

Letter of compliance



Office of the
Commissioner

Queensland Fire Department

19 September 2025

The Honourable Ann Leahy MP
Minister for Local Government and Water
and Minister for Fire, Disaster Recovery and Volunteers
1 William Street
BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament, the Queensland Fire Department 2024–25 Annual Report including the financial statements.

This report is prepared on the basis of the administrative arrangements for this agency applying for the whole of the 2024–25 financial year. That is, it reflects the structure, operations and performance of the agency at 30 June 2025.

I certify that this annual report complies with the:

- prescribed requirements of the *Financial Accountability Act 2009* and *Financial and Performance Management Standard 2019*
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual report requirements is included in the appendices of the annual report.

Yours sincerely

A handwritten signature in black ink, appearing to read "Stephen Smith".

Stephen Smith AFSM
Commissioner

Emergency Services Complex
125 Kedron Park Road Kedron

GPO Box 1425 Brisbane
Queensland 4001 Australia

Telephone 13 QGOV
Website www.fire.qld.gov.au

ABN 93 035 163 778

Contents

Letter of compliance	iii
Commissioner's message	2
Honouring our fallen	4
Beyond the call of duty	5
Our department	10
Financial summary	27
Summary of financial performance	27
Summary of financial position	28
Our performance	29
Key performance measures	29
Our performance	34
Objective 1: Safe and effective response that minimises the consequences of fires and emergencies	35
Objective 2: A safe, capable and inclusive workforce—both our staff and volunteers—that is representative of the communities we serve	44
Objective 3: Planning, decision making and QFD led preparedness activities are informed by current and future risk	57
Objective 4: Communities are well informed and take necessary actions relevant to their local risk	62
Objective 5: We are a valued and trusted partner	72
Objective 6: We make the best use of current and emerging assets and technology	78
Objective 7: Organisational enabling capabilities work effectively with our front-line staff, volunteers, partners and community	84
Objective 8: We connect and support our staff, volunteers, partners and communities in recovery after fires and emergencies	88
Governance	91
Executive management	91
Governance committees	94
Public Sector Ethics	97
<i>Human Rights Act 2019</i>	98
Accountability and risk management	99
Internal accountability	99
Chief Fire Officer	99
Internal Audit	99
External Scrutiny	101
Risk management	102
Information systems and recordkeeping	103
Information security attestation statement	104
Open data	104
Our people	105
Workforce profile	105
Target group data	106
Strategic workforce planning and performance	107
Appendices	111
Financial Statements for the year ended 30 June 2025	112
Acronyms	141
Compliance checklist	143

Commissioner's message

I am pleased to present the Queensland Fire Department (QFD) 2024–25 Annual Report.

During 2024–25, we implemented change across our department, taking on our new identity of QFD with two statutory fire services—Rural Fire Service Queensland (RFSQ) and Queensland Fire and Rescue (QFR)—from 1 July 2024.

The formation of QFD was one of the most significant transitions in our organisation's history however, our focus remained firmly on delivering high-quality fire and emergency services to Queensland communities during daily emergencies and in the face of major disasters—from bushfires to the north Queensland floods, Tropical Cyclone Alfred and severe flooding out west.

Our people, including our volunteers, demonstrated outstanding commitment, engaging with communities and partners to prepare for and respond to these events. In total, QFD responded to 89,127 incidents across Queensland—an average of 244 incidents per day.

On the frontline

Over the 2024–25 higher risk bushfire period, hundreds of fires broke out across the state, with RFSQ and QFR personnel and volunteers working thousands of hours, including at major fires in Mount Garnet, Dirranbandi, Greymare, Torrens Creek, Muckadilla, Kin Kora and Forsayth. In addition, aerial firefighting services completed over 880 dispatches and more than 3,500 flying hours in response to bushfire events.

February 2025 brought major floods to north Queensland, with hundreds of roads cut off and thousands of homes flooded. At the peak of the floods, more than 200 QFD personnel were deployed to support existing staff and volunteers in the region, responding to 1,160 incidents, rescuing 121 people and evacuating 169 persons.

The floods were closely followed by Tropical Cyclone Alfred, the first cyclone to cross Queensland's south-east coast in 50 years. QFD pre-deployed personnel, equipment and specialist vehicles to support communities, with more than 900 personnel dedicated to the event during the peak of activity and 120 QFR Swiftwater Rescue Technicians strategically positioned around South East Queensland.

As a whole, QFD responded to 1,907 incidents, rescued 85 people and evacuated 99 persons, and QFD-contracted aircraft undertook 36.2 flying hours (in the period 5 to 13 March 2025) in support of the event.

In the wake of Tropical Cyclone Alfred, record levels of rain caused flooding in central and south-west Queensland, inundating many towns from Longreach, Stonehenge, Jundah, Windorah and Adavale down to Quilpie and Thargomindah.

QFR swiftwater rescue crews, Remotely Piloted Aircraft Systems (RPAS) (drones) pilots and incident management staff supported the event with 28 people rescued and 99 people evacuated. As the waters receded, QFR crews completed 288 damage assessments and RFSQ volunteer members completed 304 washouts—helping communities recover.

A helping hand

While operations in our home state kept us busy our services extended beyond state lines, with interstate and overseas deployments to support other communities and our emergency response partners both nationally and internationally, in moments of crisis.

Our far-reaching support included the deployment of 66 QFD staff and volunteers to Canada in July and August 2024 to help local crews fight another devastating wildfire season, and when a devastating earthquake struck Vanuatu in December 2024, QFD's AUS-01 Disaster Assistance Response Team (DART) assisted our Pacific neighbours. AUS-01 DART undertook search and rescue operations and completed more than 1,400 damage assessments over six days.

QFD also supported the Australian Government Overseas Assistance Plan in May and June 2025, when approximately 200 tonnes of hazardous chemicals were discovered in clandestine drug laboratories in Cambodia. QFD deployed a specialist Scientific Inspector as part of a multidisciplinary, multinational team providing technical expertise and training to Cambodian responders.

On Boxing Day 2024 and again in February 2025, QFD crews travelled to Victoria with our Queensland Parks and Wildlife Service partners to battle intense blazes in the rugged terrain of the Grampians. In late May 2025, QFR and RFSQ supported impacted communities when the biggest floods on record hit the New South Wales coast. QFR swiftwater rescue personnel resupplied medicine and food, conducted welfare checks and evacuated residents. RFSQ volunteer members also assisted with washouts.

Navigating change

After an extensive reform process, with new statutory arrangements in place and the establishment of QFD, we held two inaugural QFD Foundations Forums, providing more than 700 employees, volunteers and stakeholders with the opportunity to engage and collaboratively discuss QFD's vision, purpose and strategic priorities. We also took time to reaffirm our values and expectations of our employees and volunteers.

The RFSQ Advisory Committee, established as part of legislative reforms, held its first meeting in July 2024. The committee provides advice to the RFSQ Chief Officer, applying members' knowledge and expertise to help shape RFSQ operations and culture.

During this time, we made further commitment to a safe, respectful and inclusive organisation, making it clear that action would be taken on behaviours that cross the line. We also commenced a program of work to address the recommendations out of an independent review of the department's complaints management system.

To promote inclusion and drive cultural change, we developed our Everyday Respect Council Framework and formed the Everyday Respect Council. With support from four Communities of Inclusion—Gender, First Nations, Living with a Disability, and Regional and Remote—the council will provide strategic direction on our inclusion policies and programs.

Investing in our people

We prioritised investing in our people, with a focus on workforce safety, operational excellence and a culture of lifelong learning. Supporting our people throughout their journey at QFD and building a safe, capable and inclusive workforce for employees and volunteers has been a focal point.

The department continued to deliver Leadership Foundation Programs to employees including the delivery and development of new programs such as the Business Skills for Leaders curated learning experience which will be rolled out in 2025–26.

QFR rolled out the new Officer Development Program for Station Officers with an emphasis on operational tactics and fireground considerations when managing complex emergency incidents. A new Fire Communications Training and Professional Development Program also commenced in June 2025, providing operational and leadership training for Fire Communications career progression.

In February 2025, RFSQ volunteer trainers took part in the RFSQ Training Symposium to develop their skills and shape future training for volunteer members.

Australian and international fire practitioners, primarily comprising First Nations women, gathered in Undara in Far North Queensland in May 2025 for a 12-day intensive training opportunity, the first-ever Australia Women-in-Fire Prescribed Fire Training Exchange. The program focused on improving firefighting skills highlighting the role of Indigenous women in fire management.

The first QFR Firefighter Safety Symposium was held in June 2025 spotlighting firefighter safety and enabling collaborative discussions on new technologies, emerging hazards and risks for frontline operations across all QFD services.

In that same month, more than 200 volunteer members gathered at the biennial RFSQ Volunteer Summits in Cairns and the Gold Coast with the theme *Embracing Change—Strengthening the Future*. Attendees were able to share ideas and build connections while participating in professional development sessions, keynote presentations, Q&As and workshops.

More than 40 of the department's RPAS pilots from across Queensland participated in QFD's first statewide drone exercise in September 2024 in the Scenic Rim testing their skills in day and night scenarios.

Community connections

As always, engaging with the community was an integral part of our work.

We continued to deliver the Road Attitudes and Action Planning (RAAP) program reaching young people in regional and remote communities and other settings such as youth justice and detention centres. Presenters toured some of Queensland's most remote areas to help young people learn safe attitudes and behaviours on the road.

The Fight Fire Fascination (FFF) program also continued to be delivered with QFD practitioners engaging with neurodiverse children and young people to address unsafe fire behaviour and support positive behaviour change.

Thank you to all our staff and volunteers for everything you have done for the community over the past 12 months. We have evolved as a department with our people remaining our greatest asset and as always you have worked tirelessly to keep Queenslanders safe.



Stephen Smith AFSM
Commissioner
Queensland Fire Department

19 September 2025



Honouring our fallen

Every day, first responders face dangers while working to keep communities safe, and never is this more evident than when a life is lost in the line of duty.

On Firefighters Remembrance Day, at 10am on the 10th day of the 10th month, we paid our respects to the 60 firefighters on the Queensland Fire Department Honour Roll who lost their lives.

Queensland Fire Department employees and volunteers came together at memorial events around the state to pause and reflect during a minute's silence, with flags flown at half-mast.

On 1 May 2025, the Commissioner travelled to the National Emergency Services Memorial in Canberra to honour the sacrifice of Australian emergency services personnel who have died in the line of duty.

We honour the courage and service of all those who have paid the ultimate sacrifice.



Beyond the call of duty

The Queensland Fire Department (QFD) values, supports and promotes the appropriate recognition of its employees and volunteers for their bravery, dedication, and outstanding service above and beyond what is expected of their role, with a recognition program celebrating and acknowledging their dedication. The efforts of QFD members are recognised within the department as well as across government, industry and external groups.

Our employees and volunteers, on the frontline and behind the scenes, go above and beyond to keep Queenslanders safe. We acknowledge their dedication and commitment to getting the job done when disaster strikes.

During 2024–25, QFD presented many staff and volunteers with medals and awards in recognition of their service.

Australian Fire Service Medal

Ten QFD staff and volunteers were recognised with the Australian Fire Service Medal (AFSM) as part of the 2025 Australia Day Awards and King's Birthday Honours.

The AFSM is the highest honour QFD staff and volunteers can receive. All recipients have demonstrated outstanding commitment over many years of service.

David Brazel has dedicated more than 38 years to frontline firefighting in Brisbane and has represented the department on boards and industry associations to help improve building fire safety.

Paula Douglas has **demonstrated** strong leadership and mentorship since joining the department in 2007 and is dedicated to empowering women within fire and emergency services.

Andrew Houley joined Rural Fire Service Queensland (RFSQ) in 1998 and has mentored many RFSQ volunteer members and employees on firefighting and volunteer management.

Matt Inwood has served in a range of frontline rural fire service roles in New South Wales and Queensland and managed varying scales of incidents including the 2019 bushfires at Peregrine Springs.

Christopher Markwell from Queensland Fire and Rescue (QFR) played a pivotal role in developing and delivering QFD's fire investigation training course and since 2019 has reviewed combustible cladding and major battery energy storage systems.

Ricky May has been a QFR firefighter since 1986 and was recognised for his contributions to QFD's live-fire training facilities, its instructors and network of mobile gas fire simulators.

Errol Noye, as First Officer of Turkey Beach Rural Fire Brigade, has led infrastructure projects, fostered collaboration between brigades and provided leadership during major incidents.

Mark Sellin from Ocean View Rural Fire Brigade has been deployed with many strike teams in Queensland and interstate.

Greg Toman created and led mountain rescue as a new technical rescue discipline in QFR, steering it to an international standard.

Terry Whitehead joined Coomera Valley Rural Fire Brigade in 1990, was a founding member of the Guanaba Rural Fire Brigade in 1995 and was First Officer for nearly 20 years.

Order of Australia

An Order of Australia is the highest recognition for outstanding achievement and service within the Australian honours and awards system. It has two divisions: General and Military. Two RFSQ volunteer members were honoured with the Medal of the Order of Australia (within the General division):

Charles Garwood from Tirroan Rural Fire Brigade for service to the community and to emergency response organisations.

Donald Davey from Ballogie Rural Fire Brigade for service to veterans and their families.

National Medal

The National Medal is awarded by the Governor-General to emergency services staff and volunteers who have experienced prolonged exposure to hazards in service to the community. It is considered Australia's most awarded civilian medal.

During 2024–25, QFD presented:

- 217 National Medals for 15 years of service
- 96 first clasps for 25 years of service
- 58 second clasps for 35 years of service
- five third clasps for 45 years of service
- one fifth clasp for 65 years of service.

Closing the Gap Awards

Closing the Gap is an Australian Government initiative that aims to reduce Indigenous disadvantage with respect to health, education, employment and social justice. Achievements are celebrated in conjunction with National Close the Gap Day.

QFD supports and endorses this innovative program and recognises the significant work and outcomes within the department that have contributed to 'Closing the Gap' in Queensland communities

Award recipients were recognised for helping reduce Indigenous disadvantage:

Amie Taylor, Senior Firefighter, Predictive Services Unit, QFR, for delivering a presentation on K'gari to build trust between Queensland Government Departments and the Butchulla people, Traditional Owners of K'gari, aligning fire management tactics with cultural respect.

Emily McInnes, First Nations Bushfire Mitigation Officer, RFSQ, for strengthening bushfire mitigation efforts in collaboration with Traditional Owners, rangers, brigades and other key partners.

Strategic Content Services Unit, Strategy and Corporate Services, for supporting two First Nations interns over six years as part of the CareerTrackers program, a national initiative that links First Nations university students with employers for paid, multi-year internships.

Rural Fire Service Week Awards

Rural Fire Service Week is an opportunity to recognise and acknowledge the commitment of RFSQ volunteer members in helping to keep Queensland communities safe.

Recipients demonstrated the caring spirit that makes rural fire brigades an invaluable part of their community.

Award recipients included:

Brendan Gold, First Officer of Guanaba Rural Fire Brigade, was named **State Volunteer of the Year** for his exceptional contributions, spending many hours each week at training sessions, area meetings, hazard reduction burns and community events.

Ben Pearson from Gilston Advancetown Rural Fire Brigade, was named **State Young Volunteer of the Year** for his outstanding commitment, including advanced chainsaw work, maintenance, training, mentoring and peer support.

Commissioner's Awards for Excellence

The Commissioner's Awards for Excellence were instituted to recognise outstanding achievement or significant contribution by an individual or work unit in furthering the department's values and objectives, going above and beyond what is expected.

Recipient of the Commissioner's Outstanding Award—awarded to an initiative, team or individual that has demonstrated achievements exceeding core expectations:

The Commissioner's Outstanding Award

Glen Bailey for his dedication to enhancing safety making a positive impact for QFD.

Recipients of the Commissioner's Award for Excellence—by Category:

Safety Champion Category

Andrew Anastasi for developing and implementing an initiative to capture risks and opportunities for workplace health, safety and wellness across the Information and Technology Directorate.
--

Operational Excellence – Everyday Response Category
--

The QFR South Coast Zone personnel in Southern Region for ensuring public safety during the Pacific Air Show Gold Coast and the V8 Supercars – Boost Mobile Gold Coast 500.
--

Outstanding Team or Unit Category
--

The Girls' Firefighter Experience Camp team for their work on delivering the camp—an initiative to introduce young women to the career of firefighting, aimed at inspiring career choices.

Interoperable Category

Amie Taylor for identifying and closing a critical information gap that enhanced collaboration among QFD and stakeholders, boosting disaster resilience and preparedness.
--

Values Category

Sharon Small for exemplifying the very essence of QFD's core values of respect, integrity, courage, loyalty and trust, shaping a positive and healthy workplace that directly influences the engagement, satisfaction and overall wellbeing of her team.

Everyday Respect Category

Robyn Kirby for adopting a growth mindset with a genuine care for people and the work they do, understanding the importance of her role and how integral it is to support her peers and QFD to deliver vital emergency services to the community.
--

Innovation and Adaption Category

Russel Stephens-Peacock for driving the integration of advanced weather and predictive tools, significantly improving data-driven decision-making during complex bushfire events.
--

Recipients of an award for Highly Commended Achievement—by Category:

Outstanding Team or Unit Category
--

The Rural Fire Service Pathways team for their work on redefining volunteer member application processes and new ways of working.
--

Values Category

Garth Wilshire for leading activities within the Information and Technology Directorate to have values in action as part of everyday life at work.

Innovation and Adaption Category

The Queensland Combined Emergency Services Tactical Training Unit for identifying that highly realistic training delivered at QCESA is a key component in preparing frontline firefighters for frontline operations and developing the Mobile Flashover Training Prop.

QFD International Women's Day Awards

As part of International Women's Day, QFD hosted its first independent event to celebrate staff and volunteers who promoted the rights, interests and wellbeing of women.

The event also recognised the 30th anniversary of women joining the department as permanent QFR firefighters. Acting Superintendent Vanessa Madge and Station Officer Gilda Difelice, the first female firefighters recruited 30 years ago, were both acknowledged at the event.

Award recipients included:

Outstanding Female Leader, Queensland Fire and Rescue

Julie Smith

Outstanding Female Leader, Rural Fire Service Queensland

Tracy Glavas

Outstanding Female Leader, Queensland Fire Department

Samantha Barker

Mentor of the Year

Virginia Middleton

Champion of Change

Paula Douglas

Other Medals and Awards

QFD employees and volunteers across the state were also recognised with Commissioner's honours and awards and external medals:

Australia Day Achievement Award	85
ACT Emergency Medal*	18
Commissioner's Commendation of Notable Action	11
Commissioner's Unit Commendation	7
Commissioner's Commendation for Bravery Award	5
Royal Humane Society of Australasia – Silver Medal	3
National Emergency Medal Clasp for Tropical Cyclone Debbie [#]	3
Commissioner's Meritorious Service Award	2
Queensland Fire Medal	2
QFES Medal (legacy award) [^]	1

*ACT: Australian Capital Territory

[#] Tropical Cyclone Debbie 2017

[^]QFES: Queensland Fire and Emergency Services

Other recipients included:

Bravery Medal—Australian Bravery Decoration awarded for acts of bravery in hazardous conditions:

Luke Giudicatti (QFR) for displaying considerable bravery during the rescue of a woman in Cairns, Queensland on 23 November 2019.

2024 AFAC Industry Awards—recognising the work of its member network:

Paula Douglas (QFR) received the People First Award.

The **QFD Olga Wilson Peer Support Officer Awards**—recognise the contribution of Peer Support Officers who provide outstanding service and support to QFD members in times of difficulty:

Scott Cross (QFR) named the Olga Wilson Peer Support Officer of the Year.

2024 QBANK Everyday Heroes Awards—recognising the work, dedication and exceptional service of those who protect, serve and heal our communities:

Matt Walker won the Dedication category for extreme dedication to the lives of those around him.

Superstars of STEM initiative—to address gender inequity by promoting diverse role models in the media as experts in science, technology, engineering and mathematics:

Dr Lulu He, Principal Scientist, RFSQ.

Our department

The Queensland Fire Department (QFD) is a Queensland Government department under the *Public Sector Act 2022*.

QFD was established as a department on 1 July 2024 by *Public Service Departmental Arrangements Notice (No. 5) 2024*.

QFD delivers fire prevention, response and emergency services to Queensland communities. QFD is the primary response department for structural fire, bush and grass fires and chemical/hazardous materials (hazmat) incidents, and has emergency support functions including urban search and rescue (USAR), and technical rescue.

QFD comprises the Office of the Commissioner, Queensland Fire and Rescue, Rural Fire Service Queensland, State Operations, Strategy and Corporate Services, and the Office of the Chief Fire Officer.

In July 2021, the Queensland Government commissioned an independent review of the then Queensland Fire and Emergency Services (QFES) to ensure the long-term sustainability of fire and emergency service delivery and outcomes for the Queensland community. Key themes within the review report emphasised the department's delivery of services; enhancement of culture and capability through strategic investment in people, assets and equipment; and increased interoperability of the then Fire and Rescue Service, Rural Fire Service, State Emergency Service (SES) and other public safety agencies.

To bring a clear focus to fire prevention, response and control, the review recommended the fire services, along with associated corporate services, be housed within a dedicated fire department and the SES, marine rescue services and several other disaster management functions transition to other agencies.

QFD is the administering government department that ensures the entire organisation delivers on statutory and government service delivery responsibilities. These responsibilities are summarised as:

- ❖ supporting Queensland Government objectives for the delivery of quality frontline services
- ❖ upholding principles of responsible public administration
- ❖ working across the prevention, preparedness, response and recovery (PPRR) continuum to:
 - support the building of community capability to prevent incidents occurring and best equip communities to be prepared for and able to mitigate the impact and consequences of fires, emergencies and disasters
 - contribute to the provision of a timely, coordinated and appropriate response to minimise the effects of fires, emergencies and disasters
 - provide appropriate relief and support during and after responses to fire, emergencies and disasters until a managed transition occurs.

Legislation administered

In accordance with *Administrative Arrangements Order (No. 3) 2024*, the Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers administers the following Acts and subordinate legislation relative to the fire services portfolio:

- ❖ *Fire Services Act 1990* (FS Act)
 - *Fire Services Regulation 2011*
 - *Building Fire Safety Regulation 2008* (responsibility is shared with the Minister for Housing and Public Works and Minister for Youth).

For further information refer to www.fire.qld.gov.au/about-us/corporate-knowledge-centre/qfdlegislation

The FS Act (section 8) (effective 1 July 2024) establishes two fire services—Queensland Fire and Rescue (QFR) and Rural Fire Service Queensland (RFSQ)—as separate fire services, undertaking dedicated functions to deliver on the legislative purposes of the FS Act. To achieve this, the FS Act requires processes to be established that provide ongoing operational and strategic collaboration and coordination between the fire services, and that continue to recognise the valuable role of employees and volunteers.

The functions of the fire services as outlined in the FS Act (section 8B) are to:

- a) protect persons, property and the environment from fire and hazardous materials emergencies
- b) protect persons trapped in a vehicle or building or otherwise endangered, to the extent that the fire services' personnel and equipment can reasonably be deployed or used for the purpose
- c) provide an advisory service, and undertake other measures, to promote—
 - i) fire prevention and fire control
 - ii) safety and other procedures if a fire or hazardous materials emergency happens
- d) cooperate with any entity that provides an emergency service
- e) perform other functions given to the fire services under the Act or another Act
- f) perform functions incidental to the other functions of each of the fire services
- g) identify and market products and services incidental to its functions.

Queensland has adopted a comprehensive and integrated approach to disaster management which recognises that no department or agency can single-handedly prevent, prepare for, respond to and support recovery from all disaster events. Queensland's disaster management arrangements (QDMA) explain how stakeholders work together during disasters, outlining a primarily local-led approach to disaster response, with the ability to scale response to an incident as needed. The QDMA details how disasters are managed through all phases of PPRR through disaster management groups, coordination centres, state agencies and non-government organisations. QFD supports government, stakeholders and the community by fulfilling its responsibilities and support functions under the QDMA.

For further information regarding the department's structure and responsibilities refer to pages 21–23.

Beyond the Smoke

Beyond the Smoke: Queensland Fire Department's Foundation and Direction for a Safer Tomorrow serves to lay the foundation for understanding QFD's complex service delivery environment. It is aimed at fostering transparency and cooperation by delineating the department's roles, responsibilities, history, purpose, vision, objectives, services and operating context. Moreover, it underscores the connection between our broader strategy, policy and planning goals, while setting enduring priorities and values.

Beyond the Smoke can be accessed at www.fire.qld.gov.au/sites/default/files/2024-06/Beyond-the-Smoke.pdf

Our purpose

To pre-empt, prevent, mitigate and manage the consequences of fires and other emergencies on Queensland communities

Our vision

Working together to create safer communities through contemporary fire and emergency services



We respect, protect and promote human rights in everything we do

Key opportunities

- Development of the workforce's capability, adaptivity, and interoperability could lead to enhanced skills and knowledge, and a more contemporary and safer workplace.
- Leveraging research, innovation and technological solutions to existing and new problems could result in more effective service delivery, lower emissions and a safer work environment for our staff and volunteers.
- Communities that are developing greater capability and shared responsibility for safety through prevention and preparedness initiatives we deliver and support, reduces the impacts of emergencies and disasters on the community and the emergency and disaster management sector.

Key risks

- A changing climate may lead to an increased demand on QFD, greater exposure to risk for our staff and volunteers and reduced ability to deliver our services.
- Failure to adapt the QFD service delivery model due to the increasing complexity and scope of the operating environment and changes in demographics and community needs may result in greater risk to our staff and volunteers and a reduced ability to service communities.
- Damage or loss to QFD's digital and information systems, caused by unauthorised or inappropriate access, use, or disclosure, may impact QFD's ability to respond to emergencies in a timely manner.

Our objectives	Our strategies	Performance indicators #
1. Safe and effective response that minimises the consequences of fires and emergencies	<ul style="list-style-type: none"> • Safely maintain and enhance our operational response capabilities • Drive seamless and interoperable response across our services and partners • Improve services to high risk locations and target groups using adaptable, risk based and place based models of service delivery • Utilise real time analytics and intelligence to support response operations and inform recovery operations 	<ul style="list-style-type: none"> • Response times to structure fires • Percentage of Triple Zero (000) calls answered within 10 seconds • Rate of confinement of fire to room of origin • Preventable fire related fatalities
2. A safe, capable and inclusive workforce—both our staff and volunteers—that is representative of the communities we serve	<ul style="list-style-type: none"> • Support, train, develop and enhance the experience of our volunteers • Build a contemporary workforce by attracting and recruiting well, fostering diversity, promoting respectful relationships • Ensure health, safety, and wellbeing of our staff and volunteers 	<ul style="list-style-type: none"> • Firefighter response related injuries • QFR and RFSQ attrition rate within first two years • Percentage of staff satisfied with professional development
3. Planning, decision-making and QFD led preparedness activities are informed by current and future risk	<ul style="list-style-type: none"> • Leverage high quality evidence and intelligence to determine current and emerging high risk locations, service demand and resourcing that is fiscally sustainable • Deliver initiatives that raise awareness of and reduce locally relevant risk • Prepare QFD for the opportunities and challenges of a changing climate, contributing to Queensland's sustainable future • Support the planning and delivery of safe and secure major events, including Brisbane 2032 Olympic and Paralympic Games 	<ul style="list-style-type: none"> • Percentage of QFD led bush and grass fire mitigation activities completed in high risk locations • Percentage of homes with inter-connected smoke alarms installed
4. Communities are well informed and take necessary actions relevant to their local risk	<ul style="list-style-type: none"> • Provide proactive and engaging messaging and advice relevant to local risks to inform communities and stakeholders across prevention, preparedness, response and recovery • Build community resilience relevant to fire and hazardous materials emergencies 	<ul style="list-style-type: none"> • Community preparedness rating for fire related hazards • Rate of satisfaction with 'warnings and alerts'
5. We are a valued and trusted partner	<ul style="list-style-type: none"> • Effectively deliver on our responsibilities as a key stakeholder in the Queensland Disaster Management Arrangements and primary agency for bushfire and chemical hazards • Strengthen doctrine, agreements and partnerships that enhance our contributions to emergency and disaster management 	<ul style="list-style-type: none"> • Rate of satisfaction with QFD service delivery
6. We make the best use of current and emerging assets and technology	<ul style="list-style-type: none"> • Deliver public value and optimise capabilities by ensuring assets and equipment are aligned with risk and evidenced community need • Work together across our services, stakeholders and partners to understand asset and technology opportunities and challenges • Make our information and communication technology simplified, smarter, connected and user friendly 	<ul style="list-style-type: none"> • Percentage of major capital works delivered within timeframes • Percentage of information technology investment allocation across risk mitigation, enabling QFD capabilities and modernisation categories • Percentage of QFR fleet assets outside of planned useful life
7. Organisational enabling capabilities work effectively with our front-line staff, volunteers, partners and community	<ul style="list-style-type: none"> • Enhance cross capability cooperation • Utilise a collaborative approach to research and innovation across our capabilities • Continuously improve by learning, adapting, and transforming with our volunteers, staff, stakeholders, partners, and the community 	<ul style="list-style-type: none"> • Percentage of recommendations emanating from reviews implemented within required timeframes
8. We connect and support our staff, volunteers, partners and communities in recovery after fires and emergencies	<ul style="list-style-type: none"> • Provide recovery operations in disaster impacted communities aligned to our capabilities and in support of our partners and stakeholders 	<ul style="list-style-type: none"> • Percentage of damage assessments following a major event undertaken within required timeframes

Refer to Key performance measures for further information on pages 29–33.

Queensland Government objectives

The *Financial Accountability Act 2009* requires that the Premier prepares and tables in the Legislative Assembly a statement of the government's broad objectives for the community.

The objectives for the community reflect the government's vision for Queensland:

- ❖ **Safety where you live. Making Queensland safer** with stronger laws, better-equipped courts and more police with better tools, while restoring consequences for actions, fixing our Child Safety system, ensuring early intervention and a bigger focus on rehabilitation, giving victims more rights and better support, and taking critical action to arrest skyrocketing rates of domestic and family violence.
- ❖ **Health services when you need them. Restoring health services when Queenslanders need them most** through transparent and targeted investment with real-time data, boosting frontline health services, driving resources where they are needed most, improving our Emergency Departments, reopening regional maternity wards, fast-tracking access to elective surgeries, and helping patients to be seen faster.
- ❖ **A better lifestyle through a stronger economy. Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home**, by respecting your money and reinstating the Productivity Commission, growing the economy in our regions, backing small and family business, boosting home ownership, easing pressure on rents, ensuring affordable and reliable energy and public transport, taking care of Queensland's vital existing and emerging industries, delivering more community housing and homelessness services, and boosting women's economic security.
- ❖ **A plan for Queensland's future. Planning for Queensland's future**, by building the roads and infrastructure needed for a growing population – including a safer Bruce Highway, putting more teachers in safer schools and preparing young Queenslanders for the future, conserving our pristine environment that draws visitors from across the world, improving water security, and delivering a world-class Olympic and Paralympic Games that leaves a positive legacy for Queenslanders.



QFD contributes to the objectives:

- ❖ Safety where you live
- ❖ A better lifestyle through a stronger economy
- ❖ A plan for Queensland's future.

Further detail about QFD's role in supporting the government's objectives is detailed throughout this annual report.

Our Values and Charter

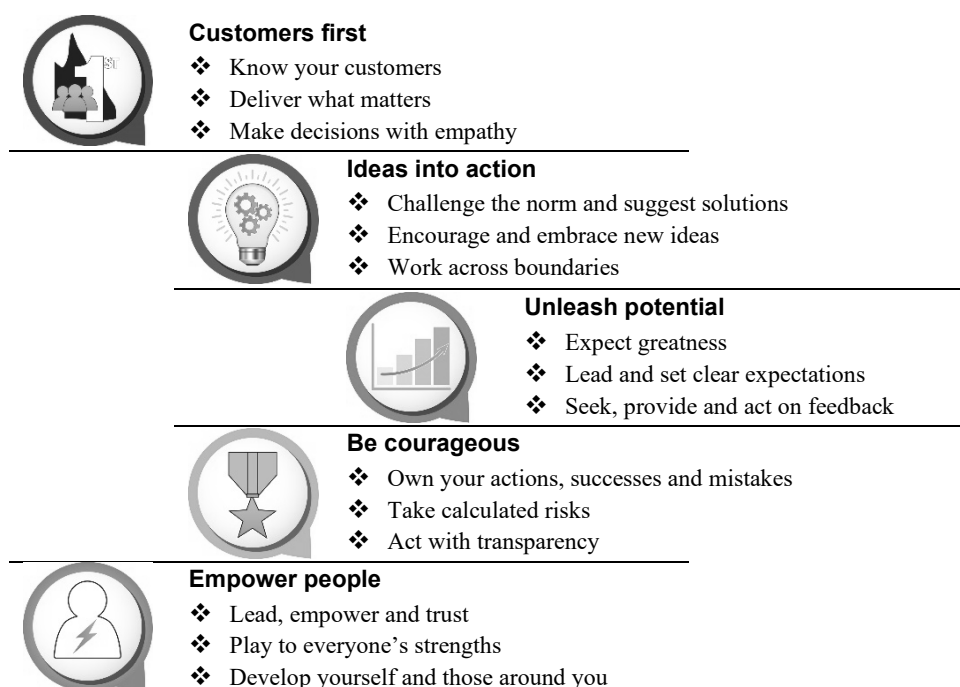
Values are the deeply held ideals and beliefs that QFD holds and is guided by when making decisions. Our shared values play a vital role in guiding our decisions and behaviours individually and collectively as a department. Promoting a shared understanding of QFD's values fosters a sense of belonging and purpose and sits at the core of how the department works to support each other and the community.

QFD's shared values are:



The way we live our values every day at QFD is outlined in the QFD Charter. The Charter was developed with input from our people, to set out the behaviours we expect to see in our workplace, and the behaviours we do not accept. The Charter recognises the importance of not only calling out inappropriate behaviours, but also celebrating actions and comments that demonstrate the department's values and positively impact on another person.

QFD is equally committed to upholding the Queensland public service values of:



Our environment

Queensland is the second largest state in Australia and covers more than 22 per cent—1,730,648 square kilometres—of continental Australia. Queensland shares its borders with New South Wales (NSW), South Australia and the Northern Territory, as well as Papua New Guinea. The state also borders the sea to the east, north and north-west, with approximately 6,973 kilometres of coastline.

Queensland's physical geography can be broadly characterised by climate (i.e. temperature, rainfall, and wind), topography (i.e. elevation) and relief (i.e. the difference between the highest and lowest points in a given area). These physical characteristics influence the potential for, and nature of, natural disasters. Queensland is recognised as Australia's most disaster-prone state.

Queensland is the nation's third most populous state behind NSW and Victoria. It has a population exceeding 5.5 million or just over 20 per cent of the total Australian population, of which more than 3.5 million reside in South East Queensland. The remaining population is dispersed predominantly along the eastern coastline and the remainder throughout the interior, resulting in Queensland being one of the most decentralised states.

Through active environmental and horizon scanning activities, QFD monitors external trends that have the potential to shape or influence future service delivery needs to ensure it is well-positioned to continue to meet the challenges shaping the environment.

Some of the **strategic environmental factors** the department continued to work to address during the reporting period include:

- ❖ a predicted increase in the severity, frequency and duration of natural disasters including an increased likelihood of multiple large-scale events occurring simultaneously
- ❖ changing community expectations for government services including service delivery and engagement changes in the volunteer landscape
- ❖ low unemployment rates that will continue to challenge the ability to attract and retain a highly skilled workforce.

QFD responded to these environmental factors through the delivery of its strategic plan. Importantly, QFD worked collaboratively with public safety agencies, local governments and other non-government and community organisations such as Red Cross, Rotary Australia and The Salvation Army,

to enable it to respond to these factors whilst continuing to deliver frontline fire and emergency services.

Further information about how the department responded to these environmental factors can be found in *Our performance* (refer pages 34–90).

In its 2022 report *Our Future World*, Australia's National Science Agency, the CSIRO, identifies **global megatrends**. Megatrends are long-term, transformative shifts that significantly impact societies, economies and organisations. These trends shape the world over decades and have wide-ranging effects. These megatrends are likely to impact the fire and emergency services sector and QFD over the next decades and offer both challenges and opportunities:

- ❖ Adapting to a changing climate
- ❖ Leaner, cleaner, and greener
- ❖ Unlocking the human dimension
- ❖ The escalating health imperative
- ❖ Geopolitical shifts
- ❖ Diving into digital
- ❖ Increasingly autonomous.

For further information regarding the megatrends and their relevance to the fire and emergency services sector including QFD refer to Beyond the Smoke: www.fire.qld.gov.au/sites/default/files/2024-06/Beyond-the-Smoke.pdf

During the reporting period, QFD actively participated in a range of **national forums** including the Australasian Fire and Emergency Service Authorities Council (AFAC), the AFAC Commissioners and Chief Officers Strategic Committee, national Champions of Change Fire and Emergency Group and the Hazard Services Forum, to inform and influence the development of future focused operational and strategic research and policy. QFD also contributed to the Australia-New Zealand Emergency Management Committee (ANZEMC) and its sub-committees, and worked with the AFAC National Resource Sharing Centre, National Aerial Firefighting Centre (NAFC) and National Hazards Research Australia.

Machinery-of-government changes

During 2024–25 there was a change of ministerial responsibilities.

The Honourable Ann Leahy MP was appointed the Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers on 1 November 2024.

As of 30 June 2025 and relevant to QFD, the responsibilities of the Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers include:

- ❖ Fire and rescue services
- ❖ Rural fire services.

The following table outlines those functions that joined QFD due to machinery-of-government changes on 19 August 2024 and the related Queensland Government agency annual report where the financial statements can be found for the 2024–25 reporting period.

Joined QFD	Date of transfer	Related annual report
<p>Those parts of the Queensland Police Service (QPS) responsible for providing the following services to the QFD:</p> <ul style="list-style-type: none"> ❖ Information and communication technology (ICT) strategy and governance, enterprise architecture ❖ ICT business support services, ICT investment and performance, records ❖ Information security and risk ❖ Planning and lifecycle management, digital design, cyber security design ❖ Change management, problem management ❖ Geographic information systems, frontline services ❖ Business engagement, service architecture ❖ Vendor and contract management, delivery management ❖ ICT projects, ICT projects delivery office, ICT Capital Works, technical refresh ❖ Desktop mobility and video, end user device modernisation ❖ ICT Service Centre, technology support ❖ Web and SharePoint services ❖ Java software development. 	19 August 2024	<p>QFD – non-financial performance information</p> <p>QPS – Financial statements for the period 1 July 2024 to 30 June 2025</p> <p><i>The effective date of transfer for financial reporting purposes was 1 September 2024.</i></p>

The SES transferred to the QPS on 3 June 2024 from the former QFES. The effective date of transfer for financial reporting purposes was 1 July 2024. Refer to the QPS annual report for 2024–25 non-financial performance information and the financial statements.

Outlook

The strategic plan reflects the department's future focus. The department's strategic plan is reviewed annually and provides a four-year blueprint for the department and communicates the department's objectives and strategies to guide prioritisation and planning.

Key deliverables for QFD during 2025–26 include:

- ❖ continue to focus on fire service delivery and support the QDMA so that the government is best positioned to meet challenges that the state faces due to increases in the regularity and intensity of natural events such as bushfire, and the changing face of communities and community expectations
- ❖ continue to maintain a responsive QFR, delivering state-of-the-art response, rescue, scientific and specialist capabilities to Queensland communities
- ❖ continue to focus on reducing bushfire risk through year-round planning and conducting mitigation activities; improving community safety awareness and knowledge in relation to bushfire safety and prevention; increasing the capability of RFSQ volunteer members; and maintaining an ongoing commitment to skilled, efficient, and timely responses to bush and grass fires and other emergencies
- ❖ continue to promote the home fire safety message highlighting the importance of fire escape plans; the roll out of smoke alarm legislation milestones with a particular focus on caravans and motorhomes; and the Fire Ed program delivered to year one students to develop an understanding of the dangers of fire and the appropriate response
- ❖ continue to promote bushfire safety by educating Queenslanders on how to prepare their property and family for bushfire
- ❖ continue to ensure ICT supports and enhances frontline service and operational capabilities, including to embrace modern technology to improve communication coverage for emergency services in rural areas, to help first responders better protect our communities
- ❖ continue to support the maintenance of infrastructure and assets, including site investigations and early scoping works for a replacement Fire and Rescue Station at Hervey Bay.

Our people

QFD's purpose, vision and objectives could not be achieved without the skill and support of its large contingency of employees and volunteers. Our operational staff work together with dedicated volunteers to maintain a coordinated approach to the protection of life, property and the environment across Queensland. Behind our frontline is a network of skilled corporate professionals and support staff who provide critical enabling capabilities ensuring our services have the necessary tools to provide effective and efficient service delivery.

QFD comprises 5,922 (headcount) (4,213.78 full-time equivalent) paid staff and approximately 28,000 (headcount) dedicated volunteer members.

For further information about the department's paid staff refer pages 105–106 and for information about our volunteers refer page 19.

Our volunteers

Volunteers are critical to the successful delivery of frontline services contributing to the strength of the department and are essential in building community capacity and enhancing community resilience. The department is one of the largest volunteer organisations in the state with approximately 28,000 dedicated volunteer members in RFSQ, Research and Scientific Branch Volunteer Scientific Officer network and AUS-01 Disaster Assistance Response Team (DART), and Auxiliary Support Officers and Peer Support Officers (PSOs).

As one of the most disaster-prone states in Australia, Queensland communities rely on volunteers to deliver frontline operations and support before, during and after an emergency.

Rural Fire Service Queensland

RFSQ includes 27,638 volunteer members (10,900 volunteer firefighters and 16,738 volunteer support staff) across 1,386 rural fire brigades.

Volunteer rural fire brigades provide fire management services and external structural firefighting for rural and semi-rural communities and some urban fringe areas across the state. In some limited remote locations, brigades also provide road crash rescue. In addition to responding to fires in their local area and surrounding areas in support of other brigades and emergency services, volunteer brigades undertake a range of planning and preparation activities to ensure communities are well prepared for the higher risk bushfire period. This includes community education, and hazard reduction and mitigation activities to reduce the risk from fire to people and property. Volunteer Community Educators also play a key role in their local community promoting and delivering safety and bushfire preparedness education packages.

The Permit to Light Fire system, which ensures the controlled use of fire across the state, is managed by RFSQ and largely implemented by volunteer fire wardens.

Volunteer brigades are often called upon to assist other emergency service agencies during disasters such as floods and storms and in the recovery phase undertaking washouts, clean-ups and chainsaw operations. RFSQ volunteer members may also be deployed interstate and internationally during bushfires to provide assistance.

Scientific Branch Volunteer Scientific Officers

The Scientific Branch within QFR consists of a core of permanent employees and a network of volunteers who respond to fire and hazmat incidents across Queensland. The Volunteer Scientific Officer network is a critical component of the branch's expert operational response and advice service. The network includes chemists and chemical engineers who provide prompt, at-the-scene responses to emergency incidents involving hazmat such as chemical hazards. These specialists are drawn from private industry, local governments and tertiary educational institutions across Queensland.

During 2024–25, the Scientific Branch responded to a range of incidents, including chemical reactions and spillages; gas and vapor cloud releases; clandestine drug laboratories (in support of the QPS); incidents involving radioactive substances; and fires involving hazmat including lithium-ion batteries. These incidents ranged across domestic, industrial and transport settings.

The branch contributed to the safe resolution of approximately 1,000 incidents, with up to 10 per cent requiring the activation of regional volunteers.

As at 30 June 2025, there are 44 scientific volunteers, comprising 39 regional-based Volunteer Scientific Officers and five Brisbane-based Scientific Support Officers from Queensland Health.

AUS-01 Disaster Assistance Response Team

QFD maintains AUS-01 DART, which includes the Queensland USAR Team. This multi-jurisdictional, multi-disciplinary team consists of full-time and volunteer members, including firefighters, paramedics, hazmat specialists, communications operators, and a volunteer network. The team responds to natural and human-induced disasters across Queensland, Australia and internationally.

The volunteer network is a critical component of the team, comprising doctors, engineers and canine handlers. These specialists come from private industry, local governments and tertiary institutions across Queensland.

As at 30 June 2025, the AUS-01 DART comprises 20 volunteers including doctors, engineers and canine teams (handlers and canines).

For further information about AUS-01 DART refer to pages 88–90.

Auxiliary Support Officers

Auxiliary Support Officers are volunteers who provide non-operational support to the auxiliary firefighting workforce of QFR.

As at 30 June 2025, there are 27 Auxiliary Support Officers.

Peer Support Officers

The department remains committed to fostering the mental health and wellbeing of its members and their immediate families. The Fire and Emergency Services Support Network (FESSN) continues to coordinate a broad suite of support services, including the Peer Support Program.

The Peer Support Program is an integral part of service delivery and support to frontline members utilising a team of trained PSOs from diverse roles and ranks. PSOs draw on their lived experience to provide early intervention, social support, and where appropriate, referrals to professional services. PSOs play a key role in supporting members following critical incidents and delivering targeted education sessions to promote mental health and resilience across the department.

As at 30 June 2025, there are 144 active Peer Support Officers.

Our structure

As of 30 June 2025, QFD comprises the:

- ❖ Office of the Commissioner
- ❖ Office of the Chief Fire Officer
- ❖ Queensland Fire and Rescue
- ❖ Rural Fire Service Queensland
- ❖ State Operations Directorate
- ❖ Strategy and Corporate Services.

The **Office of the Commissioner** provides support and advice to the Commissioner and QFD Executive Leadership Team (ELT) to support decision-making and ensure achievement of key commitments and objectives.

The office also ensures coordinated, timely advice and communications to the Commissioner and Minister's office on a range of executive government functions. The office is a liaison point on behalf of the department with a variety of stakeholders and other government departments.

The **Office of the Chief Fire Officer** (OCFireO) was established in December 2024 to support the Chief Fire Officer in providing independent advice to the Commissioner about the fire services (QFR and RFSQ), including matters relating to service delivery, operational culture, best practice, and innovation and research.

The OCFireO is positioned outside of the QFD's chain-of-command to preserve independence in the preparation of advice through research, review and analysis related activities.

The Chief Fire Officer and the OCFireO have an operational focus with particular emphasis on providing assurance to the Commissioner regarding the efficiency and effectiveness of operational service delivery and driving interoperability and collaboration between the services. For further information about the functions of the OCFireO refer to page 99.

Queensland Fire and Rescue (QFR) is responsible for ensuring the capacity of operational staff to respond in emergent situations as legislated in the FS Act. QFR provides fire prevention, preparedness and response services to fire in the built and landscape environments, as well as scientific and specialist capabilities to Queensland communities. QFR provides a multi-hazard response which includes structural fires, road crash rescue, bush and grass fire, hazmat, and technical rescue including vertical and remote mountain rescue, USAR, confined space rescue, trench rescue, and swiftwater rescue. QFR works closely with emergency management agencies, such as the QPS, SES and Queensland Ambulance Service, and other stakeholders to deliver a high quality all hazard emergency response service across Queensland.

The QFR is led by a Deputy Commissioner who is responsible for the day-to-day leadership and control of the service which consists of one directorate—State Capability—and four regions.

Rural Fire Service Queensland (RFSQ) is a community-based, volunteer emergency service and the lead service for the control and prevention of bush and grass fires in Queensland. RFSQ operates in rural, semi-rural and urban fringe areas providing bush and grass fire prevention, mitigation and response capabilities and community engagement services, assistance during other emergencies and disasters and in some instances road crash rescue.

RFSQ works closely with emergency management agencies (such as the QPS and the SES), land managers (such as Queensland Parks and Wildlife Service (QPWS)) and other stakeholders (such as local governments) to protect communities from the threat of bush and grass fires and other natural and man-made emergencies.

RFSQ provides services and support to its volunteer members through regional, district and area offices throughout the state ensuring operations are coordinated and managed within the region.

RFSQ is led by a Chief Officer who is responsible for the day-to-day leadership and control of the service which consists of one directorate—Strategic Capability—and four regions.

The **State Operations Directorate** provides a diverse range of shared organisational capabilities to QFD's frontline services. The directorate enhances cooperation and collaboration across QFD operations, with a particular focus on how QFR, RFSQ and other specialist capabilities come together before, during and after an emergency.

The directorate incorporates four branches under the Assistant Commissioner's Office: QFR Specialist Services; RFSQ Specialist Services; State Fire Communications; and State Intelligence, Predictions and Planning.

The **Strategy and Corporate Services Division** is a broad and strategic portfolio which informs the development of strategies, policies and investment planning, and delivers corporate solutions to enable QFD's success.

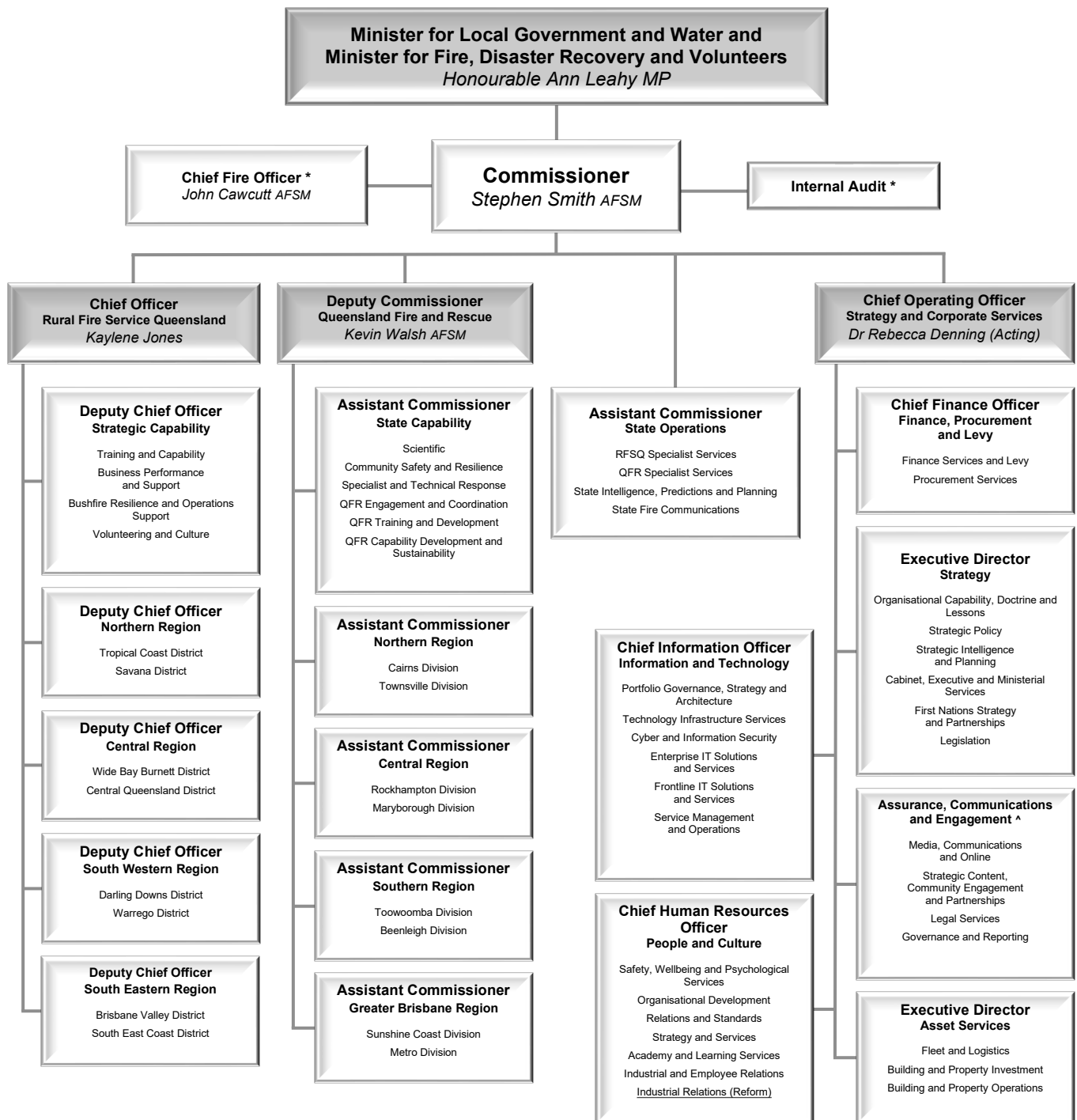
The division provides services and support to QFD, including to the regions via Corporate Hubs, and collaborates with QFR, RFSQ, the State Operations Directorate and OCFireO to ensure strategic and corporate services are co-designed and fit-for-purpose, and are continuously reviewed to achieve efficiencies.

The Strategy and Corporate Services Division is led by a Chief Operating Officer and comprises Finance, Procurement and Levy; Strategy; Assurance, Communications and Engagement; Asset Services; Information and Technology; and People and Culture. The division also provides administrative support for the Internal Audit function.



Organisational structure

As at 30 June 2025



From 1 July 2025:

* The Fire Inspectorate will be established incorporating the Office of the Chief Fire Officer and Internal Audit.

^ The branches within the Assurance, Communications and Engagement Directorate will be absorbed into existing directorates within the department.

Key

IT	Information and Technology
MP	Member of Parliament
QFR	Queensland Fire and Rescue
RFSQ	Rural Fire Service Queensland
—	Indicates temporary organisational unit

Structure changes commencing 1 July 2025

As a Queensland Government Department, QFD is committed to continuous improvement and assurance activities. Formal review and audit programs enable the department to monitor its service delivery effectiveness, identify opportunities for efficacy in managing and delivering improved and more-adaptive safe and protected outcomes for Queensland communities.

From 1 July 2025, the OCFireO and Internal Audit will be structurally realigned under a newly established QFD Fire Inspectorate, with Internal Audit continuing to provide final audit reports directly to the Commissioner and the QFD Audit, Risk and Compliance Committee (ARCC) in alignment with the *Financial and Performance Management Standard 2019*.

The OCFireO and Internal Audit deliver independent advice and assurance to the Commissioner to strengthen the efficiency and effectiveness of the department. Internal Audit focuses on systematically evaluating and improving the effectiveness of risk management, control and governance processes; and the OCFireO focuses on evaluating and improving operational service delivery. Whilst both have different areas of authority and focus, the underpinning approach in delivering the independent

function is similar. Structurally aligning the two independent functions under the CFireO will continue to preserve independence, enhance collaboration, maximise alignment of methodologies, and enhance sharing knowledge and expertise. It will also provide the Commissioner with an integrated and independent auditing and assurance function through a Fire Inspectorate.

In addition, the branches within the Assurance, Communications and Engagement Directorate will be absorbed into existing directorates within the department. This will result in the branches of Media, Communications and Online; Governance and Reporting; Legal Services; and Strategic Content, Community Engagement and Partnerships having new reporting lines within the existing organisational structure.

Our locations

Across Queensland, the department delivers its services from:

- ❖ four QFR regional offices and eight divisional offices
- ❖ 244 QFR stations (including permanent and auxiliary fire and rescue stations)
- ❖ four RFSQ regional offices, eight district offices and 25 area offices
- ❖ 1,386 volunteer-based rural fire brigades including 520 which have a station or shed
- ❖ seven Fire Communications Centres—located at Brisbane, Cairns, Kawana, Rockhampton, Southport, Toowoomba and Townsville. The Fire Communications Centres form a single integrated network that covers the state, however, each centre has its own service delivery area that in some cases will cover multiple QFR and RFSQ boundaries
- ❖ Special Operations Centre located at Cannon Hill in Brisbane
- ❖ four Regional Fire Control Centres located at Townsville, Toowoomba (Charlton), Maryborough and Brisbane
- ❖ State Deployment Centre located at Morningside in Brisbane
- ❖ eight regional Corporate Services Hubs
- ❖ eight mechanical workshops located within the QFR Regions
- ❖ three airbases located at Bundaberg; Watts Bridge, Cressbrook; and Toowoomba.

In addition, the Emergency Services Complex in Brisbane's northern suburbs houses emergency services including the state fire and emergency services functions, as well as the Office of the Commissioner, QFR, RFSQ, State Operations, State Fire Control Centre, and Strategy and Corporate Services.

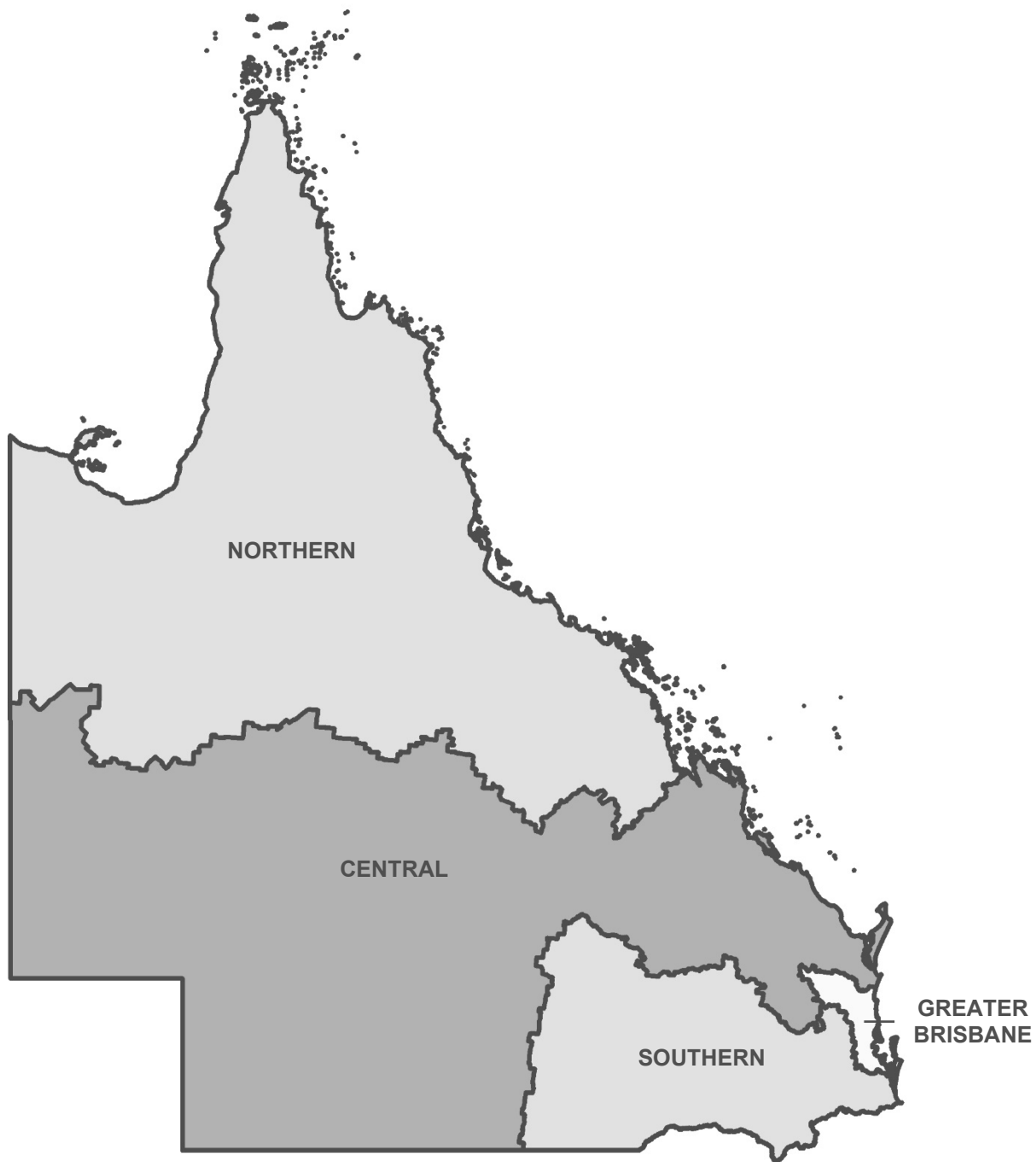
QFR and RFSQ regional maps are provided on pages 25–26.

Frontline staff and volunteers are trained throughout the state in various education and training campuses with the principal campus being the School of Fire and Emergency Services Training located at the Queensland Combined Emergency Services Academy (QCESA) at Whyte Island (Port of Brisbane), Brisbane.

Key locations including contact details are available at www.fire.qld.gov.au/about-us/contact-us

Regions – Queensland Fire and Rescue

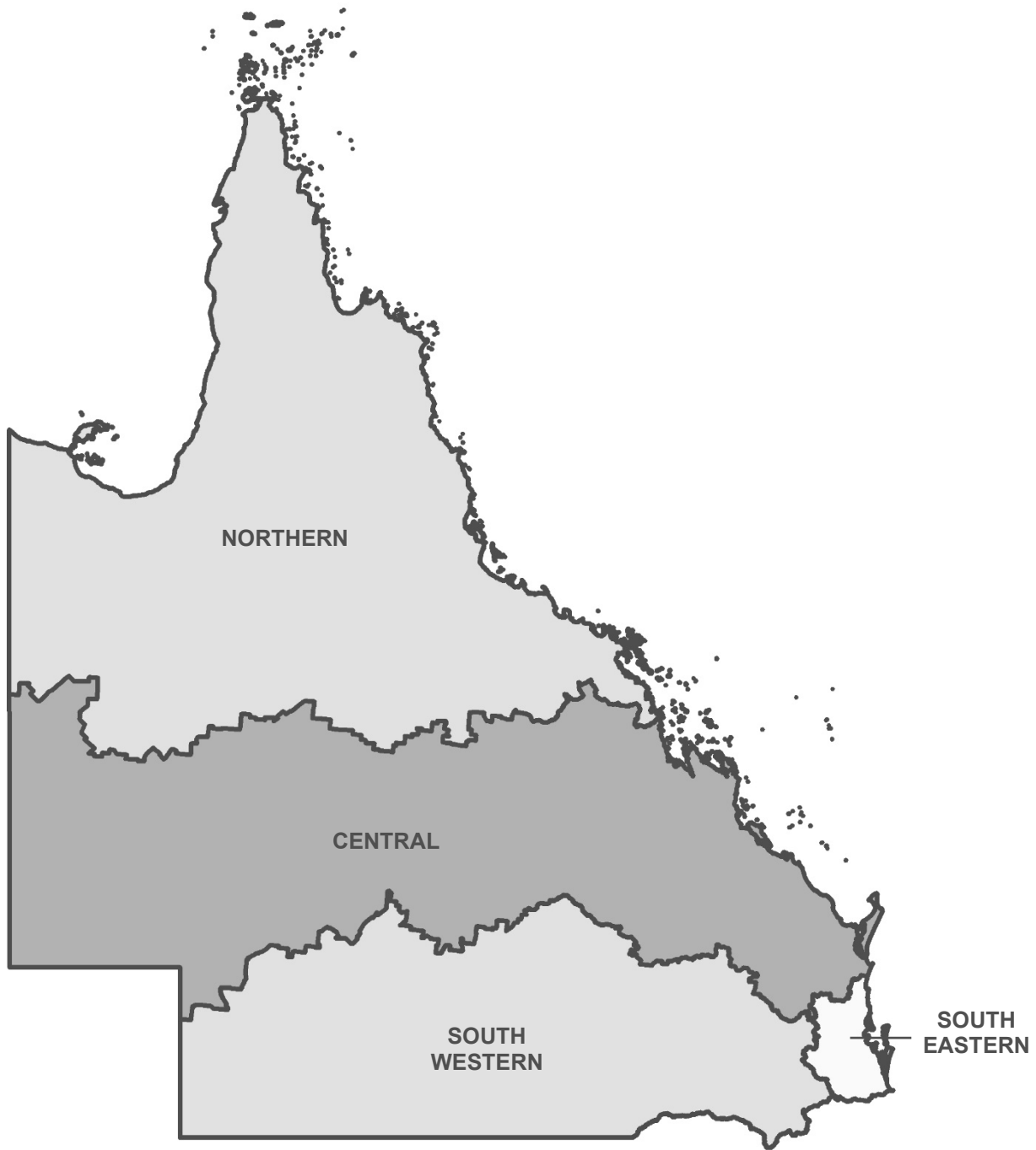
As at 30 June 2025



	State Total	Northern	Central	Southern	Greater Brisbane
Regional offices	4	1	1	1	1
Divisional offices	8	2	2	2	2
Fire and rescue stations	244	55	59	72	58
Queensland population * 5,618,765					
* Source: Australian Bureau of Statistics, Catalogue No. 3101.0, National, state and territory population December 2024, published June 2025					

Regions – Rural Fire Service Queensland

As at 30 June 2025



	State Total	Northern	Central	South Western	South Eastern
Regional offices	4	1	1	1	1
District offices	8	2	2	2	2
Area offices	25	8	7	5	5
Rural fire brigades	1,386	404	504	335	143
Queensland population * 5,618,765					
* Source: Australian Bureau of Statistics, Catalogue No. 3101.0, National, state and territory population December 2024, published June 2025					

Financial summary

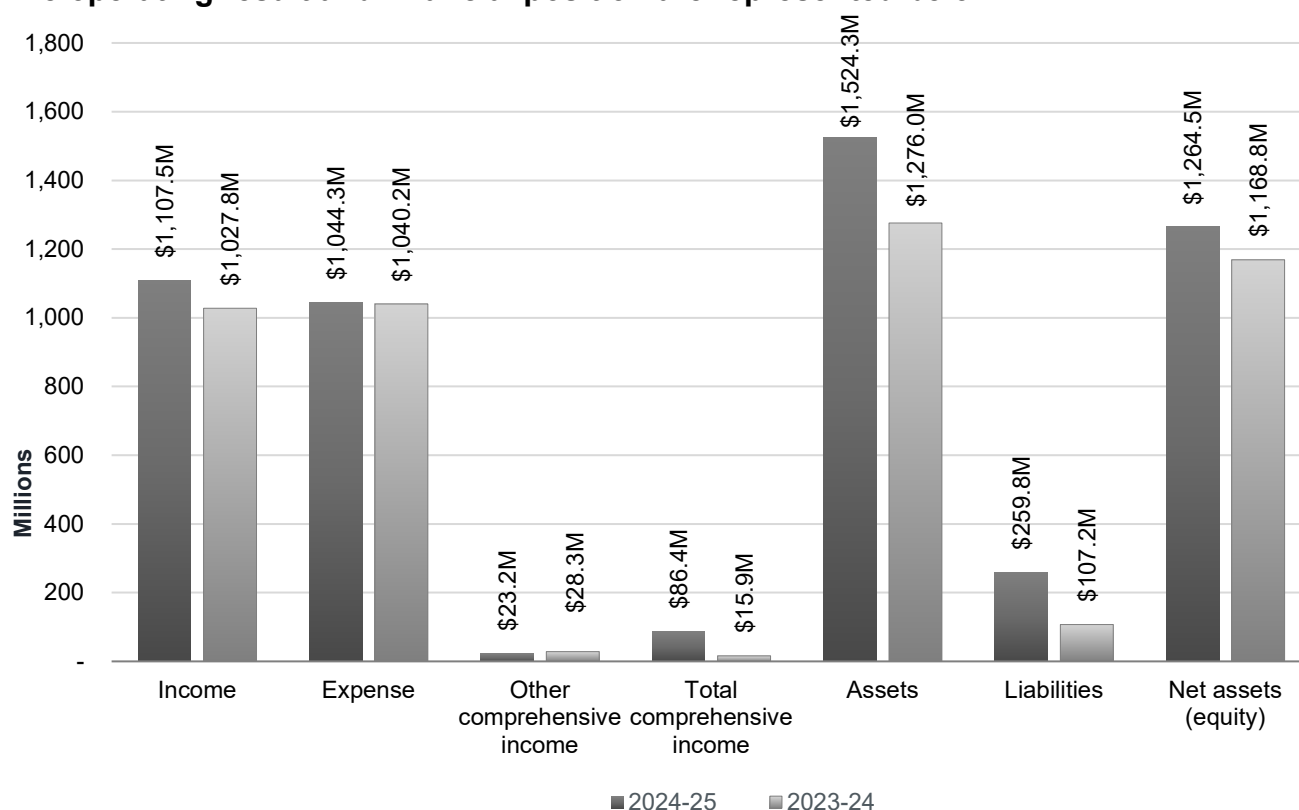
Summary of financial performance

The following table summarises the operating result and financial position for 2024–25 and 2023–24. In accordance with the *Queensland Treasury Financial Reporting Requirements for Queensland Government Agencies*, the 2023–24 financial figures include functions up to the date of transition, with the disaster management function (with staff) transferred to the QPS effective 30 October 2023 and the SES transferred to the QPS effective 1 July 2024.

The QFD Financial Statements for the year ended 30 June 2025 are included in the Appendices (refer pages 112–140).

Statement of comprehensive income	2024–25 \$'000	2023–24 \$'000
Total income from continuing operations	1,107,497	1,027,832
Total expenses from continuing operations	1,044,342	1,040,241
Other comprehensive income	23,222	28,340
Total comprehensive income	86,377	15,931
Statement of financial position	2024–25 \$'000	2023–24 \$'000
Total assets	1,524,287	1,275,963
Total liabilities	259,758	107,205
Net assets (equity)	1,264,529	1,168,758

The operating result and financial position are represented below:



Income and expenses from continuing operations

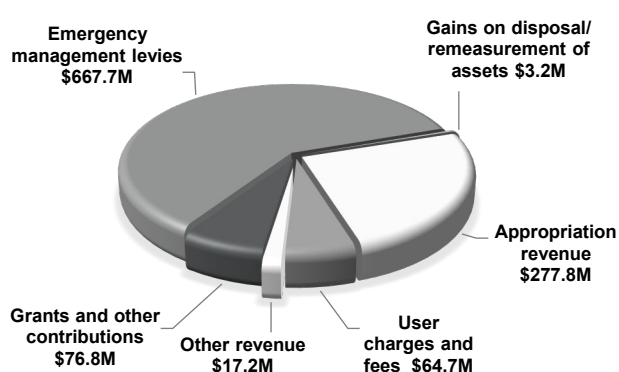
QFD is funded to deliver a wide range of fire and emergency management and recovery services through the Emergency Management Levy paid by prescribed property owners across the state.

QFD also receives income from other revenue sources including user fees and charges from building and infrastructure fire safety and alarm monitoring services, charges for attendance at incidents, parliamentary appropriations, and Australian government grants and contributions.

QFD aims to protect persons, property and the environment through the delivery of emergency services, awareness programs, response capability and capacity and incident response and recovery for a safer Queensland.

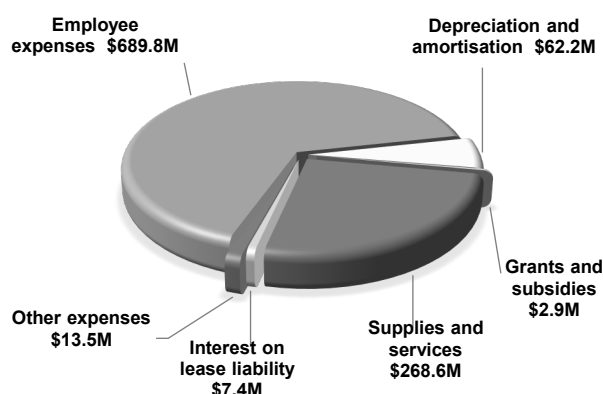
Income

For 2024–25, QFD received income from continuing operations totaling \$1,107.5 million and incurred total expenditure from continuing operations of \$1,044.3 million.



Expenses

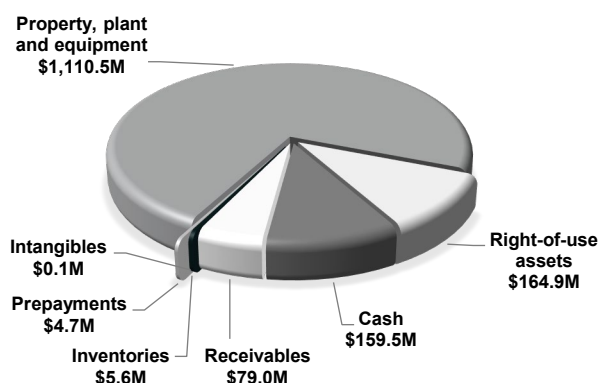
The expenses incurred in the delivery of these services in 2024–25 are outlined below.



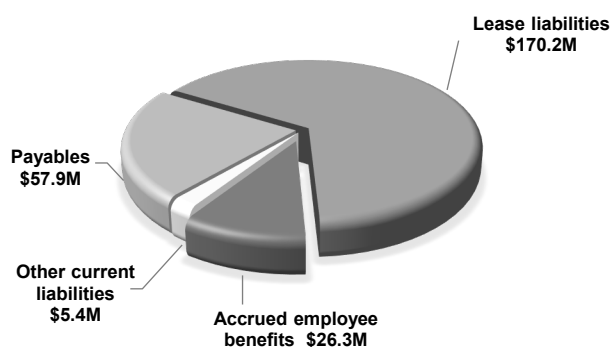
Summary of financial position

QFD was in a positive financial position at the end of the financial year. The total equity (assets less liabilities) of QFD at the end of 2024–25 was \$1,264.5 million. The financial position predominately comprises:

Assets



Liabilities



Our performance

Key performance measures

The service area objective is to enhance community safety by minimising the impact of fire, emergency events and disasters on the people, property, environment and economy of Queensland.

The service area objective aligns with the department's strategic plan objectives and supports the Queensland Government's objectives for the community.

The table below provides an overview of the key performance measures for QFD for 2024–25.

QFD was established on 1 July 2024. Where performance measures remain unchanged from the former QFES, including the counting methodology, data for 2023–24 is provided.

Service area: Fire and Emergency Services							
Performance measures	Notes	2024–25 SDS	Strategic plan	RoGS	2023–24 Actual	2024–25 Target/ Estimate	2024–25 Actual
Rate of accidental residential structure fires reported (per 100,000 households)	1, 2, 3	✓		✓	46.0	<60	46.6
Response times to structure fires including call taking time:	3, 4, 5	✓	✓	✓			
❖ 50 th percentile	6				8.4 minutes	<7.8 minutes	8.4 minutes
❖ 90 th percentile	7				12.7 minutes	<14 minutes	12.7 minutes
Percentage of building and other structure fires confined to room/object of origin	3, 4, 8	✓	✓	✓	79.7%	≥80%	78.7%
Estimated percentage of households with smoke alarm/detector installed	9	✓			-	95%	98%
Percentage of building premises inspected and deemed compliant at first inspection	10	✓			55.5%	50%	57%
Rate of Unwanted Alarm Activations per Alarm Signalling Equipment	11	✓			2.4	<4	2.6
Organisational engagement levels of Rural Fire Service Queensland volunteers	12	✓			85%	80%	72%
Fire services expenditure per person	13	✓			\$199	\$183	\$196
Percentage of Triple Zero (000) calls answered within 10 seconds	14		✓		-	90%	89%
Preventable fire related fatalities	15		✓		-	-	3
Firefighter response related injuries	16		✓		-	-	265

Service area: Fire and Emergency Services (cont'd)							
Performance measures	Notes	2024-25 SDS	Strategic plan	RoGS	2023-24 Actual	2024-25 Target/ Estimate	2024-25 Actual
Queensland Fire and Rescue and Rural Fire Service Queensland attrition rate within first two years	17		✓		-	-	1.5%
Percentage of staff satisfied with professional development	18		✓		-	-	27%
Percentage of QFD led bush and grass fire mitigation activities completed in high risk locations	19		✓		49%	-	60.5%
Percentage of homes with inter-connected smoke alarms installed	20, 21		✓		-	-	52%
Community preparedness rating for fire related hazards	20, 22		✓		-	-	0.46
Rate of satisfaction with 'warnings and alerts'	20, 23		✓		-	-	88%
Rate of satisfaction with QFD service delivery	20, 24		✓		-	85%	80%
Percentage of major capital works delivered within timeframes	25		✓		-	-	27%
Percentage of information technology investment allocation across risk mitigation, enabling QFD capabilities and modernisation categories	26		✓				
❖ Risk					-	-	49%
❖ Enabling					-	-	20%
❖ Modern					-	-	31%
Percentage of QFR fleet assets outside of planned useful life	27		✓				
❖ 15-20 years					-	-	21.63%
❖ 20-25 years					-	-	16.8%
Percentage of recommendations emanating from reviews implemented within required timeframes	28		✓		-	-	79%
Percentage of damage assessments following a major event undertaken within required timeframes	29		✓		-	-	100%
Key - Not available/not applicable RoGS Report on Government Services SDS Service Delivery Statement Strategic plan <i>Queensland Fire Department Strategic Plan 2024-28 (updated April 2025)</i>							

Notes:

1. Accidental residential structure fires are those fires in a residential structure that are not deliberately lit and with effective educational programs can be reduced or prevented from occurring. Household data is sourced from the Australian Bureau of Statistics *Household and Family Projections*, Australia, catalogue no. 3236.0, released 28 June 2024. Nationally, in 2023–24, the rate of accidental residential structure fires was 56.0 per 100,000 households (2025 RoGS).
2. A residential property is one in which sleeping accommodation is provided for normal living purposes, for example family dwelling, units, flats and apartments.
3. Structure fires are fires in housing and other buildings.
4. Only incidents occurring within the Levy District Boundaries (Class A-D) are included. Excluded are non-emergency calls and those where QFD experienced delays due to extreme weather conditions or where the initial response was by another agency or brigade. Only primary exposure incidents are included. The location of incidents in relation to the levy district boundary is identified using the latitude and longitude of where the incident occurred or originated from.
5. Response times are measured from either alarm time or the point at which the incident is verified as requiring QFD attendance, to the time in which the first responding vehicle arrives at the scene. Response times can be affected by population growth, road congestion, driver behaviour (distraction and inattention to emergency responder), high density urban residential designs, competing demand and weather.
6. This measure reports the time within which 50 per cent of the first responding fire appliances arrive at the scene of a structure fire.
7. This measure reports the time within which 90 per cent of the first responding fire appliances arrive at the scene of a structure fire. The department has a long-established service delivery model for responding to 90 per cent of structure fires within 14 minutes.
8. Only structure fires where the confinement has been determined are included in the calculations. Nationally in 2023–24, 76.2 per cent of structure fires were confined (2025 RoGS).
9. This measure provides an indication of the effectiveness of smoke alarm legislation and awareness raising campaigns represented by the percentage of households with smoke alarms installed. Results are derived from the department's annual Community Insights Survey with the 2025 survey results expected to be published on the QFD and Queensland Government's Open Data websites by 31 December 2025. No survey was conducted in 2024 (to inform the 2023–24 Actual) due to the complexity provided with the transition from QFES to QFD from 1 July 2024.
10. This measure reports the percentage of building premises inspected and deemed compliant with building fire safety regulations (FS Act, *Building Act 1975* and *Building Fire Safety Regulation 2008*) and fire safety procedures on first inspection.
11. This measure indicates the effectiveness of QFD strategies to help reduce the number of unwanted alarm activations. This measure compares the number of system initiated false alarms responded to by QFD fire personnel with the number of connected alarm signalling equipment devices that are monitored by the department. Unwanted alarm activations are defined as any activation of the fire alarm and detection system that could have been avoided. The FS Act (section 146N) provides a legislated target of no more than four unwanted alarm activations per alarm signalling equipment per financial year.
12. This 2024–25 SDS measure has been renamed from 'Engagement levels of Rural Fire Service volunteers' to include 'organisational' engagement to reflect the structure of the QFD. The underlying calculation methodology, which is based on Volunteering for Queensland survey outcomes, remains unchanged. The 2024–25 Actual follows a significant period of reform and QFD is taking positive steps to improve the experience of volunteering. The measure is calculated from the results for three questions: 'I am proud to tell others I volunteer for my service', 'I would recommend my service as a great place to volunteer' and 'I feel strong personal attachment to my service'. For each question, a result is calculated from the number of respondents selecting 'agree' or 'strongly agree' divided by the number of respondents to the question. The overall engagement measure is the average of the results for the three questions.
13. This measure reports the fire services' expenditure divided by the estimated population of Queensland. Population data is based on the Queensland Treasury population estimates. This measure is a proxy measure for efficiency reported in line with the RoGS methodology. Expenditure includes the department's operating expenditure plus a calculated user cost of capital for property, plant and equipment assets excluding land assets. The variance between the 2024–25 Target/Estimate and the 2024–25 Actual is mainly due to the continuing recruitment to provide an additional 500 full-time equivalent firefighter positions over six years commencing 2020–21, increased WorkCover premiums resulting from the expanded Presumptive WorkCover Legislation and operational response for bushfire and severe weather disaster events during 2024–25. The wording of this 2024–25 SDS measure was amended from the 2023–24 SDS measure 'Fire and emergency services expenditure per person' to reflect the revised scope of the department from 2024–25 resulting from the Disaster and Emergency Management Reform Program. The underlying calculation methodology, which is based on departmental expenditure, remains unchanged.
14. This measure is calculated from the first presentation of the Triple Zero (000) call from Telstra to the Fire Communications Centre. This measure provides an indication of the extent to which emergency services are accessible and responsive.

Notes(cont'd):

15. This measure reports the number of fire-related fatalities within a residential structure fire or landscape fire that has been deemed accidental. Preventable fire related fatalities are those that could likely have been avoided with reasonable precautions, safety measures or interventions, such as working smoke alarms or unobstructed exits. Fire-related fatalities typically involve heat and flame exposure, smoke inhalation or burn injuries. The 2024–25 Actual is preliminary and may be subject to change based on the outcomes of ongoing investigations. This measure informs targeted prevention strategies including education and awareness.
16. This measure includes paid firefighters and RFSQ volunteer members and reports injuries reported as occurring 'at emergency scene', this may include injuries sustained at fires, motor vehicle accidents or other emergency scenes. Injuries may be either physical or psychological in nature. Data is sourced from the department's Safety, Health and Environment (SHE) system. All reported injuries are investigated enabling appropriate mitigation strategies to be implemented where necessary.
17. The measure reports the attrition rate for paid employees from QFR and RFSQ that exit the department within the first two years of start date. The attrition rate provides an indication of workforce stability. This measure has been amended in the 2025–29 strategic plan to 'QFD attrition rate within the first two years' to ensure that this lens is also applied to corporate services staff within the department.
18. Data for this measure is sourced from the Working for Queensland survey. The measure is calculated from the results for two questions: 'My manager or supervisor and I discuss my professional development' and 'My manager or supervisor supports my professional development by connecting me with learning and development opportunities'. For each question, a result is calculated from the number of respondents selecting 'always' or 'often' divided by the number of respondents to the question/s. The overall measure is the average of the results for the two questions. This measure has been amended in the 2025–29 strategic plan, to the 'Percentage of QFD staff that participated in annual development plan activities', aligning with the *Our People Strategy 2025–29*, as a more accurate measure of the department's investment in development planning for its employees.
19. QFD led bush and grass fire mitigation activities occur in high risk locations identified by Area Bushfire Management Groups. Mitigation activities include hazard reduction burns, community engagement activities and fire trail construction or cyclic maintenance of trails. Mitigation strategies can help minimise the impact of bushfires, reducing the risk of injury or loss of life; and reduce the economic costs associated with bushfires which may include damage to infrastructure, homes and the environment. By implementing mitigation activities, communities can better prepare for and respond to bushfires. While mitigation activities were inhibited by weather conditions in 2023–24 and 2024–25, QFD continued to encourage partners and landholders to seize opportunities for hazard reduction burning when conditions allowed to assist Queensland's preparedness for the higher risk bushfire period.
20. Results are derived from the annual QFD Community Insights Survey which are published on the QFD and Queensland Government's Open Data websites. Results from the 2025 survey are expected to be published by 31 December 2025.
21. The 2024–25 Actual is derived from the Community Insights Survey question that asks whether 'Install interconnected smoke alarms' were completed, planned, not planned, or not required. Legislative changes introduced in Queensland on 1 January 2017 require dwellings to have interconnected, photoelectric smoke alarms installed in a phased implementation process, with all homes to comply by 1 January 2027. QFD actively promotes the smoke alarm legislation through community education including safety campaigns.
22. The 2024–25 Actual is derived from two Community Insights Survey questions related to the extent of completion of nine fire-related preparedness activities included in the survey: 'In the last year, have you undertaken any of the following emergency or disaster planning?'; and 'What has been done/planned to be done to your property by you or your landlord to reduce or prevent the impact of an emergency or disaster event?'. Each respondent gets an index score ranging from zero to one that reflects the percentage of the nine fire-related preparedness activities that they have completed, excluding those 'not required'. The overall community preparedness rating for fire related hazards is the average of the individual index scores. QFD and its partners undertake community safety messaging and education specific to local risk profiles.
23. The 2024–25 Actual is derived from two Community Insights Survey questions that ask: 'Have you received/used a *warnings and alerts* service delivered by QFD in the last year?'; and for those that answered 'yes', 'How satisfied were you with the service you received?'. The final satisfaction rating was the percentage of respondents who received a warnings and alerts service and who answered either 'Very satisfied' or 'Fairly satisfied'.
24. The 2024–25 Actual is derived from two Community Insights Survey questions relating to the satisfaction ratings of 13 different types of service included in the survey. Respondents were asked for each type of service: 'Have you received/used a service delivered by QFD in the last year?' and for those that answered 'yes', 'How satisfied were you with the service you received?'. The final satisfaction rating is the percentage of respondents who received a service and who scored themselves as being either 'Very satisfied' or 'Fairly satisfied'.

Notes (cont'd):

25. This measure provides insights into the efficiency and effectiveness of QFD's planning, budgeting and project management processes. Major capital works includes the construction or refurbishment of existing and new fire and rescue stations (permanent and auxiliary), rural fire brigade stations, communications centres and the refurbishment of the new QFD State Headquarters. Timeframes for each major capital works project are based on the relevant planning pipeline. Delivery of the department's major capital works program may be impacted by factors such as weather conditions, development approval processes and limited land supply.
26. This measure has been amended from 'Percentage of critical systems integrated through ICT managed platforms' to focus more on an appropriate investment spread for QFD to address information and technology risk, ensure modernisation of existing systems and leveraging information and technology to enable QFD capabilities. A balance of investment in all three categories (risk, enabling and modern) is required to ensure the department's information and technology program continues to meet service demands.
27. This measure has been amended from 'Percentage of appliances outside of design life' to align with financial reporting and industrial terminology. This measure supports QFD in ensuring the QFR fleet is modern, efficient and capable of meeting the demands of contemporary fire and rescue operations. Fleet assets are the vehicles which support QFR's operational capability delivery to the community. The QFR fleet comprises a range of fleet assets including firefighting trucks and specialised vehicles such as aerial appliances and operational support vehicles. 'Planned useful life' is the designated benchmark in years which QFD aims to replace a QFR fleet asset. Planned useful life for the QFR fleet is 15 years excluding aerial appliances which are designated as 20 years. QFD has undertaken extensive fleet analysis of the QFR fleet to identify long term fleet replacement projects to inform future fleet programs. In addition, alternative fleet procurement strategies are being implemented to address the fleet demographics.
28. This measure considers QFES/QFD lead or co-lead recommendations, accepted or accepted-in-principle, from Inspector-General Emergency Management (IGEM) reviews assigned under the IGEM Monitoring, Evaluation and Reporting program. The timeframe is a rolling three-year period (2022–23, 2023–24 and 2024–25). The 2024–25 Actual is based on the open QFES/QFD lead or co-lead IGEM recommendations at the start of the timeframe (33 at 1 July 2022) however, excludes those recommendations where ongoing implementation responsibility transferred to another agency under machinery-of-government arrangements in 2023–24. Within the timeframe, QFES/QFD implemented 26 recommendations and at 30 June 2025, is continuing to implement seven recommendations.
29. This measure reports the percentage of damage assessments completed within five days post major event providing an indication of the timeliness and effectiveness of QFD's post disaster response. Prompt damage assessments are fundamental for the immediate direction of resources, prioritisation of recovery efforts, public communication, and coordination with other agencies and stakeholders. Classification of a major event is based on factors including duration, scale, complexity and community impacts. QFD undertakes damage assessments in areas impacted by the event (such as fire, flood and cyclone) and makes an assessment as to the extent of the damage (total, severe, moderate, minor or no damage).



Our performance

This section reports on delivery of the *Queensland Fire Department Strategic Plan 2024–28* (updated April 2025) and is a sample of the department's performance highlights from 2024–25.

It is not representative of all work undertaken during this period.

Objective 1 – Safe and effective response that minimises the consequences of fires and emergencies

Strategies

- ❖ Safely maintain and enhance our operational response capabilities
- ❖ Drive seamless and interoperable response across our services and partners
- ❖ Improve services to high risk locations and target groups using adaptable, risk based and place based models of service delivery
- ❖ Utilise real time analytics and intelligence to support response operations and inform recovery operations

Operational Advisory Group

Following the tragic Slacks Creek incident in May 2023, QFR established the Operational Advisory Group to conduct a high-level assessment of QFR's structural firefighting capability focussed on mechanisms to continuously improve and/or strengthen the capability.

The high-level assessment identified several areas of direct focus:

- ❖ Operations strategy, structure and culture
- ❖ Incident command and control
- ❖ Building construction, fire behaviour and suppression
- ❖ Breathing apparatus safety team operations
- ❖ Breathing apparatus operations
- ❖ Breathing apparatus team/firefighter self-rescue
- ❖ Fireground radio communications
- ❖ Incident debriefing and lessons management.

QFR is progressing implementation of the Structural Firefighting Action Plan as a priority and established a governance structure in 2024 to drive efficient and effective implementation. In addition, \$5 million was provided in 2024–25 for the purchase of priority firefighter safety equipment identified in the action plan, such as thermal imaging cameras (TICs) and rapid intervention team kits to improve situational awareness and rescue capabilities.

An additional 350 TICs were placed on QFR trucks during 2024–25. TICs enable firefighters to 'see' in no/low visibility conditions. TICs are essential tools in firefighting and other operational functions, utilising infrared technology to detect heat differentials and create an image that reflects this, thereby providing 'visibility' in smoke-filled and/or dark environments, they are also highly useful in hazmat incidents and in locating people during rescue operations.

Aviation capability

In 2024–25, aviation continued to play a significant role in supporting QFD operations in bushfire response and severe weather, tropical cyclone and flood response.

Queensland has access to over 200 call-when-needed aircraft (planes and helicopters) and NAFC contracted aircraft capable of performing water-bombing, airborne coordination, line scanning or intelligence gathering functions in support of ground crews during bushfires and other emergency events.

The department will use aircraft through these commercial providers during bushfires and other emergency events to assist with transport of rescue crews and cargo, and resupply within affected communities.

During the heightened bushfire period in late 2024, the NAFC contracted aircraft based in Toowoomba, Bundaberg and Watts Bridge (within South East Queensland) supported operations local to their operating bases and across the state. Significant aviation activity was seen in North Queensland during the higher risk bushfire period. The importance of aviation support has been incorporated into the department's operating and response models and plays a beneficial part in the planning and response stages of most incidents.

A broader use of aircraft occurred in 2024–25, which boosted the ability for intelligence gathering as well as response activities. Under the QFD operating model, the response profile of aircraft broadened to enable a faster and stronger response to bushfires across Queensland, as evidenced by the significant dispatching in areas of risk not historically seen. Observation missions, line scanning activities and live video imagery Specialist Intelligence Gathering capability enabled quicker decision-making and more effective distribution of responding ground crews, supported by supervised suppression activities.

QFD also trialled the Pre-Determined Dispatch model during the 2024–25 higher risk bushfire period, where an aircraft is responded under specific fire conditions by the Fire Communications Centre at the same time as fire trucks within a defined area. Analysis of the response data indicates that this trial was able to minimise delay with the intent of containing the fire as quickly as possible. This capability will be refined for the 2025–26 higher risk bushfire period.

During the severe weather and flooding events in early 2025, aviation supported the transport of swiftwater crews to remote areas, as well as supported local governments in cargo delivery and personnel transport. QFD also received exemptions from the Civil Aviation Safety Authority for the increased operations and functionality of Remotely Piloted Aircraft Systems (RPAS) (drones) which further enhanced QFD operations during the response to Tropical Cyclone Alfred (March 2025). RPAS capability continues to grow and evolve, providing more opportunities to reduce exposure to crew across capabilities, make operations safer and more effective, and do so in a timelier and cost effective manner.

The QFD operational doctrine supporting aviation is in redevelopment and review to enhance the awareness and safety of aviation practices within the department. The aim is to maintain national best practice, alignment to federal legislation and enhancement of aviation safety practices.

Motorised Swiftwater Rescue Craft Capability

QFR has established itself as a leader in severe weather response through its Swiftwater Rescue capability, the Motorised Swiftwater Rescue Craft (MSRC) element of this capability, is a critical asset in responding to Queensland's severe weather. In 2024–25, QFR advanced this capability, training an additional 32 operators for a total of 167 MSRC operators. These operators and 35 craft strategically located throughout Queensland, form a vital part of its broader Swiftwater and Floodwater Rescue (SFR) operations. These highly skilled operators are trained to respond to dangerous swiftwater emergencies rapidly and effectively.

QFR's MSRC capability is evidence-driven, with deployment of craft and trained personnel guided by risk, deployment capacity, historical data, local action plans and intelligence. By monitoring weather systems, flood modelling and community impact data, QFD ensures resources are directed where they are needed most, maximising community safety. Once activated, Technical Rescue Coordinators deploy local capabilities immediately and mobilise additional resources as required.

In 2024–25, QFD commenced embedding Technical Rescue Liaisons within command structures, fully implementing this practice during Tropical Cyclone Alfred. These Technical Rescue Liaisons, integrated across Incident Control Centres, Fire Communications Centres, and Regional Fire Coordination Centres, worked closely with Incident Management Teams to allocate resources effectively, including strategically positioning and repositioning SFR and MSRC crews.

During the 2024–25 severe weather season, these Technical Rescue Liaisons contributed to the strategic deployment of SFR and MSRC crews and resources to areas forecast to experience flooding, enabling timely responses to life-threatening situations during major events.

Incident Management Training

The department's Incident Management Capability Unit, within State Operations, is responsible for leading the development and internal delivery of incident management training aligned to the Australasian Inter-service Incident Management System (AIIMS) principles, supporting QFD's emergency management strategy and legislative obligations.

AIIMS has been adopted by QFD as the foundation of its incident management system, with structured training delivered across the core functions of Control, Operations, Planning, Logistics, Public Information, Strategic Safety and Sector Command.

During the reporting period, a total of 20 functional role courses were delivered with training provided to 157 employees and volunteers across the state, strengthening the department's capacity to manage complex incidents. This training ensures employees and volunteers are equipped with the knowledge and skills required to perform their roles within an AIIMS structure, supporting interoperability and effective incident response at all levels.

The Incident Management Capability Unit, in conjunction with the QFD Curriculum Unit, is developing a range of QFD contextualised training materials, starting with the roles of Operations, Planning and Logistics, with completion expected by 30 June 2026.

Queensland Bushfire Plan

The *Queensland Bushfire Plan* (the Bushfire Plan) (2020) outlines Queensland's comprehensive approach to the management of bushfire hazard. To ensure its continued relevance and effectiveness, a review of the Bushfire Plan is being undertaken incorporating updated risk assessment, best practice and stakeholder feedback.

The review, led by RFSQ, identified opportunities to enhance the Bushfire Plan, ensuring it is current and supports all land managers and the Queensland community to mitigate bushfire risk and respond when bushfire occurs. RFSQ continues to progress the review of the Bushfire Plan, which will be available on the Queensland Government Disaster Management website when finalised

(www.disaster.qld.gov.au/publications).

Scientific Branch

The Scientific Branch within QFR is a vital component of the state's emergency response network, providing expert advice and operational support during fire and hazmat incidents such as chemical spills, gas leaks, and fires involving hazmat. It consists of a dedicated team of permanent employees and a network of Volunteer Scientific Officers (refer page 19). The branch's work spans all stages of hazmat emergencies, from response to recovery, ensuring public safety and environmental protection.

In 2024–25, the Scientific Branch responded to approximately 1,000 incidents, with up to 10 per cent requiring activation of the regional volunteer network. These incidents included chemical reactions and spillages; gas and vapor cloud releases; clandestine drug laboratories (in support of the QPS); incidents involving radioactive substances; and fires involving hazmat including lithium-ion batteries. These incidents occurred across domestic, industrial and transport settings. The branch also provided its expertise at hazmat emergencies across Australia, including the Australian Capital Territory and Northern Territory, and New Zealand. It also provided technical expertise to support the safe disposal of chemicals at high-risk illicit chemical warehouses in Cambodia by deploying a Scientific Officer under the activation of the Australian Government Overseas Assistance Plan by the National Emergency Management Agency (refer page 72 for further information).

In addition to emergency response, the branch delivered hazmat training and reviewed emergency plans for hazardous industries across Queensland and contributed to strategic initiatives such as alternative energy developments.

Other key achievements include:

- ❖ **Responded to a total of 89,127 incidents**—of these, QFR was the responsible service for 86,226 incidents and RFSQ was the responsible service for 2,901 incidents (**244 incidents per day on average**):
 - 2,496 structure fires including 1,746 residential structure fires
 - 5,628 landscape fires
 - 17,407 mobile property crashes (mobile property is defined as property that is designed to be movable, either under its own power or towed, whether it is still movable or not, such as cars, planes and ships)
 - 63,596 other incidents (includes other fires and explosions, rescues, hazardous conditions incidents, false alarms and good intent calls, storm and natural disaster response incidents and other situations).
- ❖ Continued to deliver timely **response times to structure fires** including call taking time with 8.4 minutes at the 50th percentile and 12.7 minutes at the 90th percentile.
- ❖ Prepared for and supported **major Queensland events** such as CMC Rocks (March 2025 held at Willowbank Raceway, Ipswich), the Gold Coast 500 (October 2024), Birdsville Races (September 2024), Pacific Air Show (August 2024 held on the Gold Coast), and Broken Hill Mundi Bash (August 2024). To minimise risk to communities, QFD deploy personnel to create a surge capacity to manage the increased number of visitors to major events. QFD crews ensure the safety of the community and its visitors and take the opportunity to engage with local stakeholders, conduct recruitment drives, undertake training and conduct building fire safety inspections. As an example, in the lead up to Gold Coast 500, QFR actively participated in inter-agency planning meetings to ensure there was a coordinated approach to public safety. Building maintenance inspections were scheduled and undertaken to ensure compliance with fire safety standards and identification of potential hazards. Ongoing risk assessments are conducted as conditions evolve, enabling dynamic responses to mitigate potential impacts to public safety. Firefighters were strategically placed in several hotels along the race circuit, equipped with breathing apparatus to enable a rapid emergency response, supported by a fire truck stationed in Pit Lane.

- ❖ Strengthened QFD's **fire investigation capability** with five candidates graduating with the Advanced Diploma of Public Safety (Fire Investigation) in November 2024. A further four candidates are due to graduate in late 2025, and a total of 20 candidates enrolled across the 2025 training program through the Canberra Institute of Technology. This investment supports the development of skilled fire investigators, enhances operational readiness, and ensures a sustainable pipeline of qualified personnel to meet future organisational and community needs.
 - ❖ Onboarded eight **volunteer Mapping Officers** from across the state in May 2025 with the delivery of training which included a trial exercise. The Mapping Officer capability is a critical element to enabling QFD's Intelligence capabilities, ensuring that robust location data is captured and disseminated to Incident Management Teams, Fire Behaviour Analysts, and Public Information Officers, supporting informed decision-making, operational planning and public messaging. It also provides ground crews with offline access to situational maps, enhancing safety and operational oversight including in areas without internet connectivity.
- ❖ Developed and implemented a new **Fire Communications Training and Professional Development Program** (including Certificate IV qualification), which commenced in June 2025, providing operational and leadership training for Fire Communications career progression, with 73 active enrolments as of 30 June 2025. An inaugural five-day Fire Communications Supervisor Workshop was also developed and delivered to upskill 14 Fire Communications Supervisors from the seven Fire Communications Centres across Queensland. The Fire Communications Recruit Program (including Certificate III qualification) also continued to be delivered with 29 graduates during 2024–25.
-
-



2024–25 Higher risk bushfire period

The 2024–25 higher risk bushfire period commenced on 1 August 2024 and concluded on 1 March 2025.

Preparing for disasters and emergencies, including bushfires, is a combined effort between the community and emergency services.

The Bushfire Safety campaign, *Respect it or Regret it*, was launched on 2 June 2024. This campaign, which ran throughout the higher risk bushfire period, highlighted the importance of having a bushfire survival plan, monitoring the fire danger ratings and being alert to bushfire warnings. The campaign encouraged all Queenslanders to have a bushfire survival plan to know what to do in the event of a bushfire. The goal of the statewide campaign was to build community capability and resilience, prevent loss of life and minimise damage from bushfires. Resilience to disasters and emergencies is a shared responsibility and this campaign was an integral part of the broader QFD strategy to educate the community about their risk and how to prepare for bushfire. For further information regarding the campaign refer to page 65.

Ahead of the 2024–25 higher risk bushfire period, RFSQ worked with partner agencies to encourage proactive preparations and assess opportunities to undertake mitigation activities, and worked with landowners to support the delivery of key mitigation burns where needed.

During 2024–25, QFD completed 60.5 per cent of activities included in Bushfire Risk Mitigation Plans. A Bushfire Risk Mitigation Plan identifies the bushfire hazard requiring mitigation within a local government area, with an emphasis on a community's bushfire interface zones. It also plans and reports mitigation activities and identifies coordination strategies to support a bushfire response. Mitigation activities include hazard reduction burns, community engagement activities, fire trail construction and cyclic maintenance of fire trails.

During the higher risk bushfire period, QFD responded to vegetation fires throughout various parts of Queensland, including fires that had significant impact on communities in the Scenic Rim area, Cloncurry, Mount Isa and Dirranbandi.

During the 2024–25 higher risk bushfire period, aerial firefighting services completed over 880 dispatches and more than 3,500 flying hours in response to bushfire events.

In addition, QFD trialled Pre-Determined Dispatch, where an aircraft is responded by Fire Communications Centres at the same time as fire trucks within a defined area. The Pre-Determined Dispatch aircraft was activated on three separate occasions providing bombing operations to support ground crews in containment efforts. Analysis of the response data for this aircraft indicates the trial was able to minimise any delay with the intent of containing the fires as quickly as possible. This capability will be refined for the 2025–26 higher risk bushfire period.

FEATURE

Severe weather season 2024–25—season review and season preparedness

The 2024–25 severe weather season ran from 14 October 2024 and concluded on 31 May 2025.

QFD’s approach facilitated preparation, rapid planning, mobilisation, response during events and the reduction of impacts to communities post event. The department works closely in partnership with its key stakeholders, including local governments and communities, to improve resilience and enhance operational capacity during times of emergency.

QFD planned for the severe weather season by undertaking high-level initiatives focussed on preparation and connecting with key disaster management stakeholders across Queensland ensuring they were adequately informed and prepared to help protect Queenslanders. This included pre-season briefings with internal and external stakeholders, and Queensland Government and Australian Government partners. The briefings provided disaster management stakeholders with information on jurisdictional activities and operational capacity.

QFD responds to severe weather events and supports the QDMA when activated for severe weather events. QFR and RFSQ undertake a range of response activities to support the broader response to severe weather events, including flooding and cyclone events. Response activities include SFR, completing damage assessments to support recovery planning, and completing washouts of affected properties.

QFD responded to three significant events during the 2024–25 severe weather season:

North Queensland Flooding—late January to early February 2025

- ❖ Over 200 QFD personnel were deployed to support existing staff and volunteers in the region.
- ❖ QFD responded to 1,160 incidents, rescuing 121 persons and evacuating 169 persons across the state.
- ❖ QFR crews completed 3,001 damage assessments.
- ❖ RFSQ volunteer members completed 115 washouts.
- ❖ QFD-contracted aircraft undertook 152.6 flying hours (in the period 2–14 February 2025).

Tropical Cyclone Alfred—South East Queensland (late February to early March 2025)

- ❖ Over 900 QFD personnel were dedicated to this event during the peak of activity.
- ❖ The State Fire Control Centre coordinated the deployment of 140 QFD personnel from across the state to support operations in South East Queensland.
- ❖ At the height of the event there were 120 Swiftwater Rescue Technicians strategically positioned around South East Queensland.
- ❖ QFD responded to 1,907 incidents, rescuing 85 persons and evacuating 99 persons across the state.
- ❖ QFR crews completed 4,910 damage assessments.

- ❖ RFSQ volunteer members completed 88 washouts.
- ❖ QFD-contracted aircraft undertook 36.2 flying hours (in the period 5 to 13 March 2025).

Western Queensland Floods (late March to early April 2025)

- ❖ Over 180 QFD personnel were dedicated to this event.
- ❖ QFD responded to 317 incidents, rescuing 28 persons and evacuating 99 persons across the state.
- ❖ QFR crews completed 288 damage assessments.
- ❖ RFSQ volunteer members completed 304 washouts.
- ❖ QFD-contracted aircraft undertook 619.3 flying hours (in the period 23 March 2025 to 22 April 2025).

The SFR and MSRC capability was coordinated through the pre-incident deployment of personnel and resources from across the state, in addition to the mobilisation of local personnel, to boost capability in at-risk or affected locations across Queensland as needed. To enhance responsiveness during the severe weather season, QFR embedded Technical Rescue Liaisons within Incident Control Centres and Fire Communications Centres. These liaisons worked closely with Incident Management Teams to allocate resources effectively and position SFR crews strategically. Once activated, a network of Technical Rescue Coordinators deployed local capabilities immediately while mobilising additional resources.

Additionally, the SES was embedded within Fire Communications Centres for the Tropical Cyclone Alfred event to support and prioritise effective and efficient tasking across emergency service agencies. This ensured tasking was assigned to the most appropriate agency when Triple Zero (000) calls were received.

QFD extensively engaged rotary aircraft during the three severe weather events to support operational response (swiftwater response), movement of QFD crews and to support recovery efforts. This was in addition to the nationally provided aircraft (NAFC coordinated) that was also used in the events.

FEATURE

Exercises

Exercises are integral to training, developing and preparing QFD employees and volunteers to carry out functions during an emergency, recognising that exercising is a valuable learning tool and opportunity to practice interoperability and evaluate equipment, techniques and processes.

QFD employees and volunteers participate in a variety of exercise types to increase their competency levels—multi-agency exercises, multi-jurisdictional exercises, functional exercises and discussion style exercises.

Exercises enable the development, practising, assessment, review, validation and demonstration of factors including:

- ❖ interoperability across QFD services
- ❖ liaison and engagement with external agencies
- ❖ response and operational procedures
- ❖ communication plans
- ❖ response times
- ❖ suitability and effectiveness of equipment including personal protective equipment
- ❖ operational preparedness.

Exercises that QFD led, conducted or participated in include:

- ❖ **Exercise Phoenix**, conducted on 11 June 2025 in Brisbane. Exercise participants included the Commissioner, QFD; Deputy Commissioner, QFR; Chief Officer, RFSQ; Assistant Commissioners; and Deputy Chief Officers. The aim of the exercise was to explore QFD's strategic readiness, decision-making and coordination in response to a catastrophic bushfire impacting Brisbane on a scale like that experienced in Los Angeles in January 2025, that is, a bushfire that evolves into an urban conflagration. The exercise provided the opportunity to confirm QFD's role and responsibilities within the context of a catastrophic bushfire, understand critical decision-making processes to effectively respond to catastrophic events, confirm QFD's connection to the QDMA and enhance the department's public information capability. A report is expected to be prepared by 31 December 2025 on the outcomes of the exercise identifying opportunities for improvement. This exercise will be replicated and conducted in each region involving local QFR and RFSQ senior officers to further deepen appreciation and common understanding of this risk.
- ❖ **Exercise Convergence**, a three-day national discussion exercise held in May 2025 convened by the National Emergency Management Agency. This exercise brought together more than 300 participants from all levels of

government—local, state and Australian—industry partners, not-for-profit organisations and communication specialists. The exercise tested national crisis coordination mechanisms and explored Australia's ability to handle multiple crisis events at the same time.

- ❖ **2024 Asia-Pacific Earthquake Response Exercise (APERE)**, an international and multi-agency emergency response exercise (simulation), was held in Lahore, Pakistan from 23 to 26 October 2024. Two of QFD's AUS-01 DART members partnered with the Department of Foreign Affairs and Trade (DFAT) and AUS-02 DART members from Fire and Rescue New South Wales to attend and support the United Nations International Search and Rescue Advisory Group (INSARAG) APERE. More than 150 participants attended, including Asia Pacific USAR and medical teams from China, Japan, Malaysia, Pakistan, Philippines, Singapore and Thailand and representatives from the Pacific. With a scenario of a large-scale earthquake impacting Pakistan, the aim of the exercise was to strengthen the preparedness and response to a catastrophic earthquake, including concurrent and compounding events, in accordance with local, state and national plans, through an immersive, face-to-face simulation. The exercise focussed on the management and decision-making of state and national bodies, and the coordination of international assistance in response to a catastrophic national disaster. The Pakistan Rescue Team allocated roles to participating teams, combining QFD's AUS-01 DART and NSW AUS-02 DART to mentorship of other participating teams. The exercise allowed AUS-01 to learn from AUS-02's Türkiye deployment experience, and enabled AUS-01 to showcase its flexible capabilities, such as damage assessment and incident management, to Pacific partners. Additionally, this exercise provided opportunities to mentor and upskill other USAR teams while further developing AUS-01 DART members.

- ❖ **Exercise Wedgetail**, a statewide drone exercise held 14 to 15 September 2024 at Wyaralong Dam in the Scenic Rim, south of Brisbane. More than 40 of QFD's 150 RPAS pilots from across Queensland took part in the large-scale RPAS exercise, testing their skills in day and night scenarios. RPAS pilots are a vital part of QFD's emergency response, providing mapping, search and rescue capability, and aerial observation for crews on the ground. The pilots included RFSQ and QFR employees, and SES volunteers and employees. The exercise offered a variety of landscapes and infrastructure features with activities based on realistic scenarios RPAS regularly attend. In preparation for the higher risk bushfire period, the focus was on mapping with field maps, automated flying to capture datasets that can be turned into maps, and operating in remote areas which required the pilots to carry their equipment in backpacks and hike to a remote site. In addition, search and rescue activities were undertaken at night using thermal sensors to locate 'lost hikers'. The pilots located the 'lost hikers' using thermal sensors, contacted them using speakers and illuminated their path back to the control point with searchlights. The aim of this exercise was to simulate an operational objective which would test people, equipment (hardware and software) and the department's RPAS procedures. This was conducted over a number of different tasks, reinforcing collaboration between QFD's regions, divisions and the services' interagency collaboration.

In addition, the annual **AUS-01 DART exercise** was held from 22 to 25 July 2024 at QCESA. The exercise involved the deployment of a fully self-sufficient, heavy USAR Team of 75 personnel. The team was made up of USAR technicians, volunteer canine handlers and their trained canines, volunteer doctors and engineers, Queensland Ambulance Service USAR paramedics, and liaison officers from DFAT, and National Emergency Management Agency.

The exercise simulated a deployment to another country after an earthquake. It involved the setting up of a Base of Operations, including the command, medical, hygiene and mess tents, and team living quarter areas, as well as continuous field rescue operations for 36 hours. Assessment components in the exercise included a patient crushed and requiring an amputation in the field, and medical evacuation. Other components included rescue from height using a highline rope rigging system, structural shoring and

stabilisation, search and rescue using canines, use of RPAS search cameras, and seismic and acoustic detection equipment.

International and national observers attended from Fire and Emergency New Zealand, Fire and Rescue New South Wales, Fire Rescue Victoria and Canada Task Force 2 (Alberta) providing critique and peer review to further develop QFD's AUS-01 DART capability.

To gain and maintain INSARAG Classification, the QFD's AUS-01 DART is required to exercise every year and be reclassified every five years. For further information refer to page 88.

QFD also participated in, and supported Local Disaster Management Group (LDMG) and District Disaster Management Group exercises including:

- ❖ the Redlands LDMG Tropical Cyclone Recovery Exercise (**Exercise Miberran**) held in November 2024. This was a follow-on from the 2023 exercise which focussed on tropical cyclone preparedness and response. QFD supported the Redlands Local Disaster Coordinator in planning and delivery of the exercise, presenting the scenario and facilitating break-out discussions. The scenario was drawn from the Severe Wind Hazard Assessment for South East Queensland project which was led by the former QFES from 2020 to 2022. These exercises were crucial in raising awareness of the community to the tropical cyclone risk, identifying actions to prepare the community, understanding the capability and capacity of all agencies involved in response and recovery, and developing recovery plans in anticipation of a future tropical cyclone. This exercise was held prior to Tropical Cyclone Alfred (March 2025) and provided valuable input to inform local actions.
- ❖ the Sunshine Coast District Disaster Management Group Exercise (**Efficax Cogitatum**) held in November 2024. The exercise was based on a submarine landslide generated tsunami which was highlighted as a potential risk to the district in the *2024 Tsunami Guide for Queensland* (updated and published by QFD in July 2024). Modelling conducted by the University of Newcastle was used to show which parts of the district would be impacted from the scenario. The exercise highlighted the complexities in evacuating given the lack of warning and rapid onset of the event.

Objective 2 – A safe, capable and inclusive workforce—both our staff and volunteers—that is representative of the communities we serve

Strategies

- ❖ Support, train, develop and enhance the experience of our volunteers
- ❖ Build a contemporary workforce by attracting and recruiting well, fostering diversity, promoting respectful relationships
- ❖ Ensure health, safety, and wellbeing of our staff and volunteers

Further initiatives that support delivery of Objective 2 are included under Objective 4 (refer pages 62–71) and *Our people* (refer pages 105–110).

QFD Foundations Forums

In July 2024, the department conducted a QFD Foundations Forum signifying the establishment of QFD as of 1 July 2024. The two forums, held over two-days, engaged more than 700 people including senior management, current and emerging leaders, volunteers and industrial stakeholders, to set the foundation for QFD including expectations, priorities and direction.

The forum program included leadership panel discussions, sessions on legislative and governance changes, complaints management, and physical and mental health wellbeing. As part of the forum, a workshop was held to gather insights from participants on key topics including:

- ❖ unity and collaboration across culture, processes and systems
- ❖ wellbeing
- ❖ communication
- ❖ leadership
- ❖ values aligned behaviour.

The insights from these topics were consolidated and presented to the ELT as part of a forum briefing to inform decision-making.

QFD Leadership Framework

The QFD Leadership Framework and Leadership Foundation Programs align to the themes of the Queensland Government's 3-year *Human Capital Strategic Roadmap 2022 and Leadership Competencies for Queensland*.

The Leadership Framework adopts a three-tier approach (Introductory Mandatory, Role Required and Location Specific) to ensure the individual learning experience remains relevant to the individual.

The **Mandatory Training Project** commenced in early 2025 to deliver a contemporary learning module to ensure all new employees and new volunteers receive awareness level training across seven key workplace behaviour and governance themes including Code of Conduct; Health, Safety and Wellbeing; Human Rights; and Security Awareness. The draft Mandatory Training Program was completed during the reporting period with rollout to begin in early 2025–26.

The department's **Leadership Foundation Programs**—Leading Self, Leading Others, Connecting Women and Leading Organisations—continued to be delivered across the state for leaders at all levels across the department. The programs provide holistic leadership and management development through facilitated discussions, online facilitated webinars and self-directed learning.

During the reporting period, the following programs were held:

- ❖ three **Leading Self** programs with 61 participants. The Leading Self program, held over two days, aims to develop a level of self-awareness to better understand one-self, personal preferences, and the preferences of others.
- ❖ three **Leading Others** programs with 54 participants. The Leading Others program, held over two days, explores contemporary leadership concepts and provides practical tools to build capability and connections with team members and build leadership capability.
- ❖ four **Connecting Women** programs with 92 participants. The Connecting Women program, held over two-days, aims to develop a leadership and capability pipeline of future leaders and support female employees and volunteers who are in a leadership role or wanting to step into a leadership role.

In addition, the **Leading Organisations** program commenced, with guest speakers delivering sessions at each quarterly Senior Leadership Team meeting. The Leading Organisations program is a 12-month development program conducted with the QFD Senior Leadership Team, in order to develop as leaders, as individuals and as a team.

The **Leading Leaders Program**, relevant to senior officers and program leaders, was piloted in June 2025 for a cohort of 12 employees across multiple leadership roles and services. A second pilot program is scheduled for October 2025 to ensure the content and learning insights from the pilot cohorts meet the learning development outcomes. The program builds on self-awareness with a focus on risk orientation, decision-making and how we as a modern fire department continue to create public value.

A key part of the Leadership Framework—the **Business Skills for Leaders** curated learning experience—was developed and will be rolled-out in October 2025. It aims to support the professional development of QFD leaders and emerging leaders equipping them to make effective and ethical decisions and build their capability across business management functions including human resource management and change management; financial awareness including procurement and asset management; project management; and risk management.

The curated learning experience will provide a structured approach to supporting QFD leaders in developing their business skills by providing fit-for-purpose professional development.

Complaints Management Review Implementation Program

QFD takes inappropriate conduct matters seriously and has zero tolerance for sexism, bullying, discrimination and harassment. The Commissioner is clear on his personal commitment to a safe, respectful and inclusive department and supports organisational and cultural development in this area.

When behaviours cross the line, QFD has robust internal complaints processes, as well as a range of appropriate external mechanisms through which employees and volunteers can raise concerns of inappropriate behaviour.

In September 2024, an independent review of the department's complaints management system was finalised. The review resulted in 34 recommendations under the themes of:

- ❖ leadership
- ❖ management and culture
- ❖ governance and performance
- ❖ policy and process
- ❖ people
- ❖ training and education
- ❖ technology, data and reporting.

The recommendations were accepted in-principle except one that was inconsistent with requirements under the *Public Sector Act 2022*.

QFD has commenced work on 16 of the 33 recommendations that were accepted in-principle. This work has included allocating additional resources to support the complaints function, improving the complaints process, delivering training to all senior leaders to help them identify and manage suspected corrupt conduct, and improving data collection and analysis to support improved decision-making, and developing a Positive Performance Framework and Policy. The program of work is due to be finalised by December 2026.

A Program Board was established and Ms Kristen Hilton, former Victorian Equal Opportunity and Human Rights Commissioner, was appointed to independently monitor the progress of implementation.

Queensland Fire and Rescue Station Crewing Model

QFD continued to advance its commitment to delivering exceptional fire and rescue services through the implementation of the QFR Station Crewing Model. This initiative, supported by the recruitment of 500 additional firefighters by 30 June 2026 (recruitment of the additional firefighters commenced in 2020–21), marks a transformative step in enhancing workforce efficiency and community safety across Queensland.

The QFR Station Crewing Model replaces the long-standing 19 full-time equivalent (FTE) model, which served for over 20 years, with an enhanced 24 FTE model. This modernised approach addresses contemporary workforce needs as well as enabling the crewing of new fire stations and improvements to existing locations. The transition to the 24 FTE model is scheduled to be completed by 30 June 2026.

Key benefits of the new model include improved long-term planning for leave and training, enhanced rostering flexibility, reduced workforce fatigue, and consistent service delivery across Queensland. These advancements strengthen resource allocation and ensure that fire and rescue services are tailored to meet local demand and risk.

The implementation of the QFR Station Crewing Model has been a collaborative effort, developed in consultation with Regional Leadership Teams, the Queensland Professional Firefighters Union, the Queensland Fire and Rescue Senior Officers' Union of Employees and other stakeholders. This collaboration reflects QFD's commitment to continuous improvement and adherence to the *Queensland Fire and Emergency Services Certified Agreement 2022*.

A pilot program for the QFR Station Crewing Model rostering practices commenced in September 2024 and will conclude on 31 December 2025. During this period, draft procedures for Planned and Emergent Rostering remain in place, allowing for an eight-week rostering cycle across each QFR Division. This phased approach ensures a smooth transition while providing valuable insights to refine the rostering practices further.

Per- and Poly- Fluoro Alkyl Substances

QFD is committed to addressing the legacy challenges associated with Per- and Poly-Fluoro Alkyl Substances (PFAS) contamination from historical firefighting practices. The department has prioritised proactive management, remediation and collaboration to ensure compliance with environmental regulations and to protect Queensland firefighters and communities. This work is underpinned by a broader commitment to aligning assets and technologies with community needs and risks.

QFD has implemented a comprehensive strategy to manage PFAS issues. This includes transitioning to PFAS-free foam alternatives in 2003, providing PFAS testing and medical support for QFD employees, conducting detailed risk assessments at six priority sites—Ayr, Proserpine, Airlie Beach, Gladstone, Home Hill and Toowoomba—and decommissioning inground water tanks at fire stations.

QFD also formed a PFAS Project Board and appointed a Project Manager to provide oversight of implementation of the strategy.

Further, QFD is active on the Queensland PFAS Interdepartmental Committee and PFAS Technical and Communications Working Groups, as well as a key member on the Ayr Deputy Director General PFAS Management Forum and Ayr Working Group established in June 2025.

Since the testing program commenced on 1 July 2017, more than 160 QFD employees have accessed free PFAS blood testing, and more than 120 pathology tests have been completed as of 30 June 2025.

Collaboration with regulatory bodies, local governments and technical experts has been key, including the development of a groundwater model to predict PFAS movement through groundwater in Ayr and ensuring compliance with the *Environmental Protection Act 1994*.

QFD is scheduled to complete PFAS investigations at six priority sites by 31 December 2025.

Working for Queensland and Volunteering for Queensland surveys

QFD is committed to positive workforce experiences and conducts annual workforce experience surveys, such as the Queensland Government Working for Queensland (WfQ) survey and the Volunteering for Queensland (VfQ) survey to measure and monitor employee and volunteer experiences.

These surveys enable QFD to gain insight into its workforce and its performance as an employer in each service and region, and down to the work unit level, to hear the views of the workforce, and for the results to be used as a key evidence base for decision-making at all levels in the department.

The results are considered and progressed to key actions, strategically and tactically designed to focus on positive work environments and experiences that are centred around shared values.

The WfQ and VfQ survey results also support monitoring of the implementation of the department's strategic plan and will inform the development of the QFD Volunteer Strategy (refer page 48).

More than 1,700 employees and 1,250 volunteers across the department completed the surveys during 2024–25, with results demonstrating positive strengths, as well as areas for improvement.

Survey results continue to show that employees and volunteers have some of the sector's highest levels of pride in, and personal attachment to their work and QFD. Employees and volunteers also strongly believe that the department and their work have a positive impact on the lives of the people of Queensland.

At the workplace level, just two per cent of QFD employee respondents indicated that they did not understand what is expected of them in terms of workplace behaviour, as outlined in the *Code of Conduct for the Queensland Public Service*, and just three per cent indicated that they were not confident in their understanding of their health and safety obligations.

Volunteers also responded positively with regards to their workplace obligations with four per cent indicating they did not understand what is expected of them to undertake their volunteering role effectively.

The surveys highlighted opportunities for the department to improve the engagement of our employees and volunteers and work is underway to address matters such as training and development and communication by senior leaders, particularly in relation to the direction of the department as QFD continues to undergo change and reform.

Departmental actions and strategies are in place to ensure QFD continues to provide a positive experience for its employees and volunteers. Significant investment has been committed to learning and development programs including updating mandatory training for employees and volunteers, and piloting a new structured approach to the onboarding and induction of new starters and developing a program to improve leaders' business skills, which will be rolled out in 2025–26.

Enhancing firefighter skills—Flashover Training Cell

The Flashover Training Cell is a mobile live fire training prop that was researched and developed at the Tactical Training Unit Live Fire Campus at QCESA. Five Flashover Training Cells were delivered during the reporting period, with one per QFR region and one at QCESA for use by recruit firefighters.

The Flashover Training Cells provide firefighters with an opportunity to maintain their firefighting and branch handling skills in a controlled, gas fuelled environment, previously only provided at the Live Fire Campus. The Flashover Training Cells are built in a standard 40-foot container allowing them to be easily transported throughout the state to enable training to be delivered to the wider workforce.

During 2024–25, a total of 58 safety officers were trained in the safe operation of the Flashover Training Cells, and 784 firefighters completed training in the Flashover Training Cells across the state.

Everyday Respect Council Framework

The Everyday Respect Council Framework, approved by ELT in March 2025, is the formalised organisational position of driving respect and inclusion across the department, to create a safe, capable and inclusive workforce every day. The Everyday Respect Council Framework aims to drive cultural transformation through a leader-led, employee-informed approach to respect and inclusion.

The Everyday Respect Council Framework is supported by two main components: the Everyday Respect Council, chaired by the Commissioner, which provides strategic direction to the department on inclusion policies and programs and is supported by four initial Communities of Inclusion groups established in the reporting period:

- ❖ Gender
- ❖ First Nations
- ❖ Living with a Disability
- ❖ Regional and Remote.

The Communities of Inclusion comprises employees with shared lived experiences, who will support the Everyday Respect Council to promote and deliver respect and inclusion across the department.

The establishment of other Communities of Inclusion will be considered in the future.

The second main component is the Courageous Respect Everyday Leadership Program, to be rolled out over two years commencing in 2025–26. The program emphasises the importance of leadership in fostering an inclusive culture and aims to embed a mindset that supports behaviour and culture change in leadership at all levels.

The Everyday Respect Council Framework is designed to support, monitor, and empower inclusion efforts, providing the opportunity for cultural reform that will deliver systemic and sustainable change for QFD.

Volunteer Strategy

Volunteers are critical to the successful delivery of fire and emergency services in Queensland and are essential in building community capacity and enhancing community resilience.

QFD has approximately 28,000 dedicated volunteers across the state in RFSQ, the Research and Scientific Branch Volunteer Scientific Officer network and AUS-01 DART, and Auxiliary Support Officers and PSOs.

QFD is developing the QFD Volunteer Strategy 2025–2029 to provide a robust framework that supports and strengthens its volunteer network. Volunteering is deeply embedded in the department's culture, delivering critical social, cultural and operational benefits to Queensland communities. This strategy builds on the foundation of the QFES Volunteerism Strategy which aimed to embed best practice, innovation and social trends into the department's volunteer model.

Following the establishment of QFD, a new approach is being developed to align with the department's strategic plan, with the QFD Volunteer Strategy expected to be finalised by 31 December 2025. A safe, capable, and inclusive workforce, encompassing our employees and volunteers, is a core objective of QFD. Insights from the VfQ survey will play a key role in shaping and informing the development of the Volunteer Strategy, ensuring alignment with this objective.

Extensive research and consultation have informed the development of the strategy which focuses on addressing social and environmental factors that impact the volunteer experience. It aims to build resilient Queensland communities that are informed, connected, protected and thriving, supported by the strength and capability of the QFD volunteer network. By investing in activities, resources and frameworks that support volunteers, the strategy seeks to remove barriers to participation, enhance recruitment and retention, and improve volunteer satisfaction.

The strategy is grounded in QFD's core values and prioritises initiatives that recognise and validate the skills and commitment of volunteers, equipping them to respond effectively, assist their communities and educate others.

Volunteers are motivated by the opportunity to connect and contribute, and the strategy reflects these drivers by focusing on actionable projects and initiatives that align with the volunteer lifecycle and experience.

RFSQ is also leading the development of a Volunteer Support Model that includes a series of frameworks and programs designed to strengthen volunteer engagement and capability. The aim of this model is to increase volunteer attraction and retention, improve sentiment, and greater community resilience and understanding. The model is expected to be finalised by 31 December 2025.

Queensland Fire and Rescue Frontline Women's Network

The QFR Frontline Women's Network (QFRFWN) vision is to create an environment that is respectful, diverse and inclusive whilst providing opportunity to develop the leadership of QFR women within the department. The aim of the network is to enhance the inclusion of women within QFD.

The network is managed on a volunteer basis, supported during the reporting period by a Principal Program Manager and a Senior Program Officer. These roles, which concluded in March 2025, contributed to the department's strategic objectives and business planning through the development of programs and initiatives aimed at raising awareness of firefighting as a career for women, as well as fostering innovative improvements and support for female firefighters.

Focus areas for the QFRFWN during 2024–25 included strategy, recruitment, retention and development, with a major emphasis on fostering the sustainable recruitment of a diverse workforce through the establishment of stakeholder relationships, collaborative policy making, and governance related to diversity, equity and inclusion initiatives.

Highlights during the reporting period include the:

- ❖ successful delivery of a trial program to support female firefighter applicants through the recruitment process
- ❖ establishment of a framework for future firefighter recruitment campaigns focussed on equity and diversity
- ❖ expansion of the network to include Auxiliary Firefighters, Fire Communications Officers and QFRFWN Allies Men (a new group established in early 2025) leading to a 38 per cent increase in network membership from 2023–24
- ❖ provision of support to, and representation on, multiple recruitment and selection panels and project boards
- ❖ provision of subject matter expertise into policy development across the department, including policies related to parental leave, pregnancy and breastfeeding.

The QFRFWN achieved strong organisational visibility and developed stakeholder relationships, allowing the department to champion a sustainable approach to diversity, equity and inclusion initiatives.

Rural Fire Service Frontline Women's Network

The Rural Fire Service Frontline Women's Network (RFSFWN) continued to evolve during 2024–25.

The RFSFWN Steering Committee, comprising RFSQ employees and volunteer members from across all regions, remains committed to strengthening the inclusion of women across the service and providing opportunity for employees and volunteer members to engage on related issues. The steering committee chair is a member of the department's Communities of Inclusion Gender Committee (refer page 48).

The steering committee continued to develop supporting processes to enable the introduction and ongoing development of regional networks. These regional networks aim to foster connection, support and opportunities for women across RFSQ.

In June 2025, the RFSFWN launched a survey to capture the experiences and perspectives of women across RFSQ, seeking insights into the challenges they face in a modern fire service environment. The survey has been actively promoted at the RFSQ Volunteer Summits and through the collective efforts of steering committee members, with further promotion ongoing to ensure broad participation and feedback. The survey results will be available in early 2026 (the survey closes in December 2025) and will assist in the development of an action plan to address areas for improvement.

Mentoring and continued opportunity for inclusion remains a core focus for the RFSFWN, particularly in the provision of support for employees and volunteer members and ensuring a consistent and effective rollout of the RFSFWN regional networks.

Rural Fire Service Queensland training initiatives

The Rural Fire Development Framework (the development framework) is a training structure that aligns training to the roles performed by RFSQ employees and volunteer members. By linking courses directly to RFSQ role requirements, employees and volunteer members are better supported to develop and maintain the skills necessary to succeed within QFD and to deliver world-class preparedness, response and recovery services to Queensland communities.

Since its introduction in 2020, the development framework has provided a structured and progressive training pathway designed to build capability, knowledge and confidence. This approach allows employees and volunteer members to effectively manage the broad range of tasks and incidents encountered throughout their RFSQ careers. The development framework's continuous feedback loop, combined with the involvement of employees and volunteer members at all levels in its development, has ensured it remains contemporary, practical, focused on enhancing capability and reducing risk.

Direct engagement with volunteer trainers has significantly increased with two Volunteer Training Symposiums held in February 2025 to support professional development and build confidence in training and assessment practices. The symposiums were complemented by the launch of scheduled toolbox talks, structured mentoring, peer-led training sessions, and the introduction of the RFSQ Training Facebook page—an interactive platform fostering direct communication between the training development teams and brigade-level trainers.

Enhancements in September 2024 to *CALLOUT*, a bi-monthly training newsletter, have further elevated connectivity and information-sharing, providing updates, success stories, and troubleshooting guidance to trainers and rural fire brigades across the state through extended distribution to include Brigade First Officers. The introduction of feature articles highlighting rural fire brigade training initiatives has also assisted in promoting local initiatives and place-based training.

Rural Fire Service Queensland Advisory Committee

As part of the legislative reforms that commenced on 1 July 2024, a Rural Fire Service Queensland Advisory Committee (RFSQAC) was established under the FS Act to provide advice to the RFSQ Chief Officer on matters relating to the performance of the functions of RFSQ, including the administration and management of rural fire brigades.

The RFSQAC comprises 14 representatives from RFSQ including the Chief Officer (Chair), three RFSQ senior officers, a RFSQ First Nations representative, a volunteer representative from each of the eight RFSQ Districts, and a representative of the Rural Fire Brigades Association Queensland Inc.

The formalisation of the RFSQAC ensures that the views of RFSQ volunteer members are taken into consideration in the Chief Officer's decision-making process.

During 2024–25, the RFSQAC met eight times and provided input and advice to the Chief Officer on matters including:

- ❖ training and capability
- ❖ fleet and equipment including personal protective equipment and clothing
- ❖ 2025 Volunteer Summits, RFSQ awards and surveys including VfQ
- ❖ volunteer recruitment
- ❖ Brigade Model Rules
- ❖ Primary Producer Brigades
- ❖ Fire Warden arrangements
- ❖ QFD Volunteer Strategy (refer page 48).

Eight District Advisory Committees will be established by 31 December 2025 to strengthen volunteer engagement. The District Advisory Committees will include employees and volunteer members offering a unique opportunity to represent district peers, contributing to future planning and strengthening the connection between frontline and district leadership. These District Advisory Committees will also enable wider input and more local context directly from volunteer members and play a vital role in shaping local strategies, fostering collaboration across the district and providing valuable insight to strengthen RFSQ decision-making.

Rural Fire Service Queensland Volunteer Summits

In June 2025, two RFSQ Volunteer Summits were held bringing together volunteer members and employees from across Queensland to engage in professional development, networking and discussions on key topics impacting the service. The Northern Summit was hosted in Cairns from 6 to 8 June 2025, while the Southern Summit took place on the Gold Coast from 21 to 22 June 2025.

The summits were designed to strengthen the RFSQ community by fostering inclusivity, collaboration and knowledge sharing, with a focus on the theme *Embracing Change—Strengthening the Future*.

A total of 216 volunteer members attended the summits, travelling from the four RFSQ regions, including remote locations such as Saibai Island in the Torres Strait and Sapphire in Central Queensland.

The summits addressed a range of topics including:

- ❖ QFD Volunteer Strategy (refer page 48)
- ❖ Community engagement
- ❖ Volunteer to Career
- ❖ Brigade Finances
- ❖ Connecting brigades and the frontline
- ❖ Australian Fire Danger Rating System (AFDRS).

The summits also featured a comprehensive program of educational and interactive activities designed to enhance engagement and provide development opportunities including:

- ❖ workshops
- ❖ question and answer panels—enabling volunteer members to engage directly with the RFSQ Senior Leadership Team to discuss challenges, opportunities and service priorities
- ❖ trade exhibitions—internal and external stakeholders showcased new technologies, procedures and equipment, providing attendees with hands on learning opportunities
- ❖ volunteer member spotlights—attendees shared experiences from their communities, fostering a deeper understanding of the diverse challenges and successes across the state.

In addition, professional development sessions were held prior to each summit with participation through an Expression of Interest process. The sessions allowed volunteer members to share their experiences and gather leadership insights. These sessions were attended by 41 volunteer members across both summits.

Informal feedback received from volunteer members was that these events provided valuable educational sessions, meaningful engagement with leadership, and a strong sense of appreciation for volunteer members. The dual-stream presentation format allowed participants to tailor their experience to their interests. A more formal after-action review is being conducted in 2025–26.

Rural Fire Service Queensland Volunteer to Career

The Volunteer to Career Program, launched in May 2024, reflects RFSQ's commitment to supporting volunteer members in transitioning their passion for service into a professional career. This initiative provides a comprehensive suite of resources designed to educate volunteer members on Queensland Government recruitment processes, assist them in identifying their transferable skills, and enhance their capability in preparing competitive applications.

The program empowers volunteer members by acknowledging and validating their skills, fostering confidence and supporting career progression. To complement these educational resources, a Volunteer to Career mentoring program was established in July 2024—empowering volunteer members and creating meaningful connections with employees. Feedback on the mentoring program has been positive with ongoing mentorship continuing to strengthen these relationships.

During the reporting period:

- ❖ 1,084 engagements were recorded on the department's staff intranet
- ❖ 2,199 engagements were recorded on the department's website.

This initiative continues to play a vital role in supporting career development within RFSQ.

Auxiliary Workforce Program

The Auxiliary Workforce Program, commenced in January 2025, aims to review and update the *Auxiliary Firefighters' Award – State 2016* to ensure it is fit-for-purpose, transparent and provides a simplified employment framework. A key focus is reaching agreement on employment conditions for the introduction of Auxiliary Group Captain and Auxiliary Training Coordinator roles, while enhancing the attraction, recruitment and retention of Auxiliary Firefighters.

The program will also review, redevelop and implement a statewide training program to meet workforce requirements, ensuring Auxiliary Firefighters develop the necessary skills for competency and safety.

Queensland Fire and Rescue Officer Development Program

The Officer Development Program aims to enhance leadership capability, operational decision-making, and career progression. In 2024–25, the Officer Development Program delivered five programs with 98 officers achieving the rank of Station Officer.

The Station Officer Program, a key component of the Officer Development Program, underwent a comprehensive redesign based on feedback from participants, assessors and regional stakeholders. The new Station Officer Program courses, launched in January 2025, achieved a 100 per cent success rate in their first development blocks, with final cohort qualifications expected by 31 December 2025.

Four new Station Officer Program courses will commence in Queensland in 2025–26.

9/11 Commemorative Games

Since 2011, the department's rugby league team has competed annually against the QPS to honour the September 11, 2001 tragic events in New York City, and commemorate the significant loss of life within the New York emergency services and community.

Over the years, the event has raised more than \$40,000 for charities, including the Queensland Firefighters Charity, the Royal Children's Hospital Foundation and Fortem Australia, an independent not-for-profit organisation dedicated to supporting the mental health and wellbeing of first responders and their families. The 2024 9/11 Commemorative Sports Day, which has expanded over recent years to include sports such as soccer, cricket, basketball and pickleball, was held on 7 September 2024 in Brisbane. The event continues to foster camaraderie between emergency services and honour the

sacrifices made by first responders and the community on that tragic day.

Not Now, Not Ever to domestic and family violence

Domestic and family violence (DFV) can affect people of all cultures, religions, ages, genders, sexual orientations, education backgrounds and income levels. DFV is a workplace issue as it can affect the attendance, performance, productivity, wellbeing and safety of the person experiencing violence as well as their work colleagues. QFD is dedicated to raising awareness of this important issue across its workforce and the wider community.

During the reporting period, the department:

- ❖ Continued its commitment to the prevention of DFV by supporting the LGBTQ Domestic Violence Awareness Foundation's *Light Up the Night Gala* held in May 2025, which provided an opportunity to raise awareness to support LGBTQIA+ victims and survivors of DFV and highlight the broader implications of gendered violence.
- ❖ Supported employees, volunteers and their families who may be impacted by DFV by providing education and awareness around gendered violence, including within the LGBTQIA+ community, and supporting measures which reduce the stigma and silence associated with DFV.
- ❖ Supported the Polished Man campaign, which encourages men to step up, speak out and take a stand to stop violence against women and children. Each painted nail represents the one in five children who suffer physical and/or sexual violence before the age of 18, and the one woman a week who loses her life to violence from a current or former partner. Events were held across the department with nail painting stations to help start the conversation on violence against women and children. The morning tea held at the Emergency Services Complex in Brisbane was spearheaded by our own Polished Man ambassador, Senior Firefighter Mark Paton, who has been supporting the campaign since it launched in 2014.
- ❖ Participated in the 2025 Darkness to Daylight challenge throughout the month of May, for the twelfth year, with the Darkness to Daylight live event held on 30 May 2025. QFD members from across the state supported bringing an end to DFV and raising awareness of DFV and coercive control through building awareness and fundraising including challenging themselves to run or walk 110 kilometres in the month of May in honour of those who have died.

- ❖ Promoted the donation of old mobile phones to DV Safe Phone. This initiative collects unused mobile phones and provides them to individuals experiencing DFV who need a phone.

Other key achievements include:

- ❖ Recruited an additional 418 firefighters as at 30 June 2025 under the commitment for an **additional 500 firefighters over six years** (commencing 2020–21). The remaining 82 additional firefighters will be recruited in 2025–26.
- ❖ Commenced 16 **Firefighter Recruit Courses** resulting in a record 288 recruits commencing on course. Fifteen courses were held at the School of Fire and Emergency Services Training and one course was held at the Northern Region Training and Operations Support Complex in Townsville.
- ❖ Launched the **2026 Recruit Firefighter Campaign** in January 2025 with a new marketing campaign *ARE YOU READY? Become a Queensland Fire and Rescue Firefighter*. This campaign is designed to attract a diverse range of candidates ready to apply themselves to the recruitment process. The campaign is intended to fill the QFR recruit firefighter requirements for the 2026 calendar year. QFR employs a blind selection methodology in the firefighter recruitment process whereby all personal and identifiable information such as name, age and gender are redacted ensuring all applicants are selected for offer of employment purely based on suitability for the role. Candidates successful in a recruitment process where all entry standards and requirements are the same for all applicants ensures all future recruit firefighters can perform the role of a QFR firefighter. The current requirements of the firefighter recruitment assessments reflect the minimum standards that all operational firefighters must meet upon entry.
- ❖ Delivered 89 of the 114 **RFSQ Staffing Uplift** positions with the remaining 25 positions integrated into RFSQ operational recruitment. The RFSQ Staffing Uplift, initiated in 2023–24, has significantly expanded operational capacity, strengthening RFSQ's ability to support Queensland communities.
- ❖ Engaged with the Queensland Parliament's **Inquiry into Volunteering in Queensland** to provide relevant information about QFD's significant and varied volunteer cohort, their value to Queensland communities, and work being undertaken to support volunteer outcomes.
- ❖ Commenced implementation of the **Induction, Onboarding and Transition project**, delivering consistent induction and onboarding plans for new employees and current employees transitioning to new roles. These plans provide a structured program of knowledge, information and skills development over the first 90 days of employment in a new role and link new starters into the broader achievement and development planning processes.
- ❖ Developed and published the **State Training Calendar** improving visibility of training courses for participants and instructors, and supporting efficient rostering practices to maximise access to training.
- ❖ Continued to support the management of the Police-Citizens Youth Clubs (PCYC) service-level agreement with QPS, by engaging with, and supporting the **PCYC Emergency Services Cadets Program** through the provision of annual funding, events, and facilities for cadet units, support staff and volunteers. Cadet units are managed under the leadership and guidance of volunteer adult leaders with mentoring and activities from emergency services personnel. The PCYC Emergency Services Cadets Program is aimed at building community resilience through the fostering of the next generation of emergency services personnel aged 12 to 17 years. Activities at events and cadet gatherings include first-aid, casualty management, search and rescue, swift water theory, road safety, radio communications, team building and problem solving.
- ❖ Continued the **Allies of Inclusion program**. The network continued to grow with an 11 per cent increase in network members during 2024–25. The purpose of the Allies of Inclusion program is to provide a visible, distributed network of people from across the department, including volunteers, who are committed to workplaces which are respectful and inclusive, where experiences and perspectives are invited and respected, and a culture of belonging is fostered.
- ❖ Celebrated **International Women's Day**, with the theme of *March Forward*, with events across the state including an event in Brisbane on 9 May 2025, which recognised the economic, political and social achievements of women in the past, present and future. The Brisbane event acknowledged the contributions and achievements of women across the department and included the QFD International Women's Day Awards which recognise women who have made an outstanding contribution to embracing gender equality and promoting the rights, interests, and wellbeing of women across QFD. During the event, the department recognised the 30th anniversary of women joining the department as permanent QFR firefighters.

- ❖ Celebrated **International Men's Day** on 19 November 2024 providing an opportunity to celebrate the positive contributions men make to society, their families and communities. The department again supported the Movember campaign to work towards a world where men take proactive action to be mentally healthy and are supported by those around them. The department placed first on the Australia-wide Movember First Responders leadership for the second year in a row, raising \$50,500 towards men's health initiatives.
 - ❖ Established a **Sexual Harassment Contact Officer Network**, in October 2024, designed to provide an avenue for information, support and resources in preventing and responding to inappropriate behaviour. Each contact officer within the network, is a QFD employee who is passionate about and dedicated to supporting their local area and the department in preventing, responding to and managing sexual harassment. Work is continuing to build the capacity and capability of this network.
 - ❖ Continued to **support LGBTQIA+ employees, volunteers and communities** through promoting and participating in the Brisbane PRIDE Rally and PRIDE Fair Day held in September 2024. An online facilitated discussion session was also held for QFD members to hear different perspectives and learn together, supporting the International Day against Homophobia, Transphobia, and Biphobia (IDAHOBIT) (May 2025).
 - ❖ Supported employees and volunteers through the transition of QFES to QFD, and QFR and RFSQ recruitment activities with the **production of digital content** including:
 - video content for the QFD Foundations Forums
 - *Fireside Chat* videos to promote QFD key pillars and priorities such as Role Clarity, Training and Development, and Collaboration, for publication through internal communication channels across the department
 - videos highlighting the RFSQ Volunteer to Career initiative for publication on the QFD website and various external communications channels
 - digital and print content to promote female firefighter recruitment.
-
-



FEATURE

Queensland Fire and Rescue Firefighter Safety Symposium

QFD hosted the inaugural QFR Firefighter Safety Symposium in Brisbane on 12 and 13 June 2025, with the objective of fostering a culture of firefighter safety and capability.

This landmark event was attended by over 130 participants comprising personnel from QFD including QFR operational firefighters and invited guests, incorporating operational firefighters, executive officers and corporate employees, from NSW, Victoria, Northern Territory, Tasmania and Western Australia fire and rescue services. The event provided the opportunity for participants to share knowledge, strengthen collaboration and explore innovative strategies to enhance firefighter safety and operational excellence. The symposium provided attendees with practical tools and insights to address emerging challenges while reinforcing QFD's ongoing commitment to advancing firefighter safety, operational capabilities through innovation and professional development.

The two-day program featured external exhibits, interactive sessions and expert-led presentations on key topics such as the Firefighter and the Psychological Hazard, RPAS Capability, Fire Communications, and Lithium-ion Batteries and Fires. The event served as a dedicated forum with a primary focus on advanced firefighting technologies, mental health and wellbeing, and operational safety. The symposium was supported by sponsors including Fire Rescue Safety Australia, Milwaukee Tools Australia, Mediquip, Pac Fire Australia, and BRT Fire & Rescue Supplies.

The high level of attendee engagement and positive feedback underscored the success of the symposium in achieving its objectives.

FEATURE

Celebrating our volunteers

QFD and the community recognise and celebrate the contribution of the approximately 28,000 volunteers that play an essential role in helping to build safer, more connected and resilient communities across the state.

QFD volunteers train year-round to prepare for any event and to support communities through the difficulties of response and recovery. Many volunteers work ‘day jobs’ as well as volunteering and the department also acknowledges the support of their employers who release volunteers in times of need.

QFD volunteers include RFSQ volunteer members, Scientific Branch and AUS-01 DART volunteers, and Auxiliary Support Officers and Peer Support Officers (PSOs) (refer pages 19–20).

During 2024–25, the department celebrated:

- ❖ **National Volunteer Week** (19 to 25 May 2025)—Australia’s largest annual celebration of volunteering with the theme *Connecting communities*. For QFD it was a time to acknowledge the contributions of our volunteers who are so crucial to supporting communities through disasters. QFD and rural fire brigades had an active presence across social media platforms during the week, with RFSQ releasing a video of thanks to its volunteer members.
- ❖ **Peer Support Week** (10 to 16 March 2025)—to promote and recognise the valuable contributions of PSOs in supporting the mental wellbeing of QFD employees and volunteers. PSOs play a crucial role in practical and emotional support such as follow-up after critical incidents, providing information sessions on mental health, and assisting colleagues with work or personal challenges. As part of the week’s celebrations, the statewide QFD Olga Wilson Peer Support Officer of the Year Award was presented to Senior Firefighter Scott Cross from the Kirwan Fire and Rescue Station, who has shown exceptional commitment and compassion to his peers in mental health awareness and critical incident support.
- ❖ **International Volunteer Day** (5 December 2024)—a global celebration highlighting the vital role volunteers play in addressing the world’s challenges and the power of volunteering to strengthen communities and create positive change. QFD and rural fire brigades had an active presence across social media platforms to mark this important day.
- ❖ **Yellow Ribbon Day** (22 August 2024)—celebrates and acknowledges the dedication of all our hardworking RFSQ volunteer members including an event held in Brisbane, organised by the Rural Fire Brigades Association Queensland Inc. Yellow Ribbon Day encourages community members to wear a yellow ribbon as a visible sign of support and acknowledgement of the commitment and dedication of RFSQ volunteer members. The colour yellow symbolises RFSQ volunteer members’ yellow coats and rural fire trucks. Events included Queensland Parliamentary Friends of Rural Fire Brigades which provided an opportunity to bring together Members of Parliament, employees and volunteer members to celebrate the day and recognise the critical and invaluable role employees and volunteer members hold in emergency service delivery in Queensland.
- ❖ **RFS Week 2024** (28 July to 3 August 2024)—activities were held across the state to recognise and highlight the dedication and commitment of RFSQ volunteer members who train regularly, organise engagement activities and respond to incidents, enhancing community resilience and the department’s preparedness and response capability. RFS Week was also an opportunity to formally recognise RFSQ volunteer members who have demonstrated a special contribution to the service through the presentation of awards with four recipients of the Regional Volunteer of the Year Award and three recipients of the Regional Young Volunteer of the Year Award. The State Volunteer of the Year Award was presented to Brendan Gold from Guanaba Rural Fire Brigade, and the State Young Volunteer of the Year Award was presented to Ben Pearson from Gilston Advancetown Rural Fire Brigade. Planning is underway for **RFSQ Week 2025** to be held 27 July 2025 to 2 August 2025 with events planned across the state. The annual celebration will officially launch at Prenzlau Rural Fire Brigade (Somerset Region) on 27 July 2025. A new award has been introduced for 2025—the Regional Brigade of the Year Award.

Objective 3 – Planning, decision-making and QFD led preparedness activities are informed by current and future risk

Strategies

- ❖ Leverage high quality evidence and intelligence to determine current and emerging high risk locations, service demand and resourcing that is fiscally sustainable
- ❖ Deliver initiatives that raise awareness of and reduce locally relevant risk
- ❖ Prepare QFD for the opportunities and challenges of a changing climate, contributing to Queensland's sustainable future
- ❖ Support the planning and delivery of safe and secure major events, including Brisbane 2032 Olympic and Paralympic Games

Brisbane 2032 Olympic and Paralympic Games

During the reporting period, QFD commenced preparations for the Brisbane 2032 Olympic and Paralympic Games (the Games). This will be the largest event ever held in Queensland and QFD will play a critical role in ensuring the security and safety of the Games including participants, spectators and infrastructure.

QFD's preparations and response approach are being undertaken through a dedicated program that has included establishing critical governance mechanisms and conducting strategic planning. The program facilitated stakeholder engagement sessions across QFD and established internal liaison groups that will facilitate Games awareness, communication and coordination, and progress strategic planning activities such as QFD's response approach, workforce requirements and venue assessment.

This work has been overseen by a QFD Olympic Games Steering Committee comprising QFD senior executives.

Embedding intelligence into practice

The Intelligence and Predictive Services team, within State Operations, played a critical role in enhancing the department's ability to plan, make informed decisions, and lead preparedness activities during 2024–25.

The intelligence and predictions function provided critical intelligence reports and seasonal outlooks for bushfire and severe weather events enabling proactive and informed responses. The intelligence function also supported deployments to Victoria,

Tasmania and Canada for bushfire responses. These deployments were underpinned by detailed risk assessments, predictive modelling, and situational awareness reports, which were instrumental in guiding operational strategies.

Key activities included:

- ❖ the delivery of a suite of training programs such as the Entry Level Intelligence Officers Training, Intermediate Level Intelligence Officers Training and Open-Source Intelligence Training. These programs equipped participants with foundational and advanced skills in intelligence gathering, analysis and the use of publicly available information for situational awareness. Participants included QFD employees (frontline and corporate) from across the state and representatives from Queensland and Australian Government agencies such as the National Emergency Management Agency. This broad intake fostered an Intelligence Community of Practice, strengthening inter-agency collaboration and information-sharing during events.
- ❖ the incorporation of climate risk projections into analyses enabling QFD to prepare for the increasing frequency and severity of climate-driven events. This forward-looking approach ensures the department remains agile and adaptive in the face of a changing climate.
- ❖ the development of the QFD Bushfire Winter Seasonal Outlook providing a comprehensive risk assessment to inform strategic planning and resource allocation, ensuring the department is well-prepared for the higher risk bushfire period.

QFD's lasting contribution to state-level hazard assessments

Since 2017, QFD led the collaborative development of several state-level risk assessments, such as the Queensland State Disaster Risk Report and hazard specific assessments for heatwave, severe wind, earthquake and tsunami. These assessments assist LDMGs and communities to understand the potential risks from a variety of hazards. Following the Disaster and Emergency Services Reforms that established the QFD, responsibility for these state-level reports transitioned to the Queensland Reconstruction Authority. However, due to the timing of this transition, QFD released the following reports in 2024–25:

❖ ***Queensland Critical Infrastructure Disaster Risk Assessment*** (CInDRA) is Queensland's first comprehensive evaluation of climate and disaster risks to critical infrastructure, addressing vulnerabilities across four key sectors: energy, water, transport and communications. By analysing exposure to 12 hazards, including coastal hazards, space weather and cyber security, CInDRA provides state-level insights that enhance disaster readiness and resilience. Aligned with national priorities, such as the *Security of Critical Infrastructure Act 2018* and the outcomes of the Royal Commission into National Natural Disaster Arrangements (2020), this assessment supports the QDMA by equipping local and district disaster management groups with a foundation to integrate general trends and risks into their planning. This initiative strengthens the state's preparedness, ensuring critical infrastructure remains robust and communities are safeguarded against emerging threats and extreme weather events.

❖ ***Queensland 2024 State Earthquake Risk Assessment*** provides an updated understanding of earthquake hazards in Queensland, refining risk prioritisation and addressing knowledge gaps from the 2019 assessment. While earthquakes are rare, the assessment identifies high-risk areas, including Gladstone, Brisbane, Ipswich and the Great Dividing Range, where dense populations, critical infrastructure and major energy projects are concentrated. With 60 per cent of Queensland's Gross Regional Product generated in these regions, the findings reinforce the importance of proactive risk management to protect lives, economic assets and future prosperity. Aligned with the global *Sendai Framework for Disaster Risk Reduction 2015–2030*, the assessment supports all levels of QDMA by fostering a shared understanding of earthquake risks among stakeholders. This work highlights the department's commitment to safeguarding communities, reducing disaster

impacts and enabling resilience through informed planning, research and collaboration.

❖ ***2024 Tsunami Guide for Queensland***—the update to the Tsunami Guide for Queensland provides information on tsunamis, dispelling myths and answering questions to ensure Queenslanders can be prepared for an event.

These reports are accessible at

www.disaster.qld.gov.au

Driving innovation in disaster management

The annual Disaster Challenge, hosted by Natural Hazards Research Australia (NHRA), is a platform for developing innovative solutions to real-world challenges in disaster management and resilience. In 2024, QFD represented Queensland as one of three national finalists in the Disaster Challenge. The event brought together emergency services personnel, academic leaders, scientists and students to explore approaches for building and sustaining trust between communities and the organisations involved in disaster PPRR. The department's participation highlighted the importance of collaboration across sectors to address complex issues.

QFD's entry, *Home Insurance Risk Reduction Options* (HIRRO), aimed to improve transparency and trust between homeowners and insurers, fostering greater resilience at the household level. Integrating risk data and artificial intelligence (AI), HIRRO identifies specific risk-reduction measures for homeowners, such as raising electrical appliances above flood levels or using flood-resistant materials. These improvements enhance the resilience of homes resulting in reduced insurance premiums, providing financial incentives for property owners to act. HIRRO also addressed broader issues such as underinsurance and affordability, offering homeowners flexible options to align risk-reduction strategies with their budgets and priorities. This approach supports insurers and homeowners, ensuring mutual benefits while addressing the increasing risks posed by severe weather events.

Initiatives like the Disaster Challenge underscore the value of innovation in government-led disaster management. QFD's involvement demonstrates its commitment to advancing practical solutions that empower communities and improve resilience. The department continues to engage with researchers and industry experts to better understand risks and their implications for Queensland and QFD. By fostering partnerships and participating in projects like the Disaster Challenge, the department remains at the forefront of efforts to address the challenges posed by natural hazards and to drive positive change in disaster management practices.

Research

The department engaged in, and conducted research to provide evidence in support of departmental policies, programs and activities. Central to this was QFD continuing as a partner agency with NHRA, Australia's national centre for natural hazard resilience and disaster risk reduction.

In addition, QFD was successful in securing NHRA funding for projects on:

- ❖ First Nations women-led gathering, cultural fire knowledge, wellbeing and memory—Australia Women-in-Fire Prescribed Fire Training Exchange (AUS WTREX) held in May 2025 in North Queensland (refer page 76 for further information). The research is about capturing and documenting what happened at the gathering and the Monash University researchers plan to have a report disseminated by 31 December 2025.
- ❖ Managing the risk of heat stress for first responders—this three-year project is in its early planning stages.
- ❖ Reducing risk from earthquakes in recognition of QFD's USAR capability—Queensland University of Technology researchers are scheduled to commence this two-year project in July 2025 titled *Understanding Earthquake risk: locating unreinforced masonry buildings*.

QFD was also involved in the post ex-Tropical Cyclone Alfred damage survey conducted by the Cyclone Testing Station (James Cook University) and supported by NHRA, with the published report promoted at national and state level forums. The research collaboration with the Cyclone Testing Station provided valuable advice to support operational planning during ex-Tropical Cyclone Alfred.

QFD also successfully translated research into articles published in the *Australian Journal of Emergency Management*. Two collaborative articles appeared in the October 2024 issue: *Tsunami emergency risk management in Australia: maintaining the momentum* and *Reflections on the Newcastle earthquake: the next 35 years*. The first article was used by NHRA to promote its end of year webinar (2024) marking the anniversaries of Tropical Cyclone Tracy (1974) and the Indian Ocean Tsunami (2004). The articles are available at www.knowledge.aidr.org.au/resources/ajem-October-2024

Other key achievements include:

- ❖ Reviewed the former QFES annual **Community Insights Survey** reflecting the significance and value of community insight to the department. Informed by department subject matter experts, the survey's question set was refined in line with challenges faced by a contemporary fire department, enabling enhanced understanding of community risk perception and awareness, preparedness levels and actions taken, and community expectations of the department. A sample of community members from across Queensland completed the revised question set in May 2025, with the results of the survey to appear in a final report expected to be published by 31 December 2025 at www.fire.qld.gov.au/about-us/corporate-knowledge-centre/surveys
- ❖ Enhanced disaster preparedness and response by leveraging the **Queensland Heatwave Impact Forecasting Capability** to provide actionable, impact-based heatwave forecasts that integrate hazard severity, exposure, and vulnerability data, supporting informed decision-making and targeted communication across Queensland. The Queensland Heatwave Impact Forecasting Capability was collaboratively developed between Queensland Health and QFD with support from the Department of the Environment, Tourism, Science and Innovation (DETSI). Queensland Health has lead responsibility for the capability with QFD providing technical expertise for the development of forecasting tools.
- ❖ Piloted the use of advanced flood monitoring and prediction software alongside a new response model to **enhance swiftwater incident response times**. The predictive tool provided coordinators and field teams with real-time data on rainfall and catchment behaviour. Combined with historical incident data, this enabled crews to be strategically pre-positioned in areas at risk of flash flooding. A new centralised swiftwater-specific coordination model, operating across traditional Incident Management Team boundaries, ensured specialised responders were deployed more effectively across larger regions.

FEATURE

2025–26 Higher risk bushfire period—mitigation and preparedness

Bushfire mitigation, preparedness and response is a shared responsibility between many partners, especially land management agencies and local governments. QFD continues to place a critical priority on maintaining and supporting these partnerships.

Coordination and interoperability between these partners are guided by the *Queensland Bushfire Plan*. The plan covers all phases of PPRR. It is a sub-plan of the *Queensland State Disaster Management Plan* which connects bushfire management with the QDMA, including various related groups and committees. A specific Interagency Protocol for Fire Management between QFD and DETSI guides and supports interoperability between QPWS within DETSI and QFD. The protocol clarifies how the agencies will work together in joint Incident Management Teams, how bushfire incidents can transfer from one agency to the other as they escalate and/or decrease, and how specialist capabilities such as air operations can be utilised effectively across the agencies.

The State Bushfire Committee provides strategic leadership to enable a coordinated and effective risk-based approach to the management of bushfire across PPRR for Queensland. The State Bushfire Committee is chaired by the Chief Officer, RFSQ, and its membership comprises senior representatives from federal, state and local governments, as well as from government owned corporations, non-government organisations and critical infrastructure owners and operators. In executing its duties, the State Bushfire Committee provides leadership and makes decisions in relation to the development of strategies, plans, tactics and operations for managing bushfire. The State Bushfire Committee met on two occasions during 2024–25.

Ahead of the 2025–26 higher risk bushfire period, RFSQ led and managed Area Bushfire Management Committees across Queensland to plan mitigation activities in the four RFSQ regions across the 77 local government areas. Area Bushfire Management Committees are chaired by a RFSQ Area Manager with membership including key landholders and land managers within the area, government representatives (local, state and Commonwealth), community groups involved in bushfire management, and key industry groups and other entities.

The key functions of the Area Bushfire Management Committees are to:

- ❖ develop a Bushfire Risk Mitigation Plan for the relevant local government area/s and provide the plan to the LDMG
- ❖ provide a forum for stakeholders to discuss planning preparedness, response and recovery strategies to the effects of bushfire
- ❖ advise the LDMG of mitigation activities undertaken and residual risk
- ❖ provide a forum to foster interoperability during response
- ❖ provide strategic advice to the LDMG in the event of bushfire related activation.

Bushfire Risk Mitigation Plans were developed for all 77 local government areas in 2024–25.

QFD commenced fortnightly meetings in February 2025 with QPWS, the Department of Transport and Main Roads, and HQ Plantations enabling discussions around collaboration and communication, future prescribed burns and data sharing arrangements.

QFD also established a *Mitigation Community of Practice* in April 2025. This community of practice meets monthly and comprises RFSQ; QPWS; the Department of Transport and Main Roads; HQ Plantations; the Department of Defence; and the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development. Collectively, this group manages and leads some of Queensland’s most complex and dynamic land tenures, critical vegetation types and infrastructure along with bushfire risk locations. The key intent of this group is to enable consideration of key mitigation activities leading up to the 2025–26 higher risk bushfire period, as well as issues and vulnerabilities when managing hazard reduction burns and provide an avenue for information sharing and data integration.

In Queensland, the higher risk bushfire period commences in the north of the state in August, with many factors influencing the length and severity of the period including the timing and nature of the previous wet period and climate outlook.

QFD is well advanced in its mitigation preparedness activities, in preparation for the 2025–26 higher risk bushfire period, and continues to work strategically to protect Queenslanders from the risk that bushfires pose.

QFD and its partners undertake a year-round, rolling program of mitigation recognising that mitigation activities can be undertaken throughout the year depending on local conditions enabling greater flexibility for land managers and owners to conduct mitigation activities in a changing climate with limited windows for key activities such as hazard reduction burning. Mitigation activities include community education, hazard reduction burns, the preparation of fire breaks and the management of fire trails.

QFD has access to a standing fleet of 14 NAFC-contracted aircraft, including the Large Air Tanker and lead plane for use during the 2025–26 higher risk bushfire period, in addition to more than 200 call-when-needed aircraft.

Objective 4 – Communities are well informed and take necessary actions relevant to their local risk

Strategies

- ❖ Provide proactive and engaging messaging and advice relevant to local risks to inform communities and stakeholders across prevention, preparedness, response and recovery
- ❖ Build community resilience relevant to fire and hazardous materials emergencies

Public information and warnings

Public information and warnings continued to be provided to communities affected by a range of incidents across Queensland.

In total, 1,202 bushfire warnings were issued during 2024–25, including:

- ❖ 1,144 **Advice**—means there is no immediate danger, but you need to stay alert in case the situation changes
- ❖ 53 **Watch and act**—means there is a heightened level of threat. Conditions are changing and people in the warning area need to act now to be safe
- ❖ five **Emergency Warnings**—This is the highest level of warning. Emergency warning means you may be in danger, and you need to act immediately to be safe. Any delay could put your life at risk. The warning will list the actions required to be taken to survive.

Warnings continue to be automatically published to the Current warnings and incidents map on the QFD website (www.fire.qld.gov.au/Current-Incidents), QFD social media channels, an email distribution list (self-subscribed), and data feeds that allow auto-publication of warnings on third party platforms.

Warnings Officer training was delivered to QFD employees and volunteers across the state to ensure these warnings were delivered in a timely manner.

To support the delivery of the public information and warnings capability from as close to incidents as possible, several Public Information and Warnings Unit team members were embedded within the regions enabling focussed training, exercising and capability development for this critical incident management function.

Warnings awareness

QFD continued engagement with communities across the state to build awareness of the Australian Warning System. Community engagement included the continuation of a Grassroots Community-led Warnings Awareness Pilot Program in collaboration with organisations that represent vulnerable communities. This program empowers community groups to discuss the best way to educate their own community and aims to establish warnings redistributors within these networks. This innovative program was recognised at the 2025 Emergency Management Public Affairs Awards for Excellence in Emergency Communications, with QFD named a winner in the Community Engagement category.

The department also continued to build awareness of warnings across the disaster management sector through attendance and stands at disaster management events and conferences such as the Local Government Association of Queensland Conference held in October 2024. Departmental employees also contributed significantly to continuous improvement initiatives at the national level through ongoing involvement in national public information and warnings forums, committees and working groups, and research initiatives.

Australian Fire Danger Rating System

The Australian Fire Danger Rating System (AFDRS) establishes a nationally consistent approach for communities to understand the level of bushfire risk and take appropriate action. QFD is an active member within AFAC on AFDRS projects, including those pertaining to communication standards, fire science research, nationally consistent fire behaviour platforms, and data standards.

Under the AFDRS roadside sign program, 130 electronic roadside signs were installed as of 30 June 2024. These signs are part of a multimodal approach to local and community warnings and awareness and are digitally connected to the Bureau of Meteorology Fire Weather District forecast areas and automatically update once daily. Implementation of nationally consistent standards, results of a social research investigation about fire danger sign recognition and attention, and subsequent installation of these digital signs has afforded QFD an opportunity to adjust fire danger signage locations to better inform the community and remove the requirement for manual sign setting in often remote or high traffic areas. The installation of a further 170 signs across Queensland commenced in the reporting period with implementation scheduled to be completed by 31 March 2026.

The AFDRS project within QFD commissioned three literature reviews to help inform next steps and research or investment opportunities for the department into Queensland specific fire science and early detection. These reviews are:

- ❖ Grassland Fuel Curing and Condition
- ❖ Pine Fire Behaviour Models
- ❖ High Biomass Grasses in Northern Australia: a review of their impact on fire regime and fire management.

The AFDRS project also sought to mobilise regional employees, volunteer members, and non-departmental fire managers to provide data which can be used to update and inform fire weather and fuel conditions emerging across the Queensland landscape. During the reporting period, the rollout of the nationally built and funded AFDRS Fuel State Observer mobile application was undertaken by the QFD AFDRS team in Queensland, with 300 fuel state observers trained and onboarded. These observations permit the observer network to collect and share bushfire fuel data, upload images, and provide next day effects on the fire behaviour outlooks within their observation area. This information is also available for advanced analysis by QFD.

Media and social media

QFD disseminates important safety messaging to the Queensland community through its social media channels.

During 2024–25, QFD's Facebook page reached more than 19.3 million people and received more than 545,500 content engagements. QFD gained 22,529 new followers and at 30 June 2025 has more than 570,000 followers.

The QFD Instagram page reached more than 2.8 million people during 2024–25. The platform gained 7,410 new followers and at 30 June 2025 has a total of approximately 54,000 followers. The total number of content engagements was more than 161,000.

QFD's X (formerly Twitter) account reached more than 1.7 million people in 2024–25, with more than 37,000 engagements. QFD gained 2,743 new followers on the platform.

Important higher risk bushfire period messaging was promoted through social media and traditional media with coverage across more than 1,800 print, television, radio and online media items from July to November 2024. During this same period, there was more than 250 proactive social media posts in support of the Higher risk bushfire period campaign on QFD social media channels, which reached more than 4.7 million people and had more than 51,000 engagements.

Between November 2024 and April 2025, severe weather season messaging received coverage of more than 470 items in traditional media outlets. There were also more than 280 social posts in support of this campaign on QFD social media channels, which reached more than 9.9 million people and had more than 429,000 engagements.

QFD's Home Fire Safety campaign was heavily promoted during July 2024 and April to May 2025, with more than 250 media items related to the campaign in traditional media outlets. There were more than 20 proactive social media posts on QFD channels to support this campaign which reached more than 490,000 people and had more than 5,000 engagements.

Refer to *Community safety advertising campaigns* on page 65 for more information.

Other key achievements include:

- ❖ Produced over 120 **digital content projects** to support communications and community engagement priorities for the department, including:
 - over 3,000 minutes of video content, over 19 hours of livestreamed content and over 1,200 photographs and designs
 - Home Fire Safety and Bushfire Safety campaign support through the in-house production of collateral and the ongoing development of informational video content
 - livestreams of Recruit Firefighter and Fire Communications Officer graduations in Brisbane and Townsville, and Firefighter Remembrance Day.
-
-

FEATURE

Community safety advertising campaigns

The department continued to promote research-led community safety advertising campaigns across relevant statewide paid advertising channels to build resilience in communities and enable the public to better prevent, prepare for, and respond to fire related events.

Educating Queenslanders about bushfire risk and the smoke alarms legislation requiring all existing private homes, townhouses and units to have interconnected photoelectric smoke alarms by 1 January 2027, are ongoing advertising priorities to keep Queenslanders informed and safe.

These campaigns include:

- ❖ **Bushfire Safety:** the statewide Bushfire Safety campaign, *Respect it or Regret it*, launched on 2 June 2024 and ran until September 2024. The campaign aimed to change behaviours around risk identification and acceptance, bushfire preparedness and monitoring conditions. The goal of the campaign was to build community capability and resilience, prevent loss of life and minimise damage from bushfires. The campaign had a phased approach with phase one focusing on preparedness activities communities should undertake prior to the higher risk bushfire period, and phase two focused on how to monitor fire danger ratings and stay alert to any bushfire warnings in the event of a fire. Throughout both phases, the campaign encouraged Queenslanders to have a bushfire survival plan. Advertisements were placed on free-to-air and digital television, YouTube, community and digital radio, digital display, outdoor billboards and buses, print and social media, and Google Search. Radio and social media advertisements were translated into Mandarin, Punjabi, Vietnamese and Arabic. The campaign directed people to the department's website for information to prepare a bushfire survival plan and for information about fire danger ratings and bushfire warnings (bushfire-survival-plan.qfes.qld.gov.au). Research conducted after the campaign ran indicated that residents in high-risk postcodes are still complacent to the risk of bushfire in their area. The 2025 campaign, which will run from 27 July 2025 to 11 October 2025, will address the gap between awareness and action among these residents and aim to shift the perception of their bushfire risk.
- ❖ **Home Fire Safety:** the 2025 Home Fire Safety campaign was an adaptation of the 2024 *Plan to survive* campaign. The campaign commenced on 4 June 2025 and will run through to 20 July 2025, a historically high-risk period with increased use of heating appliances over winter. The campaign used research insights to encourage all Queensland households to prepare for a house fire by complying with smoke alarm legislation and discussing and practising a home fire escape plan. The campaign aligns with the Queensland Government's objective *Safety where you live*. QFD is legislated responsibility to promote community safety messaging for home fire safety. The primary audience was Queensland residents with a focus on owner-occupiers and households more vulnerable to house fires such as young families. The secondary audience of Queensland caravan and motorhome owners was targeted with unique messages about the new smoke alarm legislation requirements for these vehicles. Advertisements were promoted on free-to-air and digital television, radio (commercial, First Nations and culturally and linguistically diverse (CALD)), outdoor billboards, YouTube, digital audio, high impact and standard digital displays, social media and Google Search. The campaign directed people to the department's website for more information on smoke alarm compliance and home fire escape plans (www.fire.qld.gov.au/plantosurvive)
- ❖ **Smoke Alarms:** as the primary provider of fire services throughout Queensland, QFD plays a vital role in community education in relation to smoke alarms. The search engine marketing (SEM) smoke alarms campaign ran from 15 August 2024 to 30 June 2025 and linked Queenslanders searching on Google to accurate information about smoke alarm legislative requirements. With public misconceptions and misinformation from various sources, the campaign helped provide owner-occupiers, landlords, property managers and investors with the right information to take action to comply with the smoke alarms legislation as soon as possible. The campaign linked them to authoritative information about how to comply on the department's website (www.fire.qld.gov.au/prepare/fire/smoke-alarms)



FEATURE

Community education programs

QFD takes a proactive approach in providing a range of education programs to build community understanding and resilience, including Road Attitudes and Action Planning (RAAP), Fight Fire Fascination (FFF) and Safehome.

The department also helps Queensland teachers facilitate age targeted learning in schools through the Fire Ed and Bushfire Ed programs.

Road Attitudes and Action Planning program

RAAP is a free, road safety awareness and education program delivered in Queensland schools to Year 11 and 12 students. The program is delivered by specially trained operational firefighters who have extensive experience responding to road crashes. The program aims to address and mitigate the Fatal 5 as the primary factors associated with road trauma across the state.

During the reporting period, QFD continued to deliver the RAAP program throughout Queensland with the program delivered to 286 educational establishments reaching 25,037 young people and also reaching 288 young people in Queensland's youth justice system. Delivery of the program included 87 presentations across 72 schools in regional and remote areas, and one presentation delivered to 54 alternate settings including Youth Justice Centres and PCYC.

At 30 June 2025, there are 177 trained and active QFD RAAP presenters across the state.

To support delivery of the program, the RAAP presentation was updated with new video and educational content in response to student and school feedback, and a new presentation and associated training were developed and implemented for presenters attending alternate education settings such as Youth Justice Centres, Restorative Justice Conferences and PCYC groups and programs. The new presentation for delivery to alternate education settings focusses on accessible messaging and content for at-risk children and youth, including content that responds to the needs of its target audience, such as those who are neurodivergent.

Fight Fire Fascination

The FFF program supports parents and guardians with their efforts to educate children and young people (three to 17 years) who have been involved in at least one concerning fire incident. The program teaches respectful fire behaviours and develops fire safety skills.

QFD continued delivery of the FFF program during the reporting period including engaging neurodiverse children and young people to address unsafe fire behaviours and support positive behaviour change with assistance from families, guardians and the community.

At 30 June 2025, there are 49 trained and active FFF QFD practitioners across the state. The program was delivered to 52 young people during the reporting period, including 28 cases ongoing.

The department also focussed the FFF program on prevention, aiming to reduce the risk of reoffending and potential entry into the youth justice system collaborating with the Department of Youth Justice and Victim Support to equip young people who have been involved in or undertaken fire-related crimes with positive and restorative behavioural strategies.

A partnership with Victoria University commenced to conduct an evaluation of the impact and value of the FFF program in the community. This review is assessing the program's influence on reducing and preventing unsafe fire behaviours in children and young people, and the prevention of fires and associated impacts on the community.

Safehome

Safehome is a free program where operational firefighters deliver personalised visits with Queensland residents to discuss fire safety hazards in and around their home. During a home visit, residents are provided with customised advice on eliminating or mitigating these hazards, including information on smoke alarm requirements and lithium-ion battery safety. QFD continued to deliver the Safehome program with 244 visits conducted across Queensland.

Queenslanders who are serviced by rural fire brigades are offered a property advice visit which includes a Safehome Kit and information to help build bushfire resilience.

Fire Ed

The Fire Ed program is delivered to year one students to develop an understanding of the dangers of fire, safety around fires, responding to fire emergencies and to establish trust with firefighters. The Fire Ed program is delivered in the classroom by operational firefighters, supported by continued learning delivered by teachers and parents. QFD continued to deliver the Fire Ed program during the reporting period with the program delivering 2,525 sessions in schools across Queensland.

The department also continued to support and deliver Fire Ed for Children with Neurodiversity (refer page 70).

Bushfire Ed

The Bushfire Ed program is designed for teachers working with students in years 5 and 6 in Queensland schools. The program aims to help fulfil the curriculum requirement for disaster awareness as part of students' science studies. The program assists students develop an understanding of the dangers of bushfires, their causes and effects, and promotes awareness of bushfire safety. The program engages students in interactive, collaborative learning experiences. The QFD website provides direct access for teachers to download the Bushfire Ed resource kit which includes student information sheets and activities, a teachers' resource and certificates.

FEATURE

Supporting equity, inclusion and diversity

QFD considers Queensland's diverse population in the development and delivery of its programs and services to build safe and resilient communities and ensure community preparedness for fire and disaster events. QFD values the inclusion of individuals, including employees and volunteers, and groups who contribute to the department through their diverse skills, knowledge and experience.

Highlights during the reporting period include:

Cultural capability

- ❖ Completed an audit of the department's performance against the QFES *Reframing the Relationship Plan 2024*, resulting in the preparation of a draft QFD Reframing the Relationship Plan 2025–2027 in line with the requirements of the *Public Sector Act 2022*. The draft QFD Reframing the Relationship Plan will be reviewed by the department's First Nations Community of Inclusion prior to finalisation.
- ❖ Supported a range of **engagement opportunities** with First Nations communities, focusing on home fire safety, bushfire risk awareness and preparedness, and volunteering and recruitment pathways, through participation in NAIDOC Week 2024 events, career expos, cultural celebrations and information sessions across the state.
- ❖ Supported **Auxiliary Firefighter recruitment and retention** in the Cherbourg community through alternate training nights and recruitment strategies aligned with the local community profile. In partnership with the Cherbourg Aboriginal Shire Council, community service announcements were created for local radio focusing on home fire safety and bushfire safety, recorded by the Auxiliary Firefighters and adapted with local language to ensure cultural appropriateness and understanding. Additionally, a door-knock program commenced with the council targeting houses backing onto bushland that face a higher bushfire risk.
- ❖ Hosted a series of **fire and rescue station visits** in Townsville for participants of the Stars Foundation, an organisation providing holistic mentoring and support for Aboriginal and Torres Strait Islander girls and young women. These visits included fire safety education, an introduction to QFD operations and capabilities, and information about volunteering and recruitment opportunities within the department.
- ❖ Participated in the **Townsville Indigenous Community Network Forum**, a collaboration of Queensland Government Departments and non-government stakeholders, enabling several joint initiatives, including QFD's involvement in the *Strength in Community Festival* held in Townsville to acknowledge Mabo Day. Through this network forum, relationships were established, safety messaging was shared, and the department contributed to culturally significant community events.
- ❖ Supported the **CareerTrackers internship program** for pre-industry First Nations university students throughout the Winter 2024 and Summer 2025 internship periods with mentorship and development of a full-time intern embedded within the Strategic Content Services Unit. The intern assisted in the production of digital content for the department, QPS and the Office of the IGEM, completed dedicated project work and broadened cultural understanding within the unit. The internship provided the intern with real-world experience in digital production workflows, valuable coaching from skilled industry professionals and expanded post-university employment opportunities.

In addition, the Commissioner, in his role as **Queensland Government Community Champion for the First Nations community of Coen**, advocated for the Far North Queensland Indigenous community. The Commissioner visited Coen on two occasions (July 2024 and September/October 2024) meeting with Cook Shire Council Mayor and Chief Executive Officer, the Coen Regional Aboriginal Corporation, Lama Lama Ranger Base at Port Stewart, Indigenous Land and Sea Corporation-owned Merepah Station, the Coen Women's Support Centre and other local Indigenous stakeholders. The Commissioner was in community in July 2024 to review plans for new housing in Coen.

Culturally and linguistically diverse

- ❖ Published **research findings** in the Australian Journal of Emergency Management (July 2024) on tailoring emergency and disaster preparedness engagement approaches for CALD (www.knowledge.aidr.org.au/resources/ajem-july-2024)
- ❖ Celebrated **Multicultural Queensland Month** in August 2024 with events held in various department locations across Queensland. QFD also participated in, or was represented at community events including the traditional Hindu festival Raksha Bandhan.
- ❖ Participated in **multicultural interagency meetings and collaboratives**, fostering strong connections with state and local governments, multicultural organisations, and CALD community leaders, resulting in strong relationships, consistent messaging, and collaborative engagement approaches with groups including the Logan Multicultural Collaborative and the Toowoomba Regional Council Cultural Diversity Network.
- ❖ Delivered the **Triple Zero (000) and Home Fire Safety Workshop** in Rockhampton on 1 June 2025, in partnership with the Central Queensland Multicultural Association Inc. The workshop was attended by 16 CALD community connectors and included activities such as a tour of the Fire Communications Centre, an interactive home fire safety information session, a mock Triple Zero (000) call, and an emergency turnout exercise. The workshop served as a 'train-the-trainer' program to empower participants to share key safety messages with their cultural communities.
- ❖ Supported the coordination and delivery of the **Multicultural Safety and Wellbeing Expo** in Loganlea on 27 to 28 May 2025, with the Logan Multicultural Collaborative which comprises government and community service providers who provide services to multicultural communities and other communities in the Logan area. The event attracted 830 attendees representing 55 language groups. Accessible, relevant and culturally appropriate safety messaging was delivered to participants with language support to facilitate engagement.

- ❖ Delivered tailored **safety information sessions** to various CALD community groups, including English-language students in collaboration with TAFE Queensland and newly arrived refugees in partnership with Multicultural Australia.
- ❖ Developed CALD **community engagement collateral** and renewed and expanded fact sheets and bespoke resources in 28 languages spanning Asia, India and Africa, as well as easy English, to build home and bushfire resilience and preparedness among multicultural communities in Queensland.

Youth

- ❖ Continued to deliver the **RAAP program** throughout Queensland including in diverse areas and education settings, with delivery of the program in schools and regional and remote areas and alternate settings such as PCYC and Youth Justice Centres. RAAP is a practical lifesaving road safety awareness program for young drivers facilitated by operational firefighters (refer page 66 for more information).
- ❖ Continued to deliver the **FFF program** supporting parents and guardians with their efforts to educate children and young people (three to 17 years) who have been involved in at least one concerning fire incident. The program teaches respectful fire behaviours and develops fire safety skills (refer page 66 for more information).
- ❖ Conducted a **multi-agency exercise** at Mossman State High School, in Far North Queensland, on 20 June 2025, involving year 11 students, teachers, and representatives from emergency services, health professionals and community organisations. The scenario simulated a car collision with casualties, allowing students to observe the full emergency response process, from initial sirens to the removal of a deceased casualty. Presentations included a powerful account from a parent impacted by a fatal car crash. The exercise created a unique experience for students to witness operational response in a setting that educated them on the importance of road safety. The exercise also strengthened partnerships between agencies, provided hands-on training opportunities, and enhanced crews' skills in incident management and response, showcasing the value of collaborative, community-focused initiatives.

Supporting people with disability

- ❖ Redeveloped the **Home Fire Safety Guide** to improve disability representation, including visual depictions of physical disability and inclusive personas
(www.fire.qld.gov.au/sites/default/files/2023-05/Home-Fire-Safety-Guide.pdf)
- ❖ Continued provision of assistance to members of the deaf community and people who have a hearing impairment to install specialised smoke alarms through the **Smoke Alarm Subsidy Scheme** managed by Deaf Connect. In 2024–25, a total of 138 deaf and hard of hearing smoke alarms were provided with more than 3,350 provided since the inception of the program in 2013. Consideration of interconnected solutions and whole-of-home technology for deaf and hard of hearing people including emerging technology is ongoing as well as safety messaging and appropriate devices for mobile homes and the caravanning community.
- ❖ Reviewed and updated **screen reader content** on the department's website and commenced transitioning publications from PDF (portable document format) to accessible web formats, in line with Queensland Government digital accessibility guidelines.
- ❖ Partnered with Braille House to amplify access to the department's **Braille Emergency Evacuation Information Pack** through the QFD website, publications and communication channels.
- ❖ Continued to deliver **Fire Ed for Children with Neurodiversity**—a neurodiverse focused augmentation of the Fire Ed program with content adapted from the mainstream program in consultation with the AEIOU Foundation. This version of the Fire Ed program is targeted towards working with children with neurodiversity including autism, ADHD, dyslexia and dyspraxia.

The program introduces fire safety education to young audiences so they can better understand fire safety and participate in the Fire Ed program when they reach year one schooling. The program is delivered across the state in targeted learning facilities by firefighters in partnership with educators, parents and carers.

- ❖ Delivered live broadcasting of emergency messaging across QFD and QPS social media channels during large scale disaster events with support from **Auslan interpreters** and utilising automated live captioning functions

Seniors

- ❖ Participated in 14 **Seniors Expos** across the state, delivering tailored safety messaging on topics such as smoke alarm legislation, home fire safety, rechargeable lithium-ion battery safety, bushfire preparedness and warnings.
- ❖ Delivered 46 **fire safety information sessions** to senior audiences, including residents of retirement villages and community interest groups, providing practical tips and increasing awareness of key risks and safety measures.
- ❖ Delivered the **Noosa Aged Care Disaster Resilience Workshop** in Noosa on 4 February 2025, in partnership with Country to Coast QLD, bringing together local aged care providers to review and strengthen their business continuity and emergency plans, with QFD and partner agencies supporting discussions and planning sessions to enhance disaster preparedness within the aged care sector.

Further initiatives, activities and target group data are included in *Our people* (refer pages 105–110) and *Our performance*—Objective 2 (refer pages 44–56).

25 years on from Childers backpackers fire tragedy

In June 2025 we marked the 25th anniversary of the Childers Palace Backpackers fire, a tragedy that forever changed Queensland's approach to fire safety.

The deliberately lit fire claimed the lives of 15 people in a terrible shock to the nation and the tight-knit community of Childers.

On the anniversary, QFD personnel paid their respects to the lives lost and honoured the first responders who were involved that night.

The tragedy was a turning point in fire safety, leading to sweeping reforms that have saved many lives.

Since 2000, Queensland has introduced major changes requiring all budget accommodation buildings to have smoke alarms, emergency lighting, clear evacuation signage, and fire safety management plans.

The Childers backpackers fire also led to cultural change around fire awareness and prevention, strengthening fire safety legislation for residential and commercial buildings, empowering local authorities with greater compliance tools, and increasing community education around fire risks and preparedness.

QFD remains committed to continuing fire safety improvements in the built environment through a regular risk-based inspection regime and by ensuring identified defects in fire safety installations are rectified.

Onsite attendance by local firefighting crews for inspections ensures operational firefighters gain valuable local knowledge of a building's layout and firefighting water supply locations.

Objective 5 – We are a valued and trusted partner

Strategies

- ❖ Effectively deliver on our responsibilities as a key stakeholder in the Queensland Disaster Management Arrangements and primary agency for bushfire and chemical hazards
- ❖ Strengthen doctrine, agreements and partnerships that enhance our contributions to emergency and disaster management

Enhancing community outcomes

In February 2025, QFD Regional Community Engagement led a highly successful online AFAC Masterclass titled *Collaborative Pathways: enhancing community outcomes together*. The event attracted over 500 registrations from emergency management partners and community engagement practitioners across Australia and New Zealand, with 85 per cent of participants reporting increased knowledge and skills in community engagement. Live attendance reached 270 with hundreds more accessing the recording post-event.

Facilitated through AFAC, the masterclass highlighted practical tools, co-design strategies and real-world case studies demonstrating how collaboration between emergency services, partners and communities enhances safety, connection and sustainable outcomes. Key highlights included a QFD feature presentation with the Rockhampton Regional Community Engagement Coordinator showcasing two collaborative pilot projects co-designed with CALD communities and people with a disability, which delivered impactful outcomes. The QFD Public Information and Warnings Unit presented on the Australian Warning System pilot projects, while a panel discussion brought together emergency services personnel, community partners, and lived experience representatives to explore the value of collaboration, challenges, success factors and future opportunities.

Interactive audience engagement was also a feature, with participants contributing insights on community engagement challenges and success stories via QR code. This input enriched the masterclass and provided valuable perspectives for future initiatives.

The masterclass reinforced the importance of coordinated, community-led engagement approaches and the benefits of inclusive working groups in building capable and connected communities. It served as a platform to share knowledge, inspire collaboration, and highlight the critical role of partnerships in enhancing community safety and resilience.

Technical assistance to Cambodia

QFD supported the Australian Government Overseas Assistance Plan activation by deploying a QFR Scientific Officer to Cambodia from 15 May to 19 June 2025.

This deployment, coordinated by the United Nations Office on Drugs and Crime and funded by the Australian Government and the Government of the Republic of Korea, aimed to address the urgent need for technical assistance in the safe disposal of hazardous chemicals stored in illicit warehouses. These chemicals posed significant risks to surrounding communities and the operation sought to mitigate these dangers while building local capacity to manage similar threats in the future.

During the deployment, the QFR Scientific Officer provided training to Cambodian responders to enhance their skills in chemical safety, the use of personal protective equipment and hazmat handling. The officer also provided technical expertise in the delivery of the Render Safe Operations, which successfully mitigated risks associated with approximately 200 tonnes of hazardous chemicals seized from clandestine drug laboratories. Beyond immediate risk reduction, the operation strengthened local capacity for ongoing mitigation activities across Cambodia.

The QFD's involvement in this mission highlighted its commitment to enhance safety and resilience locally, nationally and globally through collaboration, expertise and capacity building.

International engagement—capacity building initiatives

The QFD is dedicated to fostering strong relationships within the Pacific Region by enhancing the capacity and capability of emergency service organisations. QFD conducts this work through both AFAC arrangements and the DFAT DART contract.

The DFAT DART contract has two parts relating to international engagement—participate in the United Nations INSARAG to develop standards and methodologies that improve global response to humanitarian disasters; and directly develop response capacity, particularly in the Pacific region.

QFD contributes to the AFAC work plan through maintaining membership on the AFAC Pacific Partnerships Group along with twinning arrangements with the Papua New Guinea Fire Service and the National Fire Authority (NFA), Fiji. Capacity building with Papua New Guinea is long-established and during 2024–25 included QFR sponsoring Papua New Guinea Fire Service participants' attendance at QFR Safety Assessment Officer and Building Approvals Officer training courses in Brisbane, and a mentoring program to solidify learnings.

Capacity building with the NFA occurred through the AFAC arrangements and funding provided through the DFAT DART contract designated for international development. As part of the AFAC arrangements, the Deputy Commissioner, QFR provided mentoring to the incoming Chief Fire Officer of the NFA and the department donated three used fire appliances to the NFA to improve its fleet profile and supported NFA in working towards developing a sustainable breathing apparatus capability within the NFA which will significantly improve response capability and the health and safety of NFA firefighters.

Under the DFAT DART contract arrangements, QFD deployed six personnel to Suva, Fiji to deliver specialised training to NFA—USAR First Responder and Land-Based Swiftwater/Floodwater Rescue training programs. These courses focused on essential skills such as safety, risk assessment, team collaboration and water rescue techniques. A total of 37 participants, including 35 NFA personnel and two firefighters from Samoa, successfully completed the training and received internationally recognised certifications. Additionally, QFD provided DFAT-funded equipment, including USAR tools and swiftwater rescue gear, to enhance NFA's operational readiness.

QFD's on-ground engagement enabled the scoping of requirements for advanced training courses, ensuring alignment with long-term objectives under the DFAT contract. The provision of equipment and the establishment of a mentoring framework for Fijian trainers further demonstrated QFD's commitment to sustainable development.

The program significantly enhanced regional disaster response capabilities by fostering interoperability and collaboration between Pacific emergency services.

Additionally in the Pacific, QFD participated in the development of a Pacific Response Coordination Mechanism. The Pacific Ministers Forum requested a Pacific Response Coordination Mechanism to enable coordination of requests for assistance to external countries and agencies in times of need. QFD contributed to this work through representation on the Technical Advisory Group which has developed a concept paper to be considered by the Forum.

For information about QFD's engagements towards developing global response capacity and capability under the INSARAG component of the DFAT contract refer to National and international engagement—AUS-01 DART on page 88.

Other key achievements include:

- ❖ Established an agreement with **Retired Firefighters Association of Queensland Inc** to support the design, printing and distribution of its newsletters for QFR to manage on an ongoing basis. Newsletters enable connectedness among members of the association (including retired and/or resigned firefighters, family members of ex-firefighters, retired and/or resigned departmental employees and other persons with relevant connection to the fire service) and support mental health through facilitation of fellowship. This arrangement also provides association members with the opportunity to present achievement awards for recruit courses and assist in appropriate community engagement activities.
 - ❖ Supported partner agencies through the **production of digital content** including:
 - livestreams of 15 emergency broadcast press conferences to QFD and QPS social media channels during the 2025 North Queensland Flooding and Tropical Cyclone Alfred events
 - a counter-terrorism video *Escape. Hide. Tell.* for the QPS website and *day-in-the-life* videos to promote QPS recruitment activities
 - social media and web video content for the IGEM at the Queensland Disaster Management Research Forum (November 2024)
 - over 20 minutes of video footage and over 350 photographs promoting the AUS WTREX program (refer page 76 for more information). This content was provided to media outlets via a joint media release with DETSI. It was also made available for QFD, DETSI, AFAC and Women in-Fire Prescribed Fire Training Exchange (WTREX) partners to help promote the program through their individual channels. A short documentary is being created to promote QFD's involvement in the program for internal and external communications.
-
-



FEATURE

Partnerships and sponsorships

QFD engages key corporate, community and government stakeholders to establish and strengthen partnerships that deliver valued and sustainable benefits to its workforce, volunteers and the community.

The QFD Partnerships and Sponsorship Unit (PaSU) collaborates across the department to support business units in the delivery of partnership programs, events and initiatives.

In 2024–25, the National Australia Bank (NAB) Foundation RFSQ agreement delivered **First Nations Fire Training workshops** in Yarrabah and Machans Beach in Northern Region, and Thornhill Station in Central Region to QFR operational personnel, RFSQ employees and volunteer members, and local land management stakeholders. Working with Traditional Owner groups, the workshops provided participants with information about traditional fire and land management practices to reduce disaster risk, improve environmental resilience, and build community relationships and connection.

Key strategic partnerships were developed with QPWS worth \$210,000 and AFAC worth \$10,000 to ensure the delivery of **AUS WTREX** that took place in May 2025 in Far North Queensland (refer page 76). The 12-day intensive training opportunity aimed to improve firefighting skills, with a specific focus on highlighting the role of Indigenous women in fire management. Research partners NHRA and National Indigenous Disaster Resilience also supported the event to the value of \$180,000 and will produce a research paper in 2026.

Through an enduring partnership with Energy Queensland, RFSQ received five **Virtual Reality Kits** worth \$75,000 to increase training capability across the state and QSuper continued its support of the **QFD Australia Day Achievement Awards** to the value of \$17,500 to recognise people who go over and above their roles.

In its inaugural year, the **QFR Firefighter Safety Symposium** received five strategic sponsors including Fire Rescue Safety Australia, Milwaukee Tools Australia, BRT Fire & Rescue Supplies, Pac Fire Australia and Mediquip providing a total of \$13,000 to support event delivery, technical expertise and exposure to innovation for fire safety.

To support an organisational focus on **health and wellbeing**, PaSU assisted 10 sporting groups participating in the 9/11 Commemorative Sports Day to progress partnerships that helped fund participation in the event. The event is held annually in September and acknowledges the sacrifice of firefighters impacted in New York in 2001. Another key initiative was the coordination of the cross-agency Run Army fun-run in Brisbane and Townsville, held in March and April 2025 respectively, with over \$5,000 raised for Firefighters Cancer Foundation Australia.

QFD, as a foundational supporter, is in the fourth year as an official partner of Bike 4 Burns, a 500-kilometre ride over seven days from Eidsvold to Kedron in Brisbane. This partnership assists with event logistics for the charity ride, providing a valuable opportunity to support health and wellbeing of QFD participants and brings the emergency services community together.

PaSU was also a key contributor to the delivery of the **International Women's Day Awards** program, supported by QBANK, to acknowledge outstanding achievements by QFD employees and volunteers.

PaSU create and support meaningful partnerships that strengthen the department's vision and objectives. Guided by the Queensland Government Sponsorship Framework, and the QFD Sponsorship Framework, every partnership is built on clear policies, procedures and innovative solutions, supporting the department in delivering impactful outcomes for the Queensland community.



FEATURE

Australia Women-in-Fire Prescribed Fire Training Exchange

The Australia Women-in-Fire Prescribed Fire Training Exchange (AUS WTREX) was built on the global success of Women-in-Fire Prescribed Fire Training Exchanges (WTREX) while bringing a unique focus to the rich cultural and ecological fire knowledge of Indigenous women.

The Australian Queensland-led program integrated Indigenous fire practices that have been used for tens of thousands of years, highlighting the leadership of First Nations women in fire management. With representatives from across Australia, the United States of America, Canada and Mexico, the event saw 38 attendees gather in Undara in Far North Queensland in May 2025.

Set against the backdrop of Australia's diverse landscapes, the 12-day intensive training opportunity enhanced participants' prescribed fire skills and fostered a deeper understanding of cultural burning as a critical tool for land stewardship. The training opportunity focused on improving firefighting skills, with a specific focus on highlighting the role of Indigenous women in fire management. It melded live-fire training with deeper learning on fire ecology, policy and social dynamics.

The program was jointly led and delivered by QFD and QPWS, with support from AFAC, WTREX and Fire Networks.

Elders and community facilitators supported the delivery of the program including Yirrganydji Elder, Talaroo Ranger group, Ewamian People Aboriginal Corporation RNTBC, Gunggandji-Mandingalbay Yidinji Peoples Prescribed Body Corporate RNTBC, Gambir Yidinji Fire Practitioners Pty Ltd, Bundabarra and Wadjanbarra People and Mandingalbay Authentic Indigenous Tours. Research partners from NHRA and National Indigenous Disaster Resilience also supported the event and will produce a research paper in 2026.

By creating a space where traditional and contemporary fire knowledge intersect, AUS WTREX offered a ground-breaking opportunity to strengthen networks, challenge barriers, and shape the future of inclusive fire leadership across the country and the world.

FEATURE

Central Region Area Community Engagement Networks

To support the geographical size of QFD Central Region and to strengthen community engagement at the local level, Area Community Engagement Networks have been established by the department's Regional Community Engagement Coordinators.

The networks provide an opportunity to enhance effective and efficient community engagement by bringing together disaster management stakeholders to share information and identify local opportunities for collaboration to minimise community risk. These networks include representatives from QFR, RFSQ, QPS, local government, and other local stakeholders. The networks are in the following local government areas:

- ❖ Rockhampton and Livingstone (combined)
- ❖ Gladstone and Banana (combined)
- ❖ Central Highlands
- ❖ Longreach, Boulia Diamantina, Winton, Barcoo, Barcaldine, Blackall-Tambo (combined)
- ❖ South Burnett and Cherbourg
- ❖ North Burnett
- ❖ Fraser Coast
- ❖ Bundaberg.

A further network is in development in the Murweh local government area.

Some of these Area Community Engagement Networks act as consultative communities of practice while others take on the form of a working group, delivering key initiatives including:

- ❖ **Central Queensland Volunteer Connect Expo**—a new initiative held in March 2025 in Rockhampton by the Capricornia Community Engagement Network. Key partners, including QFD, Rockhampton Regional Council, CapRescue, Volunteering Queensland and the SES, developed and delivered the expo in response to declining volunteerism across the region. The expo brought together a range of state and local government, and non-government organisations that offer volunteering opportunities with the aim of boosting community engagement. The expo featured information stalls, live-streamed sessions from the Volunteering Queensland Conference in Brisbane, panel discussion and volunteer recognition and award presentations, and provided networking opportunities.

- ❖ **Emergency Lane**—an initiative of the South Burnett Area Community Engagement Network—Emergency Lane is a collaborative initiative that brings together emergency services, community organisations, local governments and other stakeholders to create a dynamic and engaging presence at public events and activations. The concept aims to promote year-round awareness and action across the four pillars of emergency management—PPRR—through interactive displays, hands-on activities and direct community engagement. Emergency Lane provides a dedicated space at events where the public can learn about risks, access vital information, and build resilience against emergency and disaster events. This initiative has been piloted as a standalone event in Proston, in the South Burnett Region, as well as a part of larger events.
- ❖ **Ready Together Gemfields – Community Mapping Pilot**—an initiative of the Central Highlands Area Community Engagement Network, two community gatherings were held at Rubyvale and Sapphire in April 2025. The events brought together Queensland Government agencies and the local community to discuss the upcoming higher risk bushfire period predictions, mitigation plans for the area, and bushfire and severe weather risks, and to provide safety and preparedness advice.

Objective 6 – We make the best use of current and emerging assets and technology

Strategies

- ❖ Deliver public value and optimise capabilities by ensuring assets and equipment are aligned with risk and evidenced community need
- ❖ Work together across our services, stakeholders and partners to understand asset and technology opportunities and challenges
- ❖ Make our information and communication technology simplified, smarter, connected and user friendly

Asset management

QFD is committed to ensuring the safety and resilience of Queensland communities through the effective management of its infrastructure. As part of this commitment, the department is continuing to mature and modernise its Asset Management Business System. This initiative aims to enhance the efficiency, reliability and transparency of asset management processes, ensuring that critical equipment, facilities and resources are maintained to the highest standards. The updated system will support QFD's operational readiness, improve decision-making and align with contemporary asset management frameworks.

The ongoing modernisation of the department's Asset Management Business System includes, but is not limited to:

- ❖ the development and implementation of a:
 - QFD Asset Lifecycle Management Policy
 - QFD Asset Management Planning Framework
 - QFD 2025–28 Strategic Asset Management Plan
- ❖ the implementation of QFD interim Asset Information Management Solutions that will provide QFD decision-makers with up-to-date information on the different assets used by QFD to deliver services including:
 - land and building assets (including stations and workshops)
 - operational equipment (including personal protective equipment and road crash rescue equipment)
 - ICT equipment (including servers and laptops)
 - fleet assets (including fire trucks and emergency response vehicles)

- ❖ the redesign of the:
 - QFD site maintenance delivery framework
 - QFD minor works delivery framework
- ❖ the development of the:
 - leasing, sustainability, and cultural and Native Title component of the QFD interim Asset Information Management Solutions
 - QFD 15-year Strategic Infrastructure Investment Plan
 - QFD Asset Management Practice Manual
 - QFD project program and portfolio management ICT solution.

Capital program

In 2024–25, the new QFR permanent fire and rescue station at Caloundra South and the replacement QFR permanent and auxiliary fire and rescue station at Airlie Beach commenced operations having achieved practical completion in 2023–24. In addition, the refurbished QFR auxiliary fire and rescue station at Mitchell achieved practical completion; and the replacement QFR permanent and auxiliary fire and rescue station at Drayton achieved practical completion and commenced operations.

Further significant capital works initiatives were progressed including:

- ❖ **commencing (includes planning) or continuing the:**
 - new permanent fire and emergency services complex at Bamaga (joint facility with the SES)
 - new QFR permanent fire and rescue station at Greater Springfield
 - upgrade and refurbishment of the QFR auxiliary fire and rescue station at Boonah
 - Mount Cotton Road permanent fire and rescue station road infrastructure upgrades (the station commenced operation in 2023–24)

- replacement QFR permanent fire and rescue stations at Beerwah, Caloundra and Gympie South
- new RFSQ Maryborough area brigade headquarters
- new RFSQ Moore Linville and Mount Alford rural fire brigade stations
- refurbishment of the new QFD State Headquarters at Albion in Brisbane
- replacement Fire Communications Centre at Cairns.

QFD continued to progress or completed the following capital works projects that support the *Queensland Government Building and Construction Training Policy*:

- ❖ Bamaga permanent fire and emergency services complex
- ❖ Drayton replacement permanent and auxiliary fire and rescue station
- ❖ Greater Springfield new permanent fire and rescue station
- ❖ Gympie South replacement permanent fire and rescue station.

The training policy forms part of the State Government's commitment to Closing the Gap and providing equal opportunities to First Nations people through skill development and employment opportunities in the construction sector. Working on the projects, contractors engage First Nations workers as apprentices, trainees or through other workforce training.

Fleet management

During 2021–22, the former QFES implemented a multi-year approach to fleet procurement. The multi-year build program meant that the department was scheduled to deliver 147 RFSQ trucks (over two years commencing 2022–23) and 118 QFR trucks (over three years commencing 2022–23) bringing the total program to 265 trucks.

A total of 92 RFSQ trucks have been delivered from the multi-year RFSQ program since 2022–23 with 52 trucks delivered in 2024–25. The remaining 55 RFSQ trucks are scheduled for delivery in 2025–26.

A total of 50 QFR trucks have been delivered since 2022–23 with 19 trucks delivered in 2024–25. The remaining 68 QFR trucks are scheduled for delivery in 2025–26.

QFD continues to deliver against its rolling fleet program, however changes in industry supply models, coupled with supply chain and resource challenges have impacted on delivery timeframes. The department is continuing to work proactively

with suppliers and body build vendors to streamline program delivery and mitigate risks to support delivery.

During the reporting period, RFSQ completed a Fleet Review. This was a first for RFSQ which will ultimately address standardised truck designs as well as enhancing build and procurement processes. It is anticipated that this work will inform a fleet strategy for RFSQ due for completion in December 2025.

The department continues to undertake research into fleet emissions reduction and decarbonisation strategies including alternative vehicle technologies and reduced carbon fuel options. This aligns with the *Queensland Climate Action Plan 2020–2030* and will inform the identification of opportunities to consider lower carbon emission vehicles and fuel options where appropriate across the entire QFD fleet (pool cars, Emergency Response Vehicles and light, medium and heavy trucks for QFR and RFSQ).

QFD also continued to introduce lower carbon emission vehicles into the department's leased fleet, including a combination of hybrid and electric vehicles and continues to assess replacement options on a case-by-case basis.

Information and Technology Services

In August 2024, QFD achieved a significant milestone with the completion of Tranche 1 of its Information and Technology Services transition (refer page 17 for further information). This phase involved the transfer of 82 positions associated with non-Triple Zero (000) services from the QPS Frontline and Digital Division to QFD's Information and Technology Directorate. This transition marks a key step in QFD's journey towards greater digital autonomy and operational efficiency.

As part of this transition, QFD established a new Information and Technology Service Centre powered by the ServiceNow platform. The launch of the service centre provides employees and volunteers with a dedicated, independent information and technology support service tailored to meet the department's unique needs.

The final phase of the information and technology transition is in planning and will include the transfer of critical functions such as Triple Zero (000) services, Data Centre management and cyber security operations from QPS to QFD.

Frontline Activation Support Tool for Queensland

During the reporting period, QFD completed the implementation of the Frontline Activation Support Tool for Queensland (FAST Qld) app to the RFSQ workforce and volunteer members. The FAST Qld app is a simple solution which allows the RFSQ workforce and volunteer members to be notified of incidents and respond at the touch of a button on their smart devices. This technology has increased visibility of availability to support operational and response planning.

As of 30 June 2025, more than 200 rural fire brigades have been onboarded since the rollout of the app commenced in July 2024. The introduction of the app has seen improved response times to events, increased safety and enhanced the RFSQ workforce and volunteer members' experience.

In 2025–26, the FAST Qld app will be extended to include the QFR Auxiliary Firefighter workforce. The rollout of the app to Auxiliary Firefighters is expected to be completed by 31 December 2025.

Artificial intelligence—QChat

In March 2025, ELT approved the department's Artificial Intelligence (AI) Strategic Framework. This framework outlines QFD's vision and guiding principles for adopting AI technologies. It includes a 12-month roadmap focused on governance, education and enablement to ensure the safe, ethical and effective integration of AI into the department's operations.

In May 2025, QFD introduced QChat, a generative AI-powered virtual assistant developed by the Department of Customer Services, Open Data and Small and Family Business. QChat provides secure and equitable access to AI-powered support for QFD employees. QChat aligns with Queensland Government standards and ensures secure, ethical and contextually appropriate responses. QChat can assist employees with tasks such as drafting reports, summarising meeting notes, and supporting administrative tasks that enable employees to focus on value-enhancing activities.

Complementing the rollout of QChat, QFD also launched an AI Foundations Training course in May 2025. This training equips employees with the core skills and knowledge to responsibly engage with AI, ensuring alignment with key governance frameworks. The course reinforces QFD's commitment to transparency, accountability and ethical decision-making. By promoting informed and responsible use of AI, the training helps QFD employees maximise the potential of QChat while maintaining community trust and compliance with ethical standards.

Information and Communication Technology Investment Plan

Information and communication technology (ICT) plays a significant role in supporting and enabling operational and business requirements in the PPRR of fires and emergencies. In 2024–25, \$30 million was allocated towards QFD's ICT program of work which continued to deliver an increase in capability for cyber security; stabilisation of the Computer Aided Dispatch system; improved emergency dispatch for volunteers; refresh of technology devices and internal business systems; and upgrades to communications infrastructure.

The QFD ICT Investment Plan aligns with the department's key information and technology goals. When determining information technology priorities, consideration is given to how the plan supports other QFD and Queensland Government objectives. The overall impact of ICT projects is regularly reviewed to ensure all important information technology priorities are addressed effectively.

The information technology strategic priorities for 2024–25 included:

- ❖ Enable QFD Capabilities—enhancing frontline operations with user-friendly information technology solutions on demand
- ❖ Address Foundational Technology—addressing information technology risks and improving stability and connectivity
- ❖ Establish Modern and Sustainable information technology—replacing aged systems with new contemporary solutions
- ❖ Harness Information—systems that connect and build improved use of data
- ❖ Protect Information and ICT Assets—safe and secure information and ICT assets aiding quick detection, response and recovery from cyber security incidents
- ❖ Provide Contemporary Service Delivery—improved information technology services and ways of working.

Alarm Signalling Equipment Replacement Project

The Alarm Signalling Equipment Replacement Project was completed during 2024–25 with 7,423 Alarm Signalling Equipment units replaced with 4G technology across the state since the installation of replacement units commenced in March 2023. The upgraded equipment provides Queensland communities with fit-for-purpose, sustainable and compliant technology solutions that support and enable rapid responses to emergency situations.

Alarm Signalling Equipment enables the department to monitor the status of a building's Fire Detection and Alarm System for those buildings required by legislation to have specific fire safety installations such as fire extinguishers, fire detection systems and emergency lighting. To ensure continued monitoring, the Alarm Signalling Equipment units required upgrading to the 4G telecommunications network prior to the decommissioning of the 3G telecommunications network.

Remotely Piloted Aircraft Systems

QFD continues to embrace innovative technology to enhance operational capability and public value. Remotely Piloted Aircraft Systems (RPAS), or drones, are a key emerging asset enabling rapid situational awareness and risk-informed decision-making, ensuring safer deployment of employees, volunteers and resources across diverse emergency scenarios throughout Queensland.

RPAS technology is being strategically aligned with community risk profiles and operational requirements. The department's drone capability supports bushfire surveillance and mapping, fire investigation, structural firefighting, flood mapping, search and rescue, and damage assessments following disaster events.

Cross-agency collaboration remains critical to the successful integration and evolution of RPAS. The department actively partners with the QPS, SES and interstate emergency organisations to develop best-practice frameworks, training pathways, and shared operational models. These partnerships ensure interoperability, compliance with aviation regulations, and alignment with broader public safety outcomes.

RPAS operations are underpinned by simplified and connected ICT platforms. QFD is progressing toward integrated systems that connect real-time drone data, including thermal imaging, livestream footage and geospatial mapping, into command platforms and incident management systems. These advancements enhance operational coordination and reduce delays in critical decision-making.

During the reporting period, RPAS support included cyclone impact assessments during Tropical Cyclone Alfred and real-time fireground intelligence during the Western Queensland flooding event. The integration of drones into critical systems and the continuing shift toward drones with longer endurance and AI-supported analytics, ensures this capability remains at the forefront of modern emergency response.

For information about QFD's trial in the use of tethered drones refer to page 83.

Queensland Fire and Rescue body worn camera trial

The QFR operational staff trial of body worn cameras was expanded to include QFR Technical Rescue teams during the North and Far North Tropical Low (29 January to 28 February 2025) and Tropical Cyclone Alfred and Associated Severe Weather (March 2025) events.

Video content captured using body worn cameras was used to promote public safety during severe weather events, highlighting the dangers of floodwaters and the conditions experienced by QFR Technical Rescue operators. Body worn camera video of technical rescue operations was published on QFD social media channels and distributed to news media outlets for publication across local, state and national networks. This content reached over 100,000 people across social media and featured in over 90 television, print and online media stories.

Content Depot

The Content Depot is an online library of official images, videos and audio content used to develop impactful and effective communications.

Content depot users across QFD, QPS and the Office of the IGEM, have access to over 7,000 digital assets to assist in the production of internal messaging and training material for employees and volunteers, media and social media content, as well as community engagement and education products.

Content from the online library is also used to highlight QFD operations during disasters and major events, assisting in critical public messaging with official media content available for local, national and international news outlets.

The Content Depot is managed by the department's Strategic Content Services Unit, with over 200 users accessing the platform. Within 2024–25, over 3,900 digital assets were created and catalogued within the library, with users downloading digital assets over 17,000 times.

Other key achievements include:

- ❖ Completed the pilot of the **audio-visual upgrade** for the Queensland Emergency Operations Centre (QEOC) located at the Emergency Services Complex in Brisbane. Following the success of the pilot, the project will continue to upgrade the remaining audio-visual equipment throughout QEOC.
 - ❖ Continued to maintain the QEOC broadcast video infrastructure to support **whole-of-government public information messaging** prior to and during emergency events. This included critical QEOC media conference room and livestreaming functions. The QFD Strategic Content Services Unit enabled the transmission of live and recorded video content from the field during emergency events and the on-premises video storage archive of digital content (including historical) for QFD, QPS and IGEM.
 - ❖ Enabled the maximisation of the QFD's **Human Resources platform**, improving and extending system functionality and the end user experience.
 - ❖ Uplifted and renewed the **Correspondence Management System**, replacing the previous Ministerial and Executive Correspondence System with a contemporary system with vendor support arrangements in place.
 - ❖ Migrated the **Operations Management System**, the department's primary planning, monitoring and reporting tool for operational teams to the cloud.
-
-



Innovation Update—Remotely Piloted Aircraft Systems

In February 2025, QFD commenced a 12-month trial in the use of tethered drones. The trial, being conducted within QFR Greater Brisbane Region, will test proof of concept with the aim of enhancing operational response capabilities.

Tethered drones, also referred to as tethered Remotely Piloted Aircraft Systems (RPAS), are connected to a ground-based power station via a winch system, allowing them to remain airborne for an extended period of time. This extended endurance makes them particularly suitable for prolonged incidents such as large structure fires and bushfires. The tethered drones offer several advantages, including deployment as vehicle-mounted or standalone systems, visual and thermal imaging sensors, and real-time situational awareness through live-streaming. The trial will also explore their potential to improve communication during emergency operations. While their mobility is reduced compared to conventional drones, their ability to provide continuous observation for extended periods is a significant benefit.

Operational considerations for tethered drones align with existing RPAS practices, including compliance with Civil Aviation Safety Authority regulations, which mandate a trained pilot, a secondary observer and continuous visual monitoring of the drone. Airspace management remains a critical factor with tethered operations differing significantly from conventional RPAS use.

RPAS represent a new and rapidly developing technology and QFD has been actively investigating how to incorporate them as a tool to support operational response and routine operations at state, regional and functional area levels. RPAS are used by QFD for a variety of purposes including land searches, inspections, search and rescue missions, remote mountain rescue assistance, and compliance and safety operations. As RPAS technology becomes more affordable and user-friendly, their use within QFD is expected to expand further.

The introduction of tethered drones represents the next phase in this program, focusing on enhancing situational awareness and operational efficiency during complex and extended incidents. The trial's progress will provide valuable insights into how this technology can further support QFD's operations.

Objective 7 – Organisational enabling capabilities work effectively with our front-line staff, volunteers, partners and community

Strategies

- ❖ Enhance cross capability cooperation
- ❖ Utilise a collaborative approach to research and innovation across our capabilities
- ❖ Continuously improve by learning, adapting, and transforming with our volunteers, staff, stakeholders, partners, and the community

Portfolio legislation

Significant amendments to the portfolio legislation commenced on 1 July 2024, including establishing QFR and RFSQ as separate fire services and bringing rural fire brigade and brigade volunteers within the membership of RFSQ (refer pages 10–11).

QFD continues to reform the department's legislation to strengthen service delivery outcomes and give effect to Queensland Government priorities. On 20 June 2025, the *Fire Services and Other Legislation Amendment Regulation 2025* was made which amended the *Fire Services Regulation 2011* to:

- ❖ implement the annual increase to Emergency Management Levy amounts, in line with the Government Indexation Rate
- ❖ implement the Queensland Government announcement to pause any further Emergency Management Levy increases for certain property owners for 2025–26
- ❖ expand the categories of people who can drive unregistered rural fire brigade vehicles to include interstate fire officers deployed to Queensland and mechanics servicing or repairing the vehicles
- ❖ provide for the issuing of penalty infringement notices for several smoke alarm offences (including, for example, offences for failing to install a smoke alarm in a domestic dwelling and failing to replace a smoke alarm within 10 years from its manufacture date).

The amendments relating to the Emergency Management Levy will commence on 1 July 2025. The other amendments commenced on 20 June 2025.

Strategy and planning

To complement the QFD Strategic Plan 2025–29, the department developed Strategic Priority Statements 2025–29 and the QFD Organisational Plan 2025–2029 to provide the roadmap for what QFD needs to invest in and prioritise to achieve the department's vision of working together to create safer communities through contemporary fire and emergency services.

These guiding documents outline the long-term objectives, key priorities and the practical steps needed to deliver exceptional fire and emergency services. This is a deliberate approach to ensure a longer term view is standard business practice and the department is focussed on execution and achievement of these plans.

Each of our services—QFR, RFSQ, Strategy and Corporate Services—and State Operations have developed tailored service plans to ensure the department is investing in priorities that achieve our strategic objectives.

Lessons management

A revised Lessons Management Framework was approved by ELT in May 2025 with the focus of the new practices and processes on supporting the department to learn from our experiences, share knowledge and enable continuous improvement.

The ability to learn and improve is critical to enabling effective levels of service delivery to meet community expectations. The number of bushfire and severe weather events in the last few years has seen increasing complexity in the operating environment that influence the demand for, and how we deliver our capabilities. Increased opportunities to collect and analyse what worked well and identify opportunities for improvement, with consideration for the operating environment, has a direct impact upon the ability of the department to manage the risk QFD faces in service delivery. The QFD Lessons Management Framework will identify efficiencies and areas for improved interoperability within and between key partners supporting preparation and response—improved delivery in these areas has a positive impact on recovery following fires and emergency events.

Right to Information and Information Privacy

The *Information Privacy and Other Legislation Amendment Act 2023* (IPOLA Act) has made several changes to the *Information Privacy Act 2009* and *Right to Information Act 2009* (Right to Information Act) and related provisions in other Queensland legislation commencing 1 July 2025.

The main purpose of the IPOLA Act is to improve the protection of personal information and enhance the transparency of Queensland Government agencies in handling personal information and data breaches.

Key changes include:

- ❖ introduction of a mandatory notification data breach scheme applicable to all Queensland Government agencies
- ❖ an adjusted definition of personal information
- ❖ a single set of Queensland Privacy Principles (QPPs) that govern how Queensland Government agencies collect, store, use and disclose personal information
- ❖ creation of a single route of access where access and amendment applications for personal and non-personal information are dealt with under the Right to Information Act

- ❖ broader control requirements for agencies, including a QPP Privacy Policy, Data Breach Policy, disclosure log and publication scheme changes
- ❖ introduction of a response period for agencies managing privacy complaints, and reforms to the processing period for access and amendment applications
- ❖ enhanced powers of the Queensland Information Commissioner.

During the reporting period, QFD prepared for the IPOLA Act changes, including the publication of a QPP Privacy Policy in accordance with QPP 1—Open and transparent management of personal information. The department also amended its online enquiry form to allow members of the public the opportunity to deal with the department anonymously or pseudonymously as per QPP 2—Anonymity and pseudonymity.

The department is continuing to work with the Office of the Information Commissioner to build capability and maintain full compliance with the new QPPs, access and amendment processes and the mandatory notification data breach obligations.

Blue Card management

As part of the *Working with Children (Risk Management and Screening) and Other Legislation Amendment Act 2024*, changes to blue card requirements will come into effect from 1 July 2025, enhancing QFD's operational flexibility during a declared state of fire emergency under the FS Act.

A previous restriction limiting interstate and international emergency services personnel workers deployed to Queensland to only seven days of work without a blue card will no longer apply during specified occasions. QFD worked closely with the Department of Justice to include a provision for an exemption for emergency services workers from interstate or overseas from requiring a blue card when brought to Queensland to assist during a declared state of fire emergency under the FS Act.

These legislative amendments provide greater capacity for QFD to rapidly deploy additional resources from outside of Queensland during a declared state of fire emergency and streamlined processes for QFD to engage interstate and international emergency services workers, ensuring more timely and effective responses.

This exemption will also apply to all emergency service workers from interstate or overseas for a disaster situation declared under the *Disaster Management Act 2003*. This includes Marine Rescue Queensland and the SES.

These amendments, however, do not change the requirement for QFD employees or volunteers to continue to meet blue card requirements under the *Working with Children (Risk Management and Screening) Act 2000* in undertaking their duties within Queensland.

Brigade Model Rules

RFSQ's revised Brigade Model Rules (the Rules) approved by the Commissioner, QFD, came into effect on 1 January 2025 following changes to the FS Act. The Rules are intended to meet requirements under the FS Act and comply with other legislation including the *Human Rights Act 2019*, the *Information Privacy Act 2009* and the *Financial Accountability Act 2009*.

The Rules are consistent across the state and reflect RFSQ's new operating structure. The Rules were developed through consultation with rural fire brigades, volunteer members and employees. Endorsement was received from the RFSQAC prior to Commissioner approval. Additional local rules can be introduced with the approval of the Commissioner's delegate and must be consistent with the Rules and relevant legislation.

The Rules are intended to improve governance and support the ability of rural fire brigades to protect the lives of people and their properties from fires and/or other emergencies. Under the Rules, several rural fire brigade responsibilities have been formalised including:

- ❖ carry out firefighting and fire prevention
- ❖ use of fire for land management
- ❖ activities to help communities or entities prepare for, respond to and enhance resilience to, an event or a disaster
- ❖ activities to raise RFSQ's profile, promote bushfire safety or raise funds to support rural fire brigades' performance of other functions
- ❖ services or assistance if required by any Act or reasonable community expectation
- ❖ other functions given to the brigade by the QFD Commissioner.

The development of Group Model Rules will commence in 2025–26 to provide consistency in the management of Groups across the state.

Rural fire brigade finances

Subsequent to amendments to the FS Act, all new funds received by a rural fire brigade (brigade) must be deposited into the QFD bank account, removing the requirement for individual brigade members (on behalf of brigades) to take on legal liability for the management of funds allocated to their brigade. All brigade funds held by QFD on behalf of brigades within the QFD bank account remain the sole property of the respective brigades, with any new funds raised or donated to a specific brigade remaining solely for the use of that brigade. To comply with the *Financial Accountability Act 2009*, new processes for brigades to deposit and access post-1 July 2024 brigade funds were devised, as well as their ability to retain and utilise funding in pre-1 July 2024 (legacy) bank accounts.

Through consultation with the Treasurer's Advisory Group (established in August 2024), options for brigades to access and deposit funding into their brigade specific QFD sub-accounts have been developed including:

- ❖ Smart mini devices
- ❖ transfer of funds from the QFD bank account
- ❖ QFD issued corporate cards
- ❖ payment of invoices or volunteer member costs by RFSQ employees
- ❖ payment of invoices or reimbursement of volunteer member costs by brigades through self-service options.

To provide oversight of the financial position of each brigade, monthly financial reporting is disseminated to the brigade. Monthly Brigade Finance Reports provide an overview of each brigade's financial position according to its sub-account activity for the period, including:

- ❖ the cash balance, revenue (incoming funds) and expenditure (outgoing funds)
- ❖ the net position (or total funds) for the month-to-date and year-to-date
- ❖ if brigades have entered a budget, the report will show the difference between the amount of revenue and expenditure budgeted for and the actual funds received and spent.

In addition, through consultation with the Treasurer's Advisory Group, tailored reporting for Group and Local Area Finance Committees has been developed to meet their specific needs. All transactions conducted through brigade sub-accounts are audited in accordance with Queensland Government financial practices. Where a brigade has no legacy funds or accounts, the brigade treasurer no longer holds responsibility for engaging auditors—significantly reducing the administrative responsibility on volunteer members.

Since 1 July 2024, regular feedback has been sought regarding brigade finances and the associated processes enabling new options to be developed to ensure brigades and their volunteer members can access funds, receive reimbursements and pay suppliers. Supporting doctrine is continuing to be developed in a volunteer-centric format.

AFAC annual conference

The Australasian Fire and Emergency Service Authorities Council's annual conference, AFAC24, was held in Sydney from 3 to 6 September 2024. The theme, to acknowledge the 30th anniversary of the sector event, was future focused—*Embracing innovation and disruption: designing the future for our sector*. The conference was attended by 50 QFD representatives with a QFD presentation, co-presented with Victoria University, focusing on research observations from a work-based study in the former QFES: *Valuing and including diversity to build capability*.

At the conference, Inspector Paula Douglas (QFR) was presented with the People First Award for her work in creating a safe, capable and diverse workforce through the QFRFWN.

The Australian Institute of Disaster Resilience Knowledge and Poster Display within the AFAC24 Exhibition Hall included QFD posters representing a broad cross-section of the department's work from attending DFV situations as first responders to moving towards a national approach to swiftwater and floodwater response.

Other key achievements include:

- ❖ Continued to embed the **Queensland Protective Security Framework** and to progress the department's security risk assessment program, in line with QFD's Strategic Security Plan 2024–25, to ensure the department adequately manages its identified security risks. Security Risk Assessments were undertaken at several of the department's key facilities with risk minimisation strategies recommended to enhance the department's protective security measures. In addition, in consultation with the Australian Government Department of Home Affairs, QFD implemented a foreign interference and espionage training package and procedure to

manage the increasing risk and impact of foreign interference into the department's critical information, systems and assets. The training package complements the existing awareness training available to employees and volunteers on aXcelerate—the department's student management system. Security awareness training and information continued to be shared across the department and is available on the department's intranet site.

- ❖ Continued to progress implementation of seven recommendations from **IGEM review reports**:
 - one recommendation from the *Queensland Bushfires Review 2019–20*
 - five recommendations from the *K'gari (Fraser Island) Bushfire Review (2020–21)*
 - one recommendation from the *2023–24 Severe Weather Season Review* (refer page 101 for further information).
- ❖ Implemented the remaining recommendations out of the 25 that were assigned to the department for lead agency delivery from the **Royal Commission into National Natural Disaster Arrangements Report** (October 2020). These recommendations were across a range of matters, including an education program for the AFDRS, research and evaluation into aerial firefighting, public fuel load management strategies, and Indigenous land and fire management engagement. The Queensland Government's implementation progress reports are available at www.disaster.qld.gov/publications
- ❖ Produced video and photograph content, workflows, templates and training to support the **local creation of design content** by QFD Regional Community Engagement Coordinators and other business units for community engagement, education and recruitment. Examples include regional Auxiliary Firefighter recruitment in Central and Northern Regions and RFSQ volunteer members' template design to support volunteer recruitment. Training, support and mentorship were also provided for Volunteer Field Content Operators in the local capture and secure transmission of photograph and video content from the field.

Objective 8 – We connect and support our staff, volunteers, partners and communities in recovery after fires and emergencies

Strategies

- ❖ Provide recovery operations in disaster impacted communities aligned to our capabilities and in support of our partners and stakeholders

National and international engagement—AUS-01 DART

QFD proudly upholds its reputation as a leader in disaster response through the internationally recognised AUS-01 DART.

Managed by QFR, AUS-01 DART is a world-class, deployable team classified under the United Nations INSARAG guidelines as a ‘Heavy’ USAR Team. This elite team comprises highly skilled full-time and volunteer professionals, including firefighters, paramedics, doctors, engineers, hazmat specialists, canine teams (handlers and canines) and communications operators.

The AUS-01 DART is made up of two crews per shift for day and night (24/7) search and rescue operations. Together with liaison officers from DFAT and the National Emergency Management Agency, they deliver unparalleled expertise in disaster assistance, ready to respond to crises anywhere in the world on short notice.

Queensland is one of two internationally classified teams in Australia, and the DART capability is designed to be deployed to large-scale, rapid onset events such as earthquakes, tsunamis and cyclones, anywhere in the world, often in austere environments, requiring specialist rescue, self-sufficiency and local/global coordination.

To gain and maintain INSARAG classification, AUS-01 DART is required to exercise every year and be reclassified every five years, having gained the initial Heavy USAR Team classification in 2008, the eighth team globally to do so, and the first Australian team to do so. The 2024 annual DART Exercise was conducted from 22 to 25 July 2024, and involved the deployment of a fully self-sufficient, Heavy USAR Team of 75 personnel. The exercise simulated a deployment to another country after an earthquake and the setting up of a Base of Operations as well as continuous field rescue operations for 36 hours (refer page 43 for further information). Exercise feedback was captured from the INSARAG-assigned mentor

ahead of the QFD AUS-01 DART INSARAG External Reclassification assessment in September 2025 to maintain the INSARAG Heavy USAR Team classification comprising the five required components of Management, Logistics, Search, Rescue and Medical.

In addition to maintaining its classification, QFD actively contributes to global disaster response capacity and capability under the INSARAG component of a DFAT contract (refer page 73). During 2024–25, QFD engagements included mentorship and knowledge sharing, training and planning with international partners, as well as exercises and deployments to China, Hungary, Pakistan and the Netherlands to serve as INSARAG Reclassification Classifiers.

The development and maintenance of this exceptional capability is the result of a strong and enduring partnership between QFD and DFAT. In 2024–25, QFD continued its vital arrangement with DFAT, ensuring AUS-01 DART personnel and equipment remained on standby for international deployment (refer pages 89–90). Funding from DFAT up to \$650,000 in 2025–26 will continue to support the ongoing enhancement of this capability, including international engagement activities that position Queensland as a global leader in disaster response. This funding is reinforced by a comprehensive Partnering Agreement in place until 2029, highlighting the long-term importance of this collaboration in delivering world-class disaster assistance.

Beyond deployments, QFD plays a pivotal role in shaping global rescue standards. By contributing to international working groups, team leader engagements and mentoring programs, QFD strengthens global disaster response capabilities and directly enhances the operational readiness of Queensland’s AUS-01 DART. These efforts ensure that Queensland remains at the forefront of disaster response innovation, delivering life-saving expertise in Australia and abroad.



FEATURE

Major deployments

Deployments can be an opportunity to gain personal and professional development including learnings around incident management and resourcing systems, as they often involve an integration of the QFD workforce including corporate employees, permanent firefighters, Auxiliary Firefighters and volunteers, and resources. International deployments also provide an opportunity to share knowledge with emergency services professionals and dedicated USAR teams from around the globe.

QFD maintains the AUS-01 DART, which is one of Australia's two DART, for immediate deployment to international disasters. This team is classified by the INSARAG under the oversight of the United Nations Office for the Coordination of Humanitarian Assistance. This team is deployed under the direction of DFAT.

Additionally, due to protracted or complex national and international operations, QFD may be requested to deploy officers through the National Resource Sharing Centre to participate in interstate or international deployments as a member of a QFD Strike Team or taskforce for various purposes related to emergencies.

Depending on the nature of the emergency, an interagency response may also be required.

International deployments:

Vanuatu

In December 2024, QFR's AUS-01 DART spent six days in Vanuatu assisting local authorities in the wake of devastating earthquakes. On 17 December 2024, a 7.3 magnitude earthquake struck near Vanuatu's capital, Port Vila. Approximately 17 aftershocks were recorded following the initial quake, ranging from 4.5 to 6.1 magnitude. Sadly, 14 people lost their lives, many were injured and infrastructure was extensively damaged.

At the request of the Government of Vanuatu through DFAT, a team of 65 personnel within AUS-01 DART deployed to Vanuatu on 18 December 2024, along with 22 tonnes of equipment. The USAR Team undertook search and rescue operations including technical searches with listening devices and search cameras, and completed more than 1,400 damage assessments. The team set up a base of operations, delayed a building site back to the slab searching for trapped persons, undertook assessments using drones to support search and recovery, and provided damage assessment data on a Geographic Information System layer that was publicly available to all responders and government agencies so they could see the location of damaged buildings, the extent of

the damage and have access to photographs, as well as know if people were displaced and if there was water or electricity.

The team included team management, rescuers, a structural engineer, a doctor, two canine handlers and their canines, six Queensland Ambulance Service paramedics, National Emergency Management Agency and DFAT Liaison Officers, two Humanitarian Logistics Capability Officers and four Fire and Rescue New South Wales staff. The team was supported by the Royal Australian Air Force Base Amberley with air movements. Support was also provided through an AUS-01 Liaison Officer in QFD's State Fire Control Centre.

Canada

Starting in May 2024 Canada's Forest Fire National Preparedness level started to increase. At that time, QFD commenced tracking the progress of the Canadian fire season and making preparations in the event that it would be called upon to provide support in the response efforts. In July 2024, the Canadian Interagency Forest Fire Centre moved the National Preparedness Level to 5—the highest level. By the middle of July the need for resources became extreme extending beyond what Canada and the United States of America could provide. To support Canada, in July and August 2024, QFD deployed 66 personnel (a total of seven teams) which included employees and volunteers to support ongoing firefighting efforts in Canada. This was part of a broader response from Australia and New Zealand which included over 250 firefighters and incident management personnel.

The QFD teams were deployed to British Columbia, Alberta and Manitoba to work with local and other international crews with functions including Arduous Firefighters and Incident Management, and specialist functions in aviation and fire behaviour analysis.

The QFD teams were deployed for up to 40 days. The deployment conditions can be extremely challenging including long shifts, hard manual labour, camping in forward base of operations including tents or demountable buildings, and the impacts from local wildlife such as bears and wasps.

Interstate deployments:

QFD continues to remain an active member in the National Resource Sharing Centre arrangements with 134 personnel including firefighters and volunteers from QFR and RFSQ supporting incidents interstate during the reporting period.

Support was provided to Victoria in the period December 2024 to February 2025 with Arduous Firefighters and incident management personnel deployed to support the bushfire response in the Grampians National Park and surrounding regions. QFD also provided support at the Emergency Management Victoria State Control Centre with liaison officers and a deployment manager.

In February 2025, QFD deployed specialist trained personnel to Tasmania in response to large scale fires in the world heritage listed areas of the North West of Tasmania. This included rotations of Fire Behaviour Analysts and Air Attack Supervisors. QFD also supported Western Australia with a Deployment Manager who coordinated the deployment of officers from other jurisdictions to support the bushfire response to fires in the southern part of the state.

In March 2025, QFD also provided specialist support to Western Australia with four swiftwater rescue technicians working in the Kimberly region in North West Western Australia in support of a police operation.

The final deployment within the reporting period was to support NSW with flooding in the central coast in May 2025. This deployment initially saw SFR crews including motorised rescue craft and other support equipment deployed to support rescue efforts, and was followed by an additional deployment of RFSQ volunteer members who aided in wash outs and clean ups once the flood water had receded.

QFD also sought support during the western Queensland flooding event from other states and territories for air operations management roles, including Air Operations Officer and Air Base Managers, with six personnel deploying to Queensland from NSW and Tasmania in response to the event.

Intrastate deployments:

Intrastate deployments occurred in response to severe weather and bushfire events including pre-event deployment of resources to minimise risk to life and communities and support recovery operations.

Governance

Executive management

As at 30 June 2025

Stephen Smith (Steve)

AFSM EMPA MLshipMgt GAICD

Commissioner

The Commissioner is responsible for leading and managing QFD, which encompasses Queensland Fire and Rescue, Rural Fire Service Queensland, State Operations, Strategy and Corporate Services, and the Office of the Chief Fire Officer.

The Commissioner ensures the efficient and effective delivery of fire and emergency services across the state and represents the department at local, state, national and international forums. This includes active membership in AFAC, the AFAC Commissioners and Chief Officers Strategic Committee and the national Champions of Change Fire and Emergency Group.

Steve Smith was appointed Commissioner of the former QFES on 17 May 2024 and is the Chair of the QFD Executive Leadership Team.

Steve commenced his career in 1994 and progressed through operational and leadership ranks, attaining the role of Assistant Commissioner in 2015. Over his three-decade career, Steve has held a diverse range of regional and state level roles, gaining extensive expertise in emergency and crisis management, within Australia and internationally. Steve has a strong interest in leadership development and building organisational capability.

Steve was the Assistant Commissioner, South Western Region for more than three years before leading QFES People (now known as the People and Culture Directorate) for a similar period. Steve also acted in all Deputy Commissioner roles within the former QFES, including extended tenures as Deputy Commissioner of the former Capability and State Services Division and Deputy Commissioner of the then Fire and Rescue Service.

In 2011, Steve was awarded the Australian Fire Service Medal (AFSM) for distinguished service and success in technical rescue with outstanding commitment and drive in enhancing the profile and capability of the Queensland Urban Search and Rescue Taskforce.

Steve holds an Executive Master of Public Administration, a Master of Leadership and Management and is a Graduate Member of the Australian Institute of Company Directors. He is particularly passionate about organisational change, leadership influence and understanding the human factors that shape organisational behaviour.

Kevin Walsh

AFSM EMPA MLshipMgt

Deputy Commissioner, Queensland Fire and Rescue

The Deputy Commissioner, Queensland Fire and Rescue (formerly the QFES Deputy Commissioner, Fire and Rescue Service) is responsible for providing strategic leadership and control of QFR which consists of one state directorate and four regions.

The Deputy Commissioner is responsible for the strategic direction of the key functions of fire prevention and preparedness, and response services to fire in the built and landscape environments, as well as scientific and specialist rescue capabilities to Queensland communities.

Kevin Walsh was appointed as the Deputy Commissioner on 19 August 2024.

Kevin is committed to strengthening QFR by focusing on operational excellence with a greater emphasis on training and exercises to enhance firefighter safety.

Kevin began his career in 1992 progressing through the ranks to Assistant Commissioner in January 2018. He led the establishment of the former QFES Emergency Management and Community Capability Directorate before being appointed to the role of Assistant Commissioner, South Eastern Region in July 2019. Kevin has held

a range of diverse roles at regional and state level and has been involved in numerous organisational change initiatives. In the aftermath of Tropical Cyclone Debbie in 2017, he was appointed as the Deputy State Recovery Coordinator for North Queensland where he supported recovery operations for local governments and impacted communities.

Kevin has led disaster response teams during major disasters in both Queensland and on overseas deployments.

Kevin is a member of the QFD Executive Leadership Team and Chair of the QFR Committee.

Kevin has a Master of Leadership and Management and an Executive Master of Public Administration. In 2012, he was awarded the National Emergency Medal and the AFSM.

Kaylene Jones

EMPA

Chief Officer, Rural Fire Service Queensland

The Chief Officer, Rural Fire Service Queensland is responsible for providing strategic leadership and control of the RFSQ which consists of one state directorate and four regions.

The Chief Officer is responsible for the strategic direction of the key functions of bushfire prevention, preparedness and response services, as well as specialist capabilities including data science and mapping, to ensure the ongoing safety of Queensland communities.

Kaylene Jones was appointed Chief Officer on 17 March 2025.

Kaylene joins QFD from the Country Fire Authority, Victoria, where she held the role of Deputy Chief Officer for Operational Performance and Capability.

With more than 19 years of executive and operational leadership, Kaylene is deeply committed to

enhancing volunteer engagement and building capability while driving operational excellence in an ever-changing risk environment. She has successfully led strategic initiatives to improve volunteer recruitment and retention, improve organisational governance, and support effective service delivery.

Kaylene has also previously held senior roles within the Department of Health, Victoria; Emergency Management Victoria; and the NSW State Emergency Service, where she led significant projects such as the NSW State Emergency Service Fleet Replacement Program and the Victorian Emergency Management Legislation Amendment reforms.

Kaylene is a nationally certified Level 3 Incident Controller through the AFAC Emergency Management Professionalisation Scheme. Kaylene has provided decisive leadership during major disasters, including campaign bushfires, floods, storms, and COVID-19. She established and led the Victorian COVID Response Coordination Directorate, developing the Apartment Rapid Response Program which directly supported large numbers of Victorian community members to safely isolate, minimising the spread of COVID-19 during the height of the pandemic. Kaylene was awarded the National Emergency Medal for her role in the 2019–2020 Victorian Bushfires and the Australian National Medal for her sustained, diligent and ethical service in times of disaster.

Kaylene is a member of the QFD Executive Leadership Team and is Chair of the RFSQAC and RFSQ Committee.

Kaylene has an Executive Master of Public Administration, is a member of the Australian Institute of Company Directors, and is dedicated to fostering a culture of continuous improvement, collaboration and accountability.

Rebecca Denning

PhD, BA(Hons) GAICD

Chief Operating Officer, Strategy and Corporate Services (Acting)

The Chief Operating Officer, Strategy and Corporate Services is responsible for leading the department's integrated framework and vision, and driving performance and strategic capability across the department. Strategy and Corporate Services works closely with the services and public safety agencies to ensure the planning, policy and capability of its people, services and equipment are at their optimum in readiness for service delivery to the communities of Queensland.

Rebecca joined QFD as Chief Operating Officer on 23 June 2025. Rebecca was previously the Deputy Commissioner, Workforce Culture, Integrity and Capability at Queensland Corrective Services. Prior to that she held positions in the Crime and Corruption Commission (Queensland), Australian Research Council Centres of Excellence in Policy and Security, Department of the Premier and Cabinet, QPS and Department of Defence.

Rebecca is an experienced public sector executive with proven ability leading transformational change to improve service delivery and outcomes in the criminal justice and emergency services sectors. Rebecca has a track record of creating momentum for change, securing additional funding to support change initiatives, and developing new capabilities to deliver and embed improvements to systems and processes.

Rebecca holds a Doctor of Philosophy (PhD) and a Bachelor of Criminology and Criminal Justice (Hons, 1st Class) from Griffith University. She is an Adjunct Associate Professor at The University of Queensland and a Graduate of the Australian Institute of Company Directors.

Rebecca is a member of the QFD Executive Leadership Team and Chair of the Strategy and Corporate Services Committee.

Governance committees

The implementation of the QFD Corporate Governance Framework resulted in the establishment of a QFD Governance Committee Structure which comprises enterprise and service-based committees. Each committee's Terms of Reference provides a clear purpose, articulates their relationships within the structure, and their responsibilities to contribute to the department's planning and performance monitoring. Enterprise governance committees provide oversight and rigour in decision-making where there are impacts or linkages beyond a single service.

At 30 June 2025, the QFD governance committee structure comprises the:

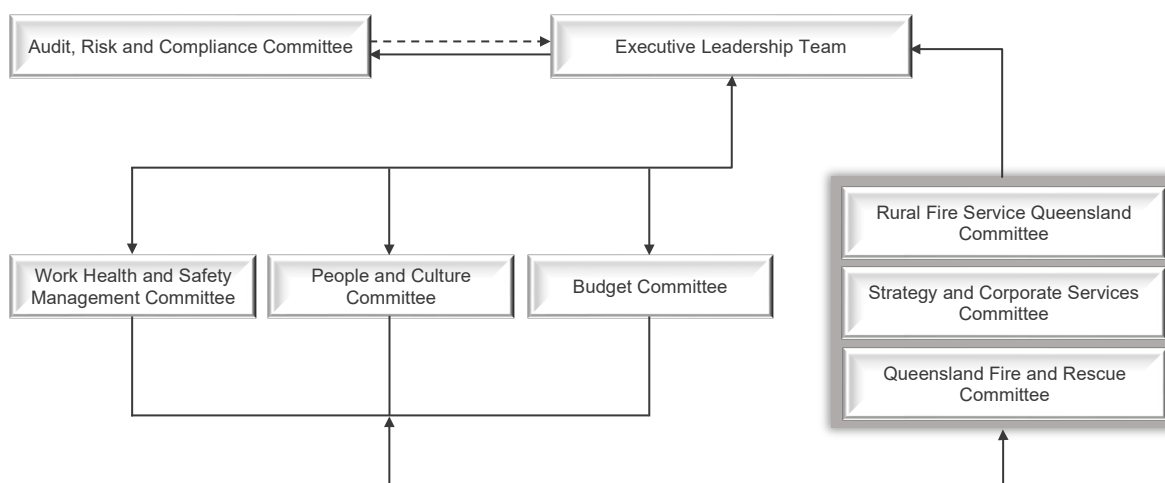
- ❖ Executive Leadership Team (ELT)
- ❖ Audit, Risk and Compliance Committee (ARCC)
- ❖ Work Health and Safety Management Committee
- ❖ People and Culture Committee
- ❖ Budget Committee.

Each service within QFD is governed by a service committee. These committees provide advice and information to support the ELT in exercising its duties by providing strategic direction and guidance, ensuring compliance and driving performance improvement within their service:

- ❖ Queensland Fire and Rescue Committee
- ❖ Rural Fire Service Queensland Committee
- ❖ Strategy and Corporate Services Committee.

While not part of the formal Governance Committee Structure, the QFD Senior Leadership Team—comprising the Commissioner, the Chief Fire Officer, the leadership team from each service stream and the Assistant Commissioner, State Operations—provides an avenue for senior management level information sharing and advice to support whole-of-department initiatives and policy development. The Senior Leadership Team also holds quarterly forums across the four regions enabling face-to-face connection with the department's workforce and its volunteers.

QFD Governance Committee Structure



Executive Leadership Team	
Role	<p>The ELT provides advice and information in supporting the Commissioner as the Accountable Officer for the department under the <i>Financial Accountability Act 2009</i>, <i>Financial Accountability Regulation 2019</i> and <i>Financial and Performance Management Standard 2019</i>.</p> <p>The ELT provides direction and guidance, ensures compliance, and seeks to improve performance of the department's functions and operations as required by the FS Act, the <i>Disaster Management Act 2003</i> and other relevant legislation.</p> <p>The role of the ELT is to foster strategies and activities that promote a positive organisational culture, while achieving the objectives in the department's strategic plan and managing strategic and operational risk.</p>
Membership	<ul style="list-style-type: none"> ❖ Stephen Smith, Commissioner (Chair) ❖ Kevin Walsh, Deputy Commissioner, QFR (appointed 19 August 2024) ❖ Kaylene Jones, Chief Officer, RFSQ (appointed 17 March 2025) ❖ Dr Rebecca Denning, Chief Operating Officer (Acting), Strategy and Corporate Services (appointed 23 June 2025) <hr/> <ul style="list-style-type: none"> • <i>Ben Millington, former Chief Officer, RFSQ (Acting) was a member until 31 January 2025.</i> • <i>Adam Stevenson, former Chief Operating Officer, Strategy and Corporate Services, was a member until 4 June 2025.</i>
Meetings	<p>The ELT scheduling commenced with fortnightly meetings which was adjusted during the reporting period to meetings every three weeks. The Terms of Reference enables additional meetings to be convened as required. During 2024–25, the ELT met on 20 occasions and considered matters out of session six times.</p>
Audit, Risk and Compliance Committee	
Role	<p>The ARCC provides independent assurance and advice to the Commissioner in discharging responsibilities under the <i>Financial Accountability Act 2009</i>, FS Act, <i>Disaster Management Act 2003</i> and subordinate legislation, in relation to the department's risk, internal controls, audit, performance management and compliance frameworks and systems.</p> <p>In addition, ARCC assists in the discharge of annual financial management responsibilities as required under the <i>Financial Accountability Act 2009</i> and the <i>Financial and Performance Management Standard 2019</i>.</p>
Membership	<ul style="list-style-type: none"> ❖ Debbie Best, Independent Chair ❖ Greg Chemello, Independent Member ❖ Karen Prentis, Independent Member ❖ <i>Vacant</i>, Independent Member ❖ <i>Vacant</i>, Independent Member <hr/> <ul style="list-style-type: none"> • <i>Ben Millington, former Chief Officer, RFSQ (Acting) was a member until 31 January 2025.</i> • <i>David Hermann, former Assistant Commissioner, South Western Region was a member until 26 February 2025.</i>
Remuneration	<p>The independent Chair, Debbie Best, was paid \$17,250 (excluding GST) (including \$2,700 paid in 2025–26 due to late processing) in remuneration for services provided in 2024–25, and independent members Karen Prentis and Greg Chemello were paid \$6,874 (excluding GST) and \$6,159 (excluding GST) respectively in remuneration for services provided in 2024–25.</p>

Audit, Risk and Compliance Committee (cont'd)

Meetings	In 2024–25, the committee met on seven occasions with an additional meeting in August 2024 regarding the 2023–24 Financial Statements and Chief Finance Officer Assurance Statement.
Key achievements	<p>In 2024–25, the committee's key achievements include:</p> <ul style="list-style-type: none"> ❖ overseeing the internal audit program including endorsing and monitoring delivery of the internal audit plan, reviewing the findings and recommendations of internal audits, and assessing the adequacy of QFD's management response ❖ directed a program of work to address unresolved audit recommendations to ensure appropriate mitigation strategies are in place ❖ monitoring the external audit plan Queensland Audit Office (QAO) including oversight of the findings and recommendations ❖ overseeing the implementation of agreed recommendations from internal and external audit activities with a continued focus on the implementation of overdue and ageing recommendations ❖ reviewing and endorsing the 2023–24 Financial Statements and Chief Finance Officer Assurance Statement ❖ noting and monitoring the 2024–25 Financial Statements project plan and preparation ❖ overseeing internal control reporting ❖ reviewing and endorsing the QFES 2023–24 Information Security Management System (ISMS) attestation for Commissioner approval (<i>Information and cyber security policy</i> IS18 Policy Requirement 5) ❖ overseeing key areas of compliance such as business continuity management and risk management ❖ endorsing and supporting the review of Registered Training Organisation policy including the development of comprehensive processes and procedures to ensure direction and compliance ❖ endorsing the <i>Queensland Fire Department Strategic Security Plan 2024/25</i> as part of the department's security governance requirements under the <i>Queensland Protective Security Framework</i>.

As of 1 July 2025, in line with the *Queensland Treasury Audit Committee Guidelines Improving Accountability and Performance* (October 2023), the composition of ARCC will move to full independent membership.

Work Health and Safety Management Committee

The Work Health and Safety Management Committee provides assurance to the ELT that QFD is meeting its obligations under the *Work Health and Safety Act 2011* in addition to providing advice and recommendations on work health and safety matters that may affect the department. The committee is responsible for monitoring the QFD system of work health and safety, identifying and evaluating enterprise level health and safety risks, and fostering strategies to support leaders in acquitting the department's responsibilities to meet work health and safety obligations.

People and Culture Committee

The People and Culture Committee provides alignment between organisational culture and strategy in addition to providing recommendation and oversight of the departmental people and culture strategy. The committee is responsible for supporting the ELT to guide a culture that is diverse and inclusive demonstrating contemporary, and best practice people and culture environment.

Budget Committee

The Budget Committee provides support to the ELT in exercising its duties by providing advice and recommendations on fiscal management, sustainability, and appropriate investment to meet public value service delivery and best serve the QFD strategic objectives and its capabilities.

The committee also provides direction and guidance, ensures compliance, and seeks to improve performance of the department's functions and operations under the *Financial Accountability Act 2009*, *Financial Accountability Regulation 2019* and *Financial and Performance Management Standard 2019*.

Public Sector Ethics

Public sector employees are bound by the *Public Sector Act 2022*, the *Public Sector Ethics Act 1994*, and the *Code of Conduct for the Queensland Public Service* (Code of Conduct).

The Code of Conduct applies to all QFD employees, whether permanent, temporary, full-time, part-time or casual, including volunteers, contractors and consultants or anyone who works with the department in any capacity.

The Code of Conduct is based on the ethics, principles and their associated set of values prescribed in the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each of the ethics principles:

- ❖ Integrity and impartiality
- ❖ Promoting the public good
- ❖ Commitment to the system of government
- ❖ Accountability and transparency.

Education, training and policy

The QFD *Think. Say. Do.* awareness training is embedded in the department's corporate induction program, base grade programs such as QFR permanent and auxiliary recruit firefighter training, and the Rural Fire Development Framework—a training structure for RFSQ employees and volunteer members.

The *Think. Say. Do.* awareness package promotes awareness of, and provides information about, positive workplace behaviour, including:

- ❖ Code of Conduct
- ❖ Ethical decision-making
- ❖ Workplace behaviours
- ❖ Complaints management and reporting
- ❖ Conflicts of interest
- ❖ Human rights
- ❖ Diversity and inclusion
- ❖ Social media.

In 2025–26, the department will roll out a Mandatory Training Program which, together with the *Think. Say. Do.* awareness package, will enhance the department's positive workplace training and information approach.

QFD has zero tolerance for fraud and corruption and has control strategies in place to prevent, detect, respond to, monitor, evaluate and report fraud and corrupt conduct.

The QFD's Fraud Prevention framework includes the:

- ❖ Fraud and Corruption Control Policy
- ❖ Fraud and Corruption Control Plan.

The Fraud and Corruption Control Plan, approved by ELT in March 2025, sets out the fraud prevention and detection strategies that the department's ELT is committed to implementing, together with incident response protocols in the event of suspected fraud or corrupt conduct.

The QFD Fraud and Corruption Control Working Group supports fraud and corruption risk by managing the implementation of the Fraud and Corruption Control Plan.

The working group performs an advisory and coordination role providing recommendations to the nominated QFD Fraud and Corruption Control Officer for consideration and assists the Commissioner as the accountable officer.

During 2024–25, the working group maintained oversight of significant fraud and corruption related issues and ensured that fraud and corruption control activities were planned and carried out in a consultative and risk-based manner.

A key achievement towards this approach, an online training course *Procurement for non-procurement people* was released, ensuring everyone in QFD has a role in preventing fraud and corruption. This course covers the principles of good practice—probity (integrity, uprightness and honesty), confidentiality, bias and conflict of interest. A probity guide is also available to assist employees in comprehending and complying with ethical standards in purchasing and procurement practices.

Human Rights Act 2019

QFD contributes to the achievement of the Queensland Government *Human Rights Strategy* objectives and fulfills its legislative compliance by ensuring we respect, protect, and promote human rights by acting and making decisions compatible with the *Human Rights Act 2019* (Human Rights Act).

The department's strategic plan includes our ongoing commitment to respecting, protecting and promoting human rights in everything we do.

During 2024–25, QFD continued to **further the objectives of the Human Rights Act** through:

- ❖ acknowledging Human Rights Week (1–10 December 2024) with the promotion of human rights awareness including training opportunities
- ❖ departmental officers participating in face-to-face *Navigating Human Rights* training as part of regional human rights roadshows delivered by the Department of Justice
- ❖ continuing to consider human rights in the development of legislative proposals
- ❖ continuing to consider human rights in the development of new and updated doctrine (policy, procedures, standards, role manuals and operations doctrine).

The department's corporate induction program includes a session specifically focused on human rights.

Service-branded guides, posters, decision-making checklists, and interactive scenarios are available on the staff intranet.

QFD completed a review and redesign of its Mandatory Training Program in the reporting period and a new contemporary online program, including human rights, will be rolled out to employees in 2025–26.

Annual workforce experience surveys, such as WfQ and VfQ, are conducted by QFD to measure and monitor employee and volunteer experiences. The surveys provide a forum for the workforce and volunteers to provide their feedback and enable the department to gauge its performance collectively and in each service, region and branch.

The 2024 WfQ results indicate that 73 per cent of respondents agreed or strongly agreed with the statement '*I understand how the Human Rights Act 2019 applies to my work*'— a one percentage point increase from the 2023 survey. The VfQ survey was reviewed and modified for 2024 and did not include an equivalent question.

The department's **complaints management processes** are conducted in a manner compatible with participants' human rights, and complaint assessment processes consider the provisions under the Human Rights Act, ensuring relevant conduct matters are addressed or relevant referral processes undertaken.

A **human rights complaint** is defined in the Act (section 63) as: *a complaint about an alleged contravention of section 58(1) by a public entity in relation to an act or decision of the public entity.*

During 2024–25, QFD received two complaints citing a human rights issue. One matter was finalised with no further action required and the other matter was determined as suitable for management action.

Accountability and risk management

Internal accountability

Chief Fire Officer

The Chief Fire Officer provides independent advice to the Commissioner about the fire services—QFR and RFSQ—to allow for enhanced decision-making relating to service delivery, operational culture, innovation and research, and best practice.

John Cawcutt AFSM was appointed to the Chief Fire Officer role in September 2024 and the OCFireO was established in December 2024.

In delivering its functions, the Chief Fire Officer and the OCFireO undertake a range of activities relating to operational assurance, research and analysis, and partnership. Activities are scheduled through an annual work plan and delivered through an OCFireO Framework.

Achievements for the period 1 January 2025 to 30 June 2025 include:

- ❖ development of the OCFireO Charter. The Charter outlines the purpose, authority, functions, organisational position, reporting relationships, scope of work, types of services, and other specifications for the OCFireO
- ❖ development of a framework which provides a structural blueprint and coherent system to guide the consistent development and interpretation and application of the functions and activities of the OCFireO
- ❖ engagement with internal and external stakeholders to introduce the function and activities and establish future engagement arrangements

- ❖ development of an initial 2024–25 work plan (commencing 1 January 2025) and a 2025–26 work plan that present the key areas of focus
- ❖ development of Terms of Reference for several 2025–26 work plan items. The Terms of Reference include the intent, objectives, scope, approach, deliverables and timeframes.

The key areas of focus for 2025–26 are:

- ❖ a comprehensive analysis on the approach QFD uses to deliver operational services across Queensland
- ❖ high-level research on contemporary and pragmatic approaches (technology and tactics) to pragmatically reduce firefighter risk/exposure in high-risk environments
- ❖ research activities to explore contemporary best-practice, and pragmatic future-focused sector-wide approaches to:
 - climate adaptation in emergency response organisations
 - automatic alarm response protocols in the urban environment
- ❖ an initial (current state) operational assurance review of the reform implementation across QFD
- ❖ assess QFD's processes for seasonal preparedness and post-seasonal operational reviews (bushfire and severe weather).

Internal Audit

Internal Audit is a fundamental component of the department's corporate governance and accountability framework. The function operates under a charter, which complies with the Institute of Internal Auditors' *Global Internal Audit Standards* and is approved by the Commissioner.

In line with the *Financial Accountability Act 2009*, Internal Audit provides independent and objective assurance that the department's financial and operational systems and practices are effective, efficient and compliant with legislative requirements, internal policies and good governance standards. The Head of Internal Audit is directly accountable to the Commissioner leading an effective and efficient Internal Audit function.

Regular reporting is provided to ARCC in accordance with Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance October 2023*. ARCC is responsible for reviewing the department's response to the outputs of the internal audit function. It considers whether the department has the appetite and capability to address the recommendations, and whether its priorities and understanding of the associated risk implications are appropriate.

Internal Audit performs its function through its approved annual audit plan, developed through consultation with the department's ELT, management, ARCC members and QAO. Internal analysis of the department's strategic objectives, operational risks, and emerging issues from across the public and private sectors are also built into the annual audit plan.

Internal Audit plays a key role in strengthening governance, improving internal controls and supporting continuous improvement across the department by:

- ❖ strengthening internal control systems
- ❖ enhancing risk management practices
- ❖ monitoring compliance with legislation, policies and procedures
- ❖ providing assurance over operational and financial controls
- ❖ supporting fraud and corruption prevention
- ❖ identifying process and performance improvement opportunities.

Achievements for the reporting period include:

- ❖ delivery of the 2024–25 annual internal audit plan addressing key and emerging risks
- ❖ issuing audit reports to the ARCC and ELT
- ❖ monitoring and reporting on the implementation of internal and external (QAO and Crime and Corruption Commission) audit recommendations to the ARCC and ELT
- ❖ providing advice on corporate governance, risk management, and fraud and corruption prevention initiatives to management.



External scrutiny

A number of state bodies have been established by legislation to provide independent views and/or assurance of the government's performance including the Coroner, Crime and Corruption Commission, Queensland Audit Office (QAO), Office of the Inspector-General Emergency Management (IGEM) and Ombudsman.

During 2024–25, the following state bodies examined the operations and performance of QFD:

Office of the Inspector-General Emergency Management

The Office of the IGEM provides assurance and advice to enhance QDMA. The office plays a key role in reviewing and assessing the effectiveness of QDMA, building emergency management capability and collaborative partnerships.

Information on IGEM reviews with recommendations requiring action by the department released prior to 2024–25 is provided on page 87.

IGEM reports and the Queensland Government responses are accessible at www.igem.qld.gov.au

2023–24 Severe Weather Season Review Report 1: 2024–25

On 24 September 2024, the review report for the 2023–24 severe weather season, including bushfires, severe storms, rainfall, flooding, tropical cyclones and tropical lows that occurred between 1 October 2023 and 30 April 2024, was delivered to the then Minister for Police and Community Safety.

The 2023–24 severe weather season was a complex period, characterised by multiple compounding and cascading disasters. For the period of the review, 12 disaster events occurred, including 11 within a four-month period. Many events occurred simultaneously in different parts of the state.

The review assessed the effectiveness of preparedness, response and transitional arrangements and activities undertaken by Queensland Government, relevant local governments, the Commonwealth Government and other agencies engaged in operations in all of the

local government areas, the timing and effectiveness of new Australian Warning System messaging that was issued to relevant communities during the events, communities' awareness of their local disaster management plans and the anticipated and/or expected activities of the state's disaster management arrangements, and the coordination and deployment of personnel and equipment.

The review report contains nine recommendations directed at the state level including a recommendation that QFD engage with each council and LDMG and consult with the Local Government Association of Queensland to establish protocols for: locally led activation of LDMGs for bushfire events; sharing of relevant bushfire intelligence; identification of relevant local triggers; and communication and engagement arrangements. To ensure the full intent of the recommendation is implemented, QFD has developed a comprehensive action plan with the key activities and evidence required to address the recommendation.

Queensland Audit Office

The QAO supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of financial management and reporting, and performance activities of public sector entities.

QAO reports are accessible at www.qao.qld.gov.au

State entities 2024 Report 11: 2024–25

Most public sector entities prepare annual financial statements. The Auditor-General is responsible for providing Parliament with an independent assurance of the financial management of public sector entities by auditing these financial statements.

The report tabled in Parliament on 11 April 2025, summarises the audit results of Queensland state

government entities' financial performance for 2023–24 including the internal systems and processes (controls) agencies have in place to support reliable financial reporting.

QFES (established as QFD on 1 July 2024) received an unmodified audit opinion with the legislative deadline achieved.

Risk management

The *Financial Accountability Act 2009* requires Queensland Government Departments to provide the necessary foundations and organisational arrangements for managing risk at a strategic and operational level. QFD achieves this through the department's Risk Management Framework, which outlines QFD's risk management approach in regard to strategic and operational risk and documents the risk management responsibilities and requirements for its employees and volunteers. Additionally, the Risk Management Framework recognises the legislative mandate and affirms QFD's commitment to building a risk management culture in which risks and opportunities are identified and managed effectively.

In 2024–25, QFD further enhanced its risk maturity by:

- ❖ identifying, managing and monitoring its enterprise risks and controls, including assigning executive ownership
- ❖ reviewing the Risk Management Framework to ensure that it is forward looking, fit-for-purpose and provides greater detail regarding managing risk in a robust and structured manner
- ❖ creating a Risk Management Procedure aligned with the revised Risk Management Framework that provides more detailed guidance to QFD's employees and volunteers regarding managing strategic and operational risk
- ❖ working with the department's ELT to review the Risk Appetite Statements to ensure they are comprehensive, reflect the department's risk tolerance levels and are intuitive to use
- ❖ refreshing the department's Evaluating Risk Rating Sheet to enhance useability and updating the criteria in the consequence table to ensure it is contemporary and appropriate

- ❖ benchmarking the revised QFD's risk management doctrine against other government agencies and entities to ensure they are in line with current risk management practice
- ❖ reporting to the ELT and ARCC on the department's risk management approach and enterprise risks.

In addition, the department delivered a range of products that are complementary to its risk management program including:

- ❖ the QFD Business Continuity Management Framework, approved by ELT in September 2024, Business Continuity Planning Procedure, and Business Continuity Management Handbook and tools to ensure the department is well positioned to deliver critical functions and services should a disruption occur
- ❖ the QFD Crisis Management Plan, approved by ELT in January 2025, to appropriately position the department to provide a timely and strategic response to a crisis event, including supporting the continuity of the department's operations, whilst prioritising employees, volunteers and community safety.

Information systems and recordkeeping

As part of the establishment of QFD and the transition of QPS Information Technology functions to QFD (refer page 17), the recordkeeping services provided by the QPS Information Management Unit moved to the QFD Information Management Unit (IMU). The QFD IMU ensures the department's information and records are secure, reliable and useful, supporting the department's services, decisions and performance.

During the reporting period, the QFD IMU:

- ❖ provided advice across the department on contemporary information and recordkeeping requirements
- ❖ provided training in the use of the RecFind records management system ensuring new users are aware of, and understand, their broader recordkeeping responsibilities
- ❖ promoted effective digital recordkeeping by providing guidance on technologies, concepts and strategies to support efficient electronic information management
- ❖ managed physical public records within the RecFind records management system ensuring all records had the correct Queensland State Archives general retention and disposal authorisations applied
- ❖ migrated the digitised QFR Greater Brisbane Region building fire safety records from the QPS electronic Document and Records Management System (eDRMS) to a QFD system enabling current and historical building fire safety records to be accessed via a single system, significantly reducing access time to these records.
- ❖ The Data Management and Integration project developed an enterprise data management framework and strategy to enhance the department's data maturity.
- ❖ A gap analysis of the records functionality was performed as part of post-transition activities from QPS to QFD, to understand the information management and records management landscape resulting in improvements to leverage contemporary information management and records management concepts and capabilities.
- ❖ An ongoing Information and Records Management awareness campaign commenced across the department to meet best practice in information and records management responsibilities.
- ❖ Currency of policies and standards that comprise the department's Information Management Framework, including the Digitisation Disposal policy, were maintained and are available on the staff intranet.

Public records are kept for the minimum periods specified in the whole-of-government and QFD retention and disposal schedules

In addition, the following activities were undertaken to support improved information and records management:

- ❖ The Personally Identifiable Information project continued with the aim of reducing the risk profile associated with the capture, use, disclosure storage and retention of personally identified and other sensitive information in core organisational structured and unstructured systems.

There were no known breaches of information security with respect to records managed within the RecFind records management system and no transfers of public records made to Queensland State Archives during the reporting period.

Information security attestation statement

QFD is committed to embedding strategic, consistent and structured enterprise-wide information security practices that align with the Queensland Government *Information and cyber security policy* (IS18). The policy requires that all agencies must implement and operate an ISMS based on ISO/IEC 27001:2022 *Information security, cybersecurity and private protection – Information security management systems – Requirements*. The function of an ISMS is to protect the confidentiality, integrity and availability of information.

The Queensland Government ISMS Assurance Maturity Model consists of five levels, from Level 1 (Pre-implementation) to Level 5 (Certified), representing a department's progression in enhancing its ISMS.

In 2024–25, QFD further strengthened its ISMS through the establishment of a dedicated working group focused on driving continuous improvement, addressing key gaps and aligning efforts to achieve strategic information security objectives. This initiative supported ongoing maturity efforts, maintaining Level 3 (Developing), towards Level 4 (Operating). In addition, the department commenced re-baselining its ISMS from the 2013 to the 2022 edition of ISO/IEC 27001—demonstrating the department's commitment to continuous improvement of its information security posture.

QFD also established its own Cyber and Information Security Branch which transitioned cyber policy, design and governance responsibilities from QPS Frontline and Digital Division as part of machinery-of-government changes (refer page 17). The QPS Frontline and Digital Division continues to provide ICT and operational cyber security services to QFD under a shared services arrangement.

The QFD Cyber and Information Security Branch has adopted a 'secure by design' and 'secure by default' approach in supporting the delivery of new projects and ICT solutions, focusing on risk identification and mitigation, and improving risk assessment procedures internally for managing third-party partners and technology provider risks.

During the reporting period, the department conducted two internal cyber-incident-response exercises and participated in a whole-of-government cyber simulation, with lessons informing future improvements. QFD's commitment to internal and whole-of-government cyber exercises strengthen and improve its cyber resiliency and response capabilities.

In line with IS18 policy requirements, during the mandatory annual information security reporting process, the Commissioner attested to the appropriateness of the information security risk management within QFD. Formal notification will be provided to the Queensland Government Chief Information Security Officer by 30 September 2025 in accordance with IS18, noting that appropriate assurance activities have been undertaken to inform this opinion and the department's information security risk position.

Open data

QFD is committed to releasing data to the community aligning with the principles contained in the *Queensland Government Open Data Policy Statement*.

Open data is non-sensitive data that is freely available, easily discovered and accessed, published in ways and with licenses that allow easy reuse by anyone, anywhere, at any time.

In line with the *Annual report requirements for Queensland Government agencies*, the following information relevant to QFD for 2024–25 is available on the Queensland Government Open Data website (www.data.qld.gov.au):

- ❖ consultancy expenditure
- ❖ overseas travel expenditure
- ❖ *Queensland Language Services Policy* performance measures.

In addition, in accordance with *The Victims' Commissioner and Sexual Violence Review Board Act 2024*, government entities must provide information about Charter of Victims' Rights complaints received. During the reporting period, QFD received no Charter of Victims' Rights complaints.

Our people

Workforce profile

	FTE	Headcount
Total paid staffing for QFD as at 29 June 2025	4,213.78	5,922

Occupation types by FTE	Percentage of total workforce based on FTE
Corporate	12.87
Frontline and Frontline Support	87.13
Appointment type by FTE	Percentage of total workforce based on FTE
Permanent	92.18
Temporary	2.95
Casual	4.35
Contract	0.52
Employment status by headcount	Percentage of total workforce based on headcount
Full-time	67.68
Part-time	1.62
Casual	30.70

Notes:

1. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned methodology.
2. FTE and headcount data is as at fortnight ending 29 June 2025 as per MOHRI reporting.
3. FTE and headcount includes active, paid employees only.
4. Due to the on-call nature of Auxiliary Firefighters they are represented as 0.1 of an FTE.

Corporate roles deliver services to internal QFD clients. Corporate roles may have occupants who are skilled in Frontline and Frontline Support functions (e.g. secondary roles), but it is not a requirement of the role to possess these skills.

Frontline and Frontline Support includes roles that deliver services, programs and outcomes to the community, or provide essential support enabling the development and delivery of frontline services, programs and outcomes. Delivery can be via Queensland Government centres, telephone, online or in-field.

Target group data

Workforce profile data	Number (headcount)	Target 2023–2026 (percentage)	Percentage of total workforce based on headcount <i>unless otherwise indicated</i>
Gender			
Woman	1,188	-	20.06
Man	4,693	-	79.25
Non-binary	20	-	0.34
Another term	-	-	-
Not disclosed	21	-	0.35
Diversity groups			
Women	1,188	-	20.06
Aboriginal peoples and Torres Strait Islander peoples	165	4.0	2.79
People with disability	88	12.0	1.49
CALD—Speak a language at home other than English including Aboriginal and Torres Strait Islander languages and Australian South Sea Islander languages	188	12.0	3.17
Women in leadership roles			
Senior Officers (Classified and s155 equivalent)	17	50.0	54.84 <i>Women as a percentage of the total leadership cohort</i>
Senior Executive Service and Chief Executives (Classified and s155 equivalent)	5	50.0	22.73 <i>Women as a percentage of the total leadership cohort</i>

Key

- Not applicable

Notes:

1. Headcount and percentage data is as at fortnight ending 29 June 2025 as per MOHRI reporting.
2. Headcount, percentage of total workforce and percentage of the total leadership cohort is calculated on active, paid employees only.
3. Women in leadership roles are considered those positions that are Senior Officer and equivalent, and above. For QFD this includes Chief Executive Officer, Senior Executive Service, Senior Officer, *Public Sector Act 2022* Section 155 Senior Executive Service/Senior Officer equivalent, and Chief Superintendent classifications.
4. Target percentages are Public Sector Governance Council approved as at 17 April 2023.

Strategic workforce planning and performance

Key initiatives undertaken in 2024–25 to deliver on the department’s strategic workforce plan are provided below and under *Our performance* Objective 2 (refer pages 44–56) and Objective 4 (refer pages 62–71).

Strategic workforce plan

The *QFES Strategic Workforce Plan 2022–2025* was reviewed in early 2025 following the establishment of QFD. The review included departmental wide consultation on the future needs and areas of focus in the context of strategic workforce planning and resulted in the development of the QFD *Our People Strategy 2025–2029* (Our People Strategy) which was approved by ELT on 20 June 2025.

The Our People Strategy is supported by a roadmap highlighting that respect, continuous learning and safety, drive the Our People Strategy to enable the department’s workforce to contribute meaningfully to providing world-class fire and rescue services to communities across Queensland.

Equity and Diversity Plan

The department’s Equity and Diversity Plan highlights QFD’s dedication to advancing equity, diversity and inclusion. The Equity and Diversity Plan focuses on building a safe, skilled and inclusive workforce that mirrors the diversity of the communities we serve, fostering an environment where people from all backgrounds can excel and contribute to shared achievements. The Equity and Diversity Plan is available on the department’s website at www.fire.qld.gov.au/about-us/corporate-knowledge-centre/reports-plans-and-reviews

In 2024–25, QFD conducted an equity and diversity audit to meet the Commissioner’s responsibilities for advancing equity, diversity, respect and inclusion under the *Public Sector Act 2022*. The audit incorporated an analysis of the September 2024 MOHRI data and QFD’s 2024 WfQ results, which highlighted areas for improvement. The findings from the audit will guide further analysis, inquiry and research, shaping the annual review of the department’s Our People Strategy and contributing to the development of the QFD 2025 Equity and Diversity Plan.

Employee performance management framework

QFD continues to embed the Queensland Government’s *Positive performance management* directive into its ways of working through the implementation of a *Positive Performance Management Policy* (December 2024) and the establishment of a formal onboarding process for all new employees and employees transitioning to new roles. The department has also reviewed and refined its achievement and development planning process which includes resources to support supervisors undertaking performance management conversations.

Flexible work arrangements

QFD is committed to supporting employees with flexible work arrangements. The department has a wide range of flexible work options to encourage employees to have a balance between their work and personal life including job-sharing, telecommuting and flexible leave options. The department reviews its arrangements for flexible work practices to ensure it continues to improve as a contemporary workplace. Flexible work information is available on the staff intranet with updates in progress to align with the Queensland Public Sector Commission’s *Flex-connect framework* (2023).

Safety, Wellbeing and Psychological Safety Management System

During the reporting period, a comprehensive evaluation of the department’s Safety, Wellbeing and Psychological Safety Management System was undertaken to assess its status, effectiveness and completeness, with benchmarking against internationally recognised standards.

The management system review provided insights across technical, support and operational domains focused on key aspects including compliance with legal and regulatory obligations, conformance with better practice frameworks, and insights into how effectively the management system supports the department in achieving its objectives relating to the safety and wellbeing of its people.

The management system demonstrated a foundation of compliance and alignment with internal policies and external obligations. Opportunities for improvement were identified which provided a roadmap for ongoing refinement and improvement and have been used as catalysts for targeted improvements which will support the broader cultural shift toward proactive safety and psychological wellbeing.

Continued monitoring and stakeholder involvement will ensure the management system remains agile, adapts and improves whilst remaining responsive to emerging risks and changing organisational needs.

Mental Health Strategy

In February 2025, QFD initiated a review of the 2022 QFES Mental Health Strategy to identify opportunities for improvement to reflect contemporary mental health and wellbeing practices and strategies for a modern first responder agency.

Subsequently a revised strategy was developed to represent a whole-of-department commitment to fostering a psychologically safe, inclusive and resilient workplace. An evidence-based and better practice approach was applied in the development of the strategy through review of relevant recommendations from governing studies, legislation and comparator agencies across Australia.

Mental health in the workplace is closely linked to psychological safety. A psychologically safe QFD is one that is secure, provides a supportive working environment where an individual can raise concerns, share opinions and make mistakes without fear of negative consequences or reprisals.

Those who work in first responder environments operate in high-stress settings where they are often at increased risk of direct or vicarious exposure to potentially traumatic events, in addition to typical organisational stressors such as restructures and job changes

The revised strategy reinforces the QFD commitment to enhancing early intervention mechanisms and providing its people with tailored support through the implementation of appropriate support systems specifically designed to meet the unique needs of a first responder agency and maximise the resilience of its people.

The revised strategy will undergo external stakeholder consultation prior to finalisation.

QFD has taken meaningful steps to elevate mental health as a strategic priority and will progress frameworks that support its people holistically and will continue to promote mental health, early intervention and long-term support arrangements to foster a culture of care, resilience and respect.

Fire and Emergency Services Support Network

The Fire and Emergency Services Support Network (FESSN) continues to be a vital component of the department's commitment to the health, safety and wellbeing of its employees, volunteers and their families.

FESSN facilitates a comprehensive, multi-nodal support system, coordinated by a team of qualified professionals, that addresses the complex and varied psychological needs of those working in high-pressure first responder environments including operational and support personnel. Services include professional counselling, psychological first aid, crisis intervention, wellbeing education, training for leaders and post-incident support, as well as the facilitation of referrals to external mental health support providers. Services are tailored to meet the needs of employees and volunteers and are accessible across metropolitan, regional and remote areas of Queensland.

FESSN operates through multiple access points via telephone, in-person, online and on-site response, ensuring timely, flexible and confidential support. This approach ensures that no matter where employees and volunteers are located or what challenges they face, appropriate help is within reach. The network also engages in proactive outreach, delivering wellbeing workshops, critical incident response debriefings and ongoing education aimed at building resilience, reducing stigma and encouraging early help-seeking behaviours.

The benefits to QFD employees and volunteers include improved mental health, enhanced coping strategies, reduced stress, and a stronger sense of support and belonging. Families of employees and volunteers are also supported recognising the broader impact emergency service roles can have on home life.

By supporting individual's psychological health, the department continues to strengthen its capacity to deliver safe, reliable, and effective emergency services to the people of Queensland.

Psychosocial Advisory Group

The Psychosocial Advisory Group was established in December 2024 as a strategic initiative within the People and Culture Directorate led by the Safety and Wellbeing Team, following the identification of a key opportunity in the Safety, Wellbeing and Psychological Safety Management System review (refer pages 107-108). This cross-functional group was formed to strengthen the department's response to psychosocial risks in the workplace and ensure alignment with the Code of Practice for managing psychosocial hazards at work.

The formation of the advisory group reflects a proactive shift toward embedding psychological health and safety as an integral part of the broader health, safety and wellbeing framework. It brings together expertise from key functions including employee wellbeing, organisational development, safety, employee relations, and diversity and inclusion, ensuring a holistic view of psychosocial risk.

A central driver of the advisory group's formation is the recognition that managing psychosocial risk is a shared responsibility—one that requires coordinated action across systems, leaders and employees. The advisory group acts as a central body to facilitate this collaboration, offering strategic oversight, practical guidance and policy advice to ensure psychosocial risk management is consistent, compliant and embedded into day-to-day activities.

Initial focus areas have included reviewing existing systems and controls, and developing a comprehensive risk assessment tool that is being used by teams throughout the department to identify and manage key risk areas such as workload demands, role clarity, work challenges and interpersonal dynamics. The advisory group is also working to integrate psychosocial risk management into existing human resource and safety processes, such as induction, training, incident review and employee support programs.

By aligning departmental actions with both moral and legislative expectations and obligations under the Code of Practice, the Psychosocial Advisory Group is supporting the development of a stronger, more resilient workplace culture.

The advisory group will continue to drive continuous improvement and support the department's commitment to psychological safety, building on the foundation established for an integrated, responsive and people-focused approach to managing psychosocial risks across the department.

Workload Analysis Framework

QFD developed and implemented a Workload Analysis Framework in March 2025—a process designed to systematically assess and optimise the distribution of work tasks among QFD's frontline support and corporate services employees.

The objective of the Workload Analysis Framework is to identify imbalances in workload, boost productivity, improve role clarity and confirm the equitable allocation of departmental resources in alignment with best practice frameworks. The Workload Analysis Framework is also an important tool that can support departmental obligations such as the Code of Practice for managing psychosocial hazards at work, Health, Safety and Wellbeing doctrine and the *State Government Entities Certified Agreement 2023*. The Workload Analysis Framework is being utilised to support the department's review of its regional corporate service delivery.

Industrial and employee relations framework

QFD appoints employees pursuant to the provisions of either the FS Act or the *Public Sector Act 2022*.

As a State of Queensland employer, QFD's industrial and employee relations framework is established to comply with the *Industrial Relations Act 2016* (IR Act) which includes the Queensland Employment Standards, Modern Awards, Certified Agreements and a range of directives. Negotiation of employment conditions for QFD employees is subject to the collective good faith bargaining provisions within the IR Act.

As required by the IR Act, consultation arrangements for QFD employees and their respective unions are outlined in two applicable Certified Agreements—the *Queensland Fire and Emergency Services Certified Agreement 2022* and the *State Government Entities Certified Agreement 2023*. Consultation requirements include regular meetings of consultative committees with each union, and terms of reference outlining the nature of matters which can be tabled for discussion.

The six registered industrial organisations (unions) which have coverage of the various employment streams within QFD, in accordance with the provisions of the IR Act, are:

- ❖ Australian Manufacturing Workers' Union
- ❖ Queensland Fire and Rescue Senior Officers' Union of Employees
- ❖ Queensland Professional Firefighters Union
- ❖ Rural Fire Service Branch of Together Queensland
- ❖ Together Queensland, Industrial Union of Employees
- ❖ United Workers Union.

Generally, QFD consultative committees deal with matters of collective importance to groups of workers.

Where employees are unable to resolve individual complaints or grievances with their supervisor at the local level (including using alternative dispute resolution options), grievances and industrial disputes may be accessed in the manner set out in the industrial framework.

Employee complaints processes and Fair Treatment Appeals heard in the Queensland Industrial Relations Commission may be utilised for other matters.

If internal resolution cannot be achieved, disputes can be referred to the Queensland Industrial Relations Commission for conciliation and if necessary, arbitration.

The department's staff intranet provides employees with ready access to policies and procedures pertaining to Human Resource Management and Industrial and Employee Relations topics.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid to QFD employees during 2024–25.

Appendices

Financial Statements for the year ended 30 June 2025.....	112
Acronyms	141
Compliance checklist	143

Queensland Fire Department **Financial Statements** **For the year ended 30 June 2025**

Statement of comprehensive income..... 113

Statement of financial position 114

Statement of changes in equity 115

Statement of cash flows 116

Notes to the statement of cash flows..... 117

Notes to the financial statements 118

Management Certificate 137

Independent Auditor’s Report 138

Queensland Fire Department

Statement of comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Income from continuing operations			
Appropriation revenue	4	277,846	262,193
User charges and fees	5	64,699	56,774
Emergency management levy	6	667,748	659,628
Grants and other contributions	7	76,818	37,116
Other revenue		17,209	11,569
Total revenue		1,104,320	1,027,280
Gains on disposal and remeasurement of assets		3,177	552
Total income from continuing operations		1,107,497	1,027,832
Expenses from continuing operations			
Employee expenses	8	689,772	628,755
Supplies and services	10	268,637	324,691
Grants and subsidies	11	2,857	18,291
Depreciation and amortisation	14-16	62,200	51,610
Interest on lease liability		7,408	1,169
Other expenses	12	13,468	15,725
Total expenses from continuing operations		1,044,342	1,040,241
Operating result for the year		63,155	(12,409)
Other comprehensive income not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	15	23,222	28,340
Total other comprehensive income		23,222	28,340
Total comprehensive income		86,377	15,931

The accompanying notes form part of these financial statements.

Queensland Fire Department

Statement of financial position

As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Assets			
Current assets			
Cash		159,537	101,408
Receivables	13	79,035	76,824
Inventories		5,621	8,318
Prepayments		4,669	4,120
Non-current assets classified as held for sale		-	7,728
Total current assets		248,862	198,398
Non-current assets			
Intangible assets	14	56	151
Property, plant and equipment	15	1,110,515	1,050,286
Right-of-use assets	16	164,854	27,128
Total non-current assets		1,275,425	1,077,565
Total assets		1,524,287	1,275,963
Liabilities			
Current liabilities			
Payables	17	57,859	54,300
Lease liabilities	16	6,341	1,992
Accrued employee benefits	18	26,346	24,287
Other current liabilities		5,401	748
Total current liabilities		95,947	81,327
Non-current liabilities			
Lease liabilities	16	163,811	25,878
Total non-current liabilities		163,811	25,878
Total liabilities		259,758	107,205
Net assets		1,264,529	1,168,758
Equity			
Contributed equity		862,539	853,145
Accumulated surplus		267,890	204,735
Asset revaluation surplus		134,100	110,878
Total equity		1,264,529	1,168,758

The accompanying notes form part of these financial statements.

Queensland Fire Department

Statement of changes in equity

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Contributed equity			
Opening balance		853,145	839,199
Transactions with owners as owners:			
Appropriated equity adjustments	4	14,840	13,946
Net transfers from/(to) other Queensland Government entities	3	(5,446)	-
Closing balance		862,539	853,145
Accumulated surplus/(deficit)			
Opening balance		204,735	217,144
Operating result		63,155	(12,409)
Closing balance		267,890	204,735
Asset revaluation surplus			
Opening balance		110,878	82,538
Increase/(decrease) in asset revaluation surplus	15	23,222	28,340
Closing balance		134,100	110,878
Total equity		1,264,529	1,168,758

Asset revaluation surplus is comprised of Land \$63.224m (2023-24: \$42.542m) and Buildings \$70.876m (2023-24: \$68.336m).

The accompanying notes form part of these financial statements.

Queensland Fire Department

Statement of cash flows

For the year ended 30 June 2025

	2025 \$'000	2024 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	283,328	298,761
User charges and fees	67,553	52,640
Emergency management levy	668,405	655,895
Grants and other contributions	65,308	22,829
GST input tax credits from ATO	38,173	43,653
GST collected from customers	9,364	4,841
Other	7,144	5,784
<i>Outflows:</i>		
Employee expenses	(688,926)	(639,465)
Supplies and services	(263,048)	(324,967)
Grants and subsidies	(2,857)	(18,291)
GST paid to suppliers	(38,449)	(43,690)
GST remitted to ATO	(8,344)	(4,841)
Other	(1,883)	(2,154)
Net cash provided by/(used in) operating activities	135,768	50,995
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	11,184	986
<i>Outflows:</i>		
Payments for property, plant and equipment	(89,082)	(114,820)
Net cash provided by/(used in) investing activities	(77,898)	(113,834)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	15,162	21,329
<i>Outflows:</i>		
Equity withdrawals	(4,360)	(3,138)
Lease payments	(10,543)	(4,183)
Net cash provided by/(used in) financing activities	259	14,008
Net increase/(decrease) in cash	58,129	(48,831)
Cash at beginning of financial year	101,408	150,239
Cash at end of financial year	159,537	101,408

Accounting Policy - Cash

Cash assets include cash on hand, and all cash and cheques receipted but not banked as at 30 June.

The department has an overdraft facility with Queensland Treasury Corporation (QTC) with an approved limit of \$110m. This facility is utilised periodically and is available for use in the next reporting period. As at the reporting date the facility remains unutilised.

The accompanying notes form part of these financial statements.

Queensland Fire Department

Notes to the statement of cash flows

For the year ended 30 June 2025

	2025 \$'000	2024 \$'000
Reconciliation of operating result to net cash from operating activities		
Operating result	63,155	(12,409)
Non-cash items included in operating result:		
Depreciation and amortisation expense	62,200	51,610
Contributed assets received	-	(3,589)
Assets written on	(4,452)	(5,295)
Assets donated	4	4
Losses on disposal of property, plant and equipment	239	506
Work in progress written off	-	1,889
Gains on disposal of property, plant and equipment	(3,177)	(552)
Impairment losses	(15)	(32)
Lease interest expense	7,408	1,169
Change in assets and liabilities:		
(Increase)/decrease in receivables	(2,197)	28,338
(Increase)/decrease in inventories	2,697	(1,357)
(Increase)/decrease in other current assets	(549)	2,805
Increase/(decrease) in payables	3,743	3,189
Increase/(decrease) in accrued employee benefits	2,059	(15,678)
Increase/(decrease) in other liabilities	4,653	397
Net cash from operating activities	135,768	50,995
Reconciliation of liabilities arising from financing activities		
Opening balance	27,870	29,815
New leases	133,749	-
Other adjustments	11,668	1,069
Non-cash changes:		
Interest	7,408	1,169
Cash flows:		
Lease liability repayments	(10,543)	(4,183)
Closing balance	170,152	27,870

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

1 Basis of financial statement preparation

(a) General information

The Queensland Fire Department (QFD) is a Queensland Government department under the *Public Sector Act 2022* and is controlled by the State of Queensland, which is the ultimate parent.

QFD is a not-for-profit entity and has no controlled entities.

(b) Statement of compliance

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and are prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the reporting periods beginning on or after 1 July 2024.

(c) Presentation matters

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is less than \$500, to zero, unless disclosure of the full amount is specifically required. Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(d) Basis of measurement

The historical cost convention is used unless fair value is stated as the measurement basis.

(e) Accounting estimates and judgements

The preparation of financial statements necessarily requires the determination and use of certain accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential effect on the financial statements are outlined in the following financial statement notes:

- Depreciation and Amortisation - Note 14, 15 and 16
- Revaluation of property, plant and equipment - Note 15

(f) Future impact of accounting standards not yet effective

All Australian accounting standards and interpretations with future effective dates are either not applicable to the department or have no material impact.

(g) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

2 Principal activities of the department

QFD comprises Queensland Fire and Rescue (QFR), Rural Fire Service Queensland (RFSQ), State Operations, Strategy and Corporate Services, and the Office of the Chief Fire Officer. The Queensland Fire Department's vision is to work together to create safer communities through contemporary fire and emergency services.

The purpose of QFD is to pre-empt, prevent, mitigate and manage the consequences of fires and other emergencies on Queensland communities.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

3 Machinery-of-Government changes

During 2024-25 Machinery-of-Government changes resulted in the following:

- The State Emergency Service (SES) transferred to the Queensland Police Service (QPS) on 3 June 2024 as set out in the Public Service Department Arrangements Notice (No.2) 2024. The effective date of transfer for financial reporting purposes was 1 July 2024.
- Information and communication technology (ICT) functions as set out in the Public Service Department Arrangements Notice (No.6) 2024 transferred from the QPS on 19 August 2024. The effective date of transfer for financial reporting purposes was 1 September 2024.

Assets transferred as a result of the machinery-of-government changes were as follows:

	SES (Out)	ICT Functions (In)	Total (Net Transfers)
	2025 \$'000	2025 \$'000	2025 \$'000
Current assets			
Cash	(815)	-	(815)
Inventories	(1,320)	-	(1,320)
Prepayments	-	911	911
Total current assets	(2,135)	911	(1,224)
Non-current assets			
Property, plant & equipment	(4,522)	300	(4,222)
Total non-current assets	(4,522)	300	(4,222)
Total assets	(6,657)	1,211	(5,446)

4 Appropriation revenue

Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in operating result

	2025 \$'000	2024 \$'000
Original budgeted appropriation revenue	250,068	213,506
Supplementary amounts:		
Transfer from/(to) other headings (variation to headings)	1,438	471
Unforeseen expenditure ¹	31,822	84,784
Total appropriation received (cash)	283,328	298,761
Less: opening balance of appropriation revenue receivable	(237)	(36,805)
Plus: closing balance of appropriation revenue receivable	-	237
Plus: opening balance of deferred appropriation payable to Consolidated Fund	(5,245)	-
Net appropriation revenue	277,846	262,193
Appropriation revenue recognised in statement of comprehensive income	277,846	262,193
Variance between original budgeted and actual appropriation revenue	27,778	48,687

¹ 2024-25 unforeseen expenditure is primarily due to additional funding under the Disaster and Emergency Management Reform Program, increased Presumptive Legislation WorkCover premiums, improved communication coverage for emergency services, continued support for aerial firefighting capability, enhanced firefighter safety equipment, and collective bargaining outcomes.

Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity

Original budgeted equity adjustment appropriation	13,462	18,662
Supplementary amounts:		
Transfer from/(to) other headings (variation to headings)	(1,438)	(471)
Equity adjustment receipts (payments)	12,024	18,191
Less: opening balance of equity adjustment receivable	-	(1,429)
Plus: opening balance of equity adjustment payable	2,816	-
Less: closing balance of equity adjustment payable	-	(2,816)
Equity adjustment recognised in contributed equity	14,840	13,946
Variance between original budgeted and actual equity adjustment appropriation	1,378	(4,716)

Accounting Policy - Appropriation revenue

Appropriations provided under the *Appropriation Act 2024* are recognised as revenue when received. Where appropriation revenue has been approved but not yet received, it is recorded as appropriation revenue receivable at the end of the reporting period. Where the department has an obligation to return unspent (or unapplied) appropriation receipts to Consolidated Fund at year end (a deferred appropriation repayable to Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with Consolidated Fund for the reporting period. Capital appropriations are recognised as adjustments to equity.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

	2025 \$'000	2024 \$'000
5 User charges and fees		
Alarm maintenance and monitoring	21,704	20,809
Attendance charges	18,265	16,288
Building and infrastructure fire safety	22,781	17,806
Sale of goods and services	1,949	1,871
Total	64,699	56,774

Accounting Policy - User charges and fees

User charges and fees are recognised as revenues when the related services are provided and can be measured reliably with sufficient degree of certainty. This occurs upon delivery of goods to the customer or completion of the requested services at which time the invoice is raised. Accrued revenue is recognised if the revenue has been earned but not yet invoiced.

6 Emergency management levy

Gross emergency management levy	679,406	671,179
Less: Pensioner discount	(11,658)	(11,551)
Total	667,748	659,628

Accounting Policy - Emergency management levy

The emergency management levy is recognised at the amount collected and due as advised by each local government in their annual returns in accordance with the *Fire Services Act 1990*.

7 Grants and other contributions

Commonwealth contributions	5,874	2,562
Contributed assets	-	3,589
Grants from other Queensland Government entities ¹	48,684	18,431
Rural brigade donations and sponsorships ²	569	-
Rural brigade fire levy ²	6,296	-
Rural brigade other contributions ²	2,994	-
Services received below fair value ³	10,935	11,032
Other	1,466	1,502
Total	76,818	37,116

¹ 2024-25 Grants from other Queensland Government entities include:

- Disaster Recovery Funding Arrangements assistance from the Queensland Reconstruction Authority (QRA) of \$46.188m
- Motor Accident Insurance Commission of \$2.391m
- Women-in-Fire Prescribed Fire Training Exchange funding from the Department of Environment, Tourism, Science and Innovation of \$0.105m

² From 1 July 2024 all revenue and expenditure of the rural fire brigades is received and administered by the department with expenditure used for the benefit of the individual rural fire brigades.

³ Services received below fair value represents an estimate of the Government Wireless Network services received as managed by the Department of Customer Service, Open Data and Small and Family Business.

Accounting Policy - Grants and other contributions

Grants, contributions and donations are non-reciprocal transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

Accounting Policy - Services received free of charge below fair value or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as a revenue and an expense in the Statement of comprehensive income.

Volunteer services are only recognised where a fair value can be reliably measured and the services would have been purchased if not donated. QFD has not recognised the value of volunteer services, including RFSQ, as the fair value of their services cannot be measured reliably.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

8 Employee expenses

Employee benefits

	2025 \$'000	2024 \$'000
Wages and salaries - General	418,276	390,706
Wages and salaries - Overtime	51,291	47,737
Annual leave levy	70,796	62,718
Employer superannuation contributions	68,372	64,089
Long service leave levy	12,937	11,965

Employee related expenses

Training expenses	4,807	5,253
Workers' compensation premiums ¹	40,547	22,612
Other employee related expenses	22,746	23,675

Total	689,772	628,755
--------------	----------------	----------------

¹ Workers' compensation premiums increase is mainly due to the expansion of the presumptive legislation workers' compensation scheme.

The number of employees as at 30 June, including full-time employees, part-time employees and casual employees, measured on a full-time equivalent basis, reflecting Minimum Obligatory Human Resource Information (MOHRI), is:

Full-Time equivalent employees (number)	4,214	3,859
--	--------------	--------------

Accounting Policy - Employee expenses

Wages, salaries and sick leave

For unpaid entitlements expected to be paid within 12 months of the reporting date, the liabilities are recognised at their undiscounted values.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Annual leave and long service leave

QFD is a member of the Queensland Government's Annual Leave and Long Service Leave Central Schemes. A levy is payable to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the scheme quarterly in arrears.

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

- **Defined contribution plans** - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant enterprise agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.
- **Defined benefit plan** - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

Workers' compensation premiums

The department pays premiums to WorkCover Queensland in respect of its obligations for employee and volunteer compensation. Workers' compensation insurance is a consequence of employing staff, but is not included in an employee's total remuneration package.

The department pays premiums to WorkCover Queensland in respect of its obligations for current and former employees and volunteers in firefighting roles for latent onset diseases in accordance with the *Workers' Compensation and Rehabilitation Act 2003*.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

9 Key management personnel disclosures

(a) Details of Key management personnel (KMP)

QFD's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the AASB 124 *Related Party Disclosures*. The Minister is the Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers.

The other non-Ministerial KMP personnel include those positions that form the Executive Leadership Team (ELT) and had authority and responsibility for planning, directing and controlling the activities of the department. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Current Positions	Position Responsibility
Commissioner	The Commissioner ensures the efficient and effective delivery of fire and emergency services across the state and represents the department at local, state, national and international forums.
Chief Operating Officer - Strategy and Corporate Services	Leading the department's integrated framework and vision, and driving performance and strategic capability across the department. Strategy and Corporate Services works closely with the department's public safety agencies to ensure the planning, policy and capability of its people, services and equipment are at their optimum in readiness for service delivery to the communities of Queensland.
Deputy Commissioner - Queensland Fire and Rescue	Providing strategic leadership and control of QFR which consists of one state directorate and four regions. The Deputy Commissioner is responsible for the strategic direction of the key functions of fire prevention, preparedness and response services to fire in the built and landscape environments, as well as scientific and specialist rescue capabilities to Queensland communities.
Chief Officer - Rural Fire Service Queensland	Providing strategic leadership and control of the RFSQ which consists of one state directorate and four regions. The Chief Officer is responsible for the strategic direction of the key functions of bushfire prevention, preparedness and response services, as well as specialist capabilities including data science and mapping to ensure the ongoing safety of Queensland communities.

(b) Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch, Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*. The remuneration and other terms of employment for the KMP are specified in employment contracts.

No KMP remuneration packages provide for performance or bonus payments.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

9 Key management personnel disclosures (continued)

(b) Remuneration policies (continued)

Remuneration expenses for KMP comprise the following components:

Short term employee expenses include:

- salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee was a key management person;
- non-monetary benefits represents fringe benefits tax from the provision of a motor vehicle and/or rental assistance where applicable.

Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.

Post employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

(c) Remuneration Expenses

1 July 2024 – 30 June 2025

Position	Short term employee expenses \$'000	Long term employee expenses \$'000	Post employment expenses \$'000	Termination payments \$'000	Total expenses \$'000
Commissioner	411	10	51	-	472
Chief Operating Officer - Strategy and Corporate Services (to 27/05/2025)	318	7	37	432	794
Deputy Commissioner - Fire and Rescue Service (Acting 28/10/2023 - 19/08/2024; Appointed 20/08/2024)	317	8	41	-	366
A/Chief Officer - Rural Fire Service (12/02/2024 - 31/01/2025)	267	4	22	-	293
A/Chief Officer - Rural Fire Service (01/02/2025 - 16/03/2025)	35	1	5	-	41
Chief Officer - Rural Fire Service (from 17/03/2025)	88	2	11	-	101

1 July 2023 – 30 June 2024

Position	Short term employee expenses \$'000	Long term employee expenses \$'000	Post employment expenses \$'000	Termination payments \$'000	Total expenses \$'000
Commissioner (acting 28/10/2023 - 16/05/2024; appointed 17/05/2024)	330	5	33	-	368
Commissioner (to 27/10/2023)	129	5	32	-	166
Chief Operating Officer - Strategy and Corporate Services (acting to 12/11/2023; appointed 13/11/2023)	264	7	36	-	307
Deputy Commissioner - Fire and Rescue Service (acting from 13/11/2023)	214	5	26	-	245
Deputy Commissioner - Fire and Rescue Service (acting 01/07/2023 - 27/10/2023)	96	3	14	-	113
Chief Officer - Rural Fire Service (acting from 12/02/2024)	125	3	13	-	141
Chief Officer - Rural Fire Service (appointed 13/11/2023 to 15/01/2024)	27	1	4	-	32
Deputy Commissioner - Readiness and Response Services (to 12/11/2023)	83	3	19	-	105
Deputy Commissioner - Capability and State Services (acting to 12/11/2023)	111	3	27	-	141

(d) Related party transactions with people/entities related to KMP

There were no related party transactions associated with the department's KMP during 2024-25 (2023-24: nil).

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

10 Supplies and services

	2025 \$'000	2024 \$'000
Advertising expenses	2,352	5,870
Aircraft related costs	35,294	46,617
Consultants	98	512
Contractors and professional services ¹	36,209	45,970
Emergency management levy administration fees	7,293	7,249
Information, communication and technology expenses	31,997	39,152
Lease expenses ²	111	304
Motor vehicle expenses	30,816	28,069
Plant and equipment expenses	28,083	34,771
Property expenses	22,794	19,090
Property leases ³	5,106	4,758
QPS provided ICT services	19,128	45,607
Queensland Shared Services fees	8,416	8,186
Travel and accommodation	20,025	17,431
Other	20,915	21,105
Total	268,637	324,691

¹ Contractors and professional services are comprised of:

- Information technology services of \$23.493m (2023-24: \$23.060m)
- Other services of \$12.716m (2023-24: \$22.910m)

² Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note 16 for breakdown of lease expenses and other lease disclosures.

³ Payments for leases managed by the Queensland Government Accommodation Office (QGAO) framework are included in Property leases. Refer to Note 16.

11 Grants and subsidies

Air sea rescue, coast guard and life saving organisations ¹	-	5,146
Local governments ¹	-	8,231
QPS - capital grant	1,589	50
Rural fire brigades	-	444
State emergency service groups ¹	-	2,487
Other ²	1,268	1,933
Total	2,857	18,291

¹ 2024-25 reduction is due to the transfer of disaster management, SES and marine rescue functions to QPS in 2023-24.

² 2024-25 Other grants and subsidies mainly includes:

- Natural Hazards Research Australia of \$0.259m
- Queensland Ambulance Service North Rockhampton station of \$0.210m
- Police-Citizens Youth Clubs Emergency Services Cadet Program of \$0.200m
- Deaf Services Limited smoke alarm subsidy of \$0.170m
- Geoscience Australia Gladstone tsunami modelling project of \$0.114m

12 Other expenses

Assets donated	4	4
Audit fees ¹	383	396
Insurance premiums - QGIF	1,404	1,630
Loss on disposal of property, plant and equipment	235	506
Services received below fair value ²	10,935	11,032
Special payments ³	161	272
Other	346	1,885
Total	13,468	15,725

¹ Total audit fees quoted by the Queensland Audit Office relating to the 2024-25 financial statements are \$340,700 (2023-24: \$320,250).

² Refer to Note 7.

³ Special payments in 2024-25 include the following payments over \$5,000:

- Ex-gratia payments made to operational staff related to workers' compensation claims and expenses not covered by WorkCover Queensland which includes payments to sixteen (16) staff (2023-24: twenty-five (25) staff).

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

12 Other expenses (continued)

Accounting Policy - Insurance

The majority of the department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF), with premiums being paid on a risk assessment basis.

For litigation purposes, under the QGIF policy, the department is able to claim back, less a \$10,000 deductible, the amount paid to successful litigants.

	2025 \$'000	2024 \$'000
13 Receivables		
Emergency management levy	46,713	44,552
Trade debtors	6,398	9,560
Less: Allowance for impairment loss	(37)	(52)
	53,074	54,060
GST receivable	4,100	3,410
GST payable	(1,228)	208
	2,872	3,618
Accrued debtors	626	675
Annual leave reimbursements	16,187	14,884
Appropriation revenue receivable	-	237
Long service leave reimbursements	2,403	2,663
Other	3,873	687
	23,089	19,146
Total	79,035	76,824

Loss allowance for impairment of Trade debtors

Aging	Gross receivables \$'000	2025 Loss rate	Expected credit losses \$'000	Gross receivables \$'000	2024 Loss rate	Expected credit losses \$'000
Current	2,662	0.16%	4	3,046	0.32%	10
1 to 30 days overdue	763	0.23%	2	633	0.46%	3
31 to 60 days overdue	141	0.60%	1	258	1.13%	3
61 to 90 days overdue	162	1.36%	2	87	2.47%	2
>90 days overdue	1,096	2.59%	28	735	4.69%	34
Total	4,824		37	4,759		52

Accounting Policy - Receivables

The emergency management levy is recognised at the amount due as advised by each local government in their annual returns in accordance with the *Fire Services Act 1990*.

Trade debtors are recognised at the amounts due at the time of sale or service delivery, that is, the agreed purchase or contract price. The department's standard settlement terms are 30 days from the invoice date.

Debts are periodically assessed for collectability and allowance is made, where appropriate for impairment.

The department has assessed the historical trend of its receivables to calculate the loss rates adjusted for forward-looking information. Historical rates are calculated using credit losses experienced during the past 10 years preceding 30 June 2025, adjusted by the change in unemployment rate which is determined to be the most relevant forward-looking indicator for receivables. The calculated lifetime expected credit loss allowance is then applied to trade debtors, excluding Queensland Government agencies or Australian Government agencies.

14 Intangible assets

Gross value	25,163	25,163
Less: Accumulated amortisation	(25,107)	(25,012)
Closing balance	56	151
Reconciliation		
Opening balance	151	377
Amortisation	(95)	(226)
Closing balance	56	151

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

15 Property, plant and equipment

	Land	Buildings	Plant and equipment	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 30 June 2025					
Gross value	275,139	879,475	596,746	91,877	1,843,237
Less: Accumulated depreciation	-	(398,498)	(334,224)	-	(732,722)
Closing balance	275,139	480,977	262,522	91,877	1,110,515
Reconciliation					
Opening balance	248,362	474,515	235,354	92,055	1,050,286
Acquisitions	-	256	8,330	83,124	91,710
Assets written on	8	4,145	299	-	4,452
Donations made	-	-	(4)	-	(4)
Transfers between asset classes	7,545	21,352	54,405	(83,302)	-
Transfers from/(to) other agencies - refer note 3	(1,458)	(1,137)	(1,627)	-	(4,222)
Disposals	-	(18)	(497)	-	(515)
Net revaluation increments/(decrements) in revaluation surplus	20,682	2,540	-	-	23,222
Depreciation	-	(20,676)	(33,738)	-	(54,414)
Closing balance	275,139	480,977	262,522	91,877	1,110,515
As at 30 June 2024					
Gross value	248,362	786,232	553,616	92,055	1,680,265
Less: Accumulated depreciation	-	(311,717)	(318,262)	-	(629,979)
Closing balance	248,362	474,515	235,354	92,055	1,050,286
Reconciliation					
Opening balance	232,810	434,475	235,277	54,038	956,600
Acquisitions	2,646	8,284	8,376	93,745	113,051
Assets written on	539	4,756	-	-	5,295
Donations made	-	-	(4)	-	(4)
Contributed assets	-	1,930	1,659	-	3,589
Transfers between asset classes	2,392	37,153	16,183	(55,728)	-
Disposals	(63)	(346)	(535)	-	(944)
Assets reclassified as held for sale	(7,728)	-	-	-	(7,728)
Net revaluation increments/(decrements) in revaluation surplus	17,766	10,574	-	-	28,340
Depreciation	-	(22,311)	(25,602)	-	(47,913)
Closing balance	248,362	474,515	235,354	92,055	1,050,286

Accounting Policy - Recognition

Property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Land	\$1
Buildings	\$10,000
Plant and equipment	\$5,000

Items purchased or acquired for a lesser value are expensed in the year of acquisition.

Accounting Policy - Acquisition and measurement

Property, plant and equipment assets are initially recorded at cost determined as the value of consideration exchanged for the asset, plus associated costs directly attributable to the acquisition and getting the asset installed and ready for use. Subsequently, each class of property, plant and equipment is measured at cost or fair value as required by the Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. Assets measured at fair value are reported at their revalued amounts, being the fair value at the date of valuation, less any accumulated depreciation and accumulated impairment loss, where applicable.

Measurement methodologies:

Land	Fair value
Buildings	Fair value
Plant and equipment	Cost

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery-of-government change or other involuntary transfer), the acquisition cost is recognised as the carrying amount in the books of the other entity immediately prior to the transfer.

Assets acquired at no cost or for nominal consideration, other than from another Queensland Government entity (e.g. contributed assets from brigades), are recognised at their fair value at date of acquisition.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

15 Property, plant and equipment (continued)

Accounting Policy - Depreciation

Land is not depreciated as it has an unlimited useful life. Work in progress assets are not depreciated until they are complete and the asset is put to use or is ready for its intended use.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

As at 30 June 2025 the average useful life applied to buildings is 51 years and plant and equipment is 12 years. The average age of QFD assets as at 30 June 2025 is 21 years for buildings and 7 years for plant and equipment.

Accounting Policy - Valuation

Property, plant and equipment classes measured at fair value are revalued on an annual basis either by appraisals undertaken by an independent professional valuer or by the use of appropriate and relevant indices.

Specific appraisals are undertaken on a rolling basis over a four-year period. Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up to date via the application of relevant indices. The department ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date.

On revaluation, accumulated depreciation is adjusted proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

During 2024-25 independent revaluations were performed by Australis Asset Advisory Group (AAAG) for land and buildings in the QFR Greater Brisbane Region Metro Division, QFR Southern Region Beenleigh Division, and RFSQ South Eastern Region, as part of the four-year rolling program. The revaluation was completed as at 31 March 2025. The fair value as at 30 June 2025 is materially the same as the valuation completed as at 31 March 2025.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

Accounting Policy - Fair value measurement

Fair values are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 - represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
- Level 2 - represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- Level 3 - represents fair value measurements that are substantially derived from unobservable inputs.

None of the department's valuations of assets are eligible for categorisation into level 1 of the fair value hierarchy.

Land

For land classified as level 2, fair value has been derived by utilising inputs such as price per square metre, which is derived by assessing market-based sales evidence of land in the relevant geographic location and of a comparable use and/or zoning.

Buildings

For buildings classified as level 2, fair value has been derived by utilising inputs such as market-based sales evidence of comparable properties within the relevant geographic location.

For buildings classified as level 3, no active market exists and fair value has been determined using the current replacement cost method valuation.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

15 Property, plant and equipment (continued)

Categorisation of fair values recognised as at 30 June	Level 2		Level 3		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Land	275,139	248,362	-	-	275,139	248,362
Buildings	1,703	2,106	479,274	472,409	480,977	474,515

Level 3 fair value reconciliation

Buildings	2025 \$'000	2024 \$'000
Opening balance	472,409	433,115
Acquisitions	256	8,287
Assets written on	4,145	4,756
Contributed assets	-	1,775
Transfers to other Queensland Government entities	(1,137)	-
Transfers between asset classes	21,352	36,553
Disposals	(18)	(346)
Net revaluation increments/(decrements) in revaluation surplus	2,671	10,300
Depreciation	(20,404)	(22,031)
Closing balance	479,274	472,409

16 Leases as lessee

Right-of-use assets

	Land \$'000	Buildings \$'000	Total \$'000
As at 30 June 2025			
Opening balance	168	26,960	27,128
Additions ¹	-	133,749	133,749
Other adjustments	5	11,663	11,668
Depreciation	(3)	(7,688)	(7,691)
Closing balance	170	164,684	164,854

¹ Additions increase is mainly due to the commencement of a lease for the new QFD State Headquarters.

	\$'000	\$'000	\$'000
As at 30 June 2024			
Opening balance	182	29,348	29,530
Other adjustments	-	1,069	1,069
Depreciation	(14)	(3,457)	(3,471)
Closing balance	168	26,960	27,128

Accounting Policy - Right-of-use assets

Right-of-use assets with a lease term greater than 12 months and with a value equal to or in excess of \$10,000 are capitalised.

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability
- lease payments made at or before the commencement date, less any lease incentives received
- initial direct costs incurred, and
- the initial estimate of restoration costs

Right-of-use assets are recognised and carried at their cost less accumulated depreciation and any accumulated impairment losses, adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indices/rates or a change in lease term.

Right-of-use assets are depreciated on a straight-line basis over the term of the lease.

All right-of-use assets are assessed for indicators of impairment. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

16 Leases as lessee (continued)

Lease liabilities	2025 \$'000	2024 \$'000
Current		
Lease liabilities	6,341	1,992
Non-Current		
Lease liabilities	163,811	25,878
Total	170,152	27,870

Accounting Policy - Lease liability

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid.

The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that depend on an index or rate
- option payment (if reasonably certain) and
- expected residual value guarantees

The present value of lease payments is discounted using the Queensland Treasury Corporation (QTC) fixed rate applicable to the term of the lease. Subsequently, the lease liabilities are increased by the interest charged and reduced by the amount of lease payments.

Disclosures - Leases as lessee

(i) Details of leasing arrangements as lessee

Category/class of lease arrangement	Description of arrangement
Land	The department has a 5-year lease with two further extension options of 5 years each, for land from Logan City Council for the Jimboomba Fire and Rescue Station.
Buildings	The department enters into leases for buildings and office accommodation as required. Lease terms can range from 3 to 25 years. A number of leases have renewal or extension options. The options are generally exercisable at market prices and are not included in the right-of-use asset or lease liability unless the department is reasonably certain it will renew the lease.

(ii) Office accommodation, employee housing and motor vehicles

The Department of Housing and Public Works (DHPW) provides the department with access to office accommodation, employee housing and motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because DHPW has substantive substitution rights over the assets. The related service expenses are included under "Property leases" and "Motor vehicle expenses" in Note 10.

(iii) Amounts recognised in profit or loss

Interest expense on lease liabilities	7,408	1,169
Breakdown of 'Lease expenses' included in Note 10		
■ Short-term leases	97	237
■ Leases of low value assets	14	67
Total	111	304

(iv) Total cash outflow for leases

10,543	4,183
--------	-------

17 Payables

Accrued creditors	29,739	35,045
Trade creditors	27,916	16,239
Equity adjustment payable	-	2,816
Other	204	200
Total	57,859	54,300

Accounting Policy - Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

18 Accrued employee benefits

	2025 \$'000	2024 \$'000
Annual leave levy payable	17,708	17,629
Long service leave levy payable	3,585	3,274
Salaries and wages outstanding	3,319	2,080
Other ¹	1,734	1,304
Total	26,346	24,287

¹ Other employee benefits include accrued allowances, recreation leave purchased and time in lieu.

Accounting Policy - Employee benefits

No provision for annual leave or long service leave is recognised in the department's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

19 Related party transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from Government for its services are appropriation revenue and equity injections, both of which are provided in cash via the Consolidated Fund. Refer Note 4 and the Statement of changes in equity.

Grant funding transactions with other departments are disclosed in Note 7 and Note 11.

Services below fair value transactions with other departments are disclosed in Note 7 and Note 12.

Note 3 outlines transfers of assets from/to QPS arising from a Machinery-of-Government change during 2024-25.

Operating expenses include fair value transactions with other departments disclosed in Note 10 and Note 11.

20 Commitments

Capital expenditure commitments

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

Class of asset	Not later than 1 year		Later than 1 year and not later than 5 years		Total	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Buildings	53,872	22,569	-	-	53,872	22,569
Plant and Equipment	46,929	45,536	2,981	2,851	49,910	48,387
Total	100,801	68,105	2,981	2,851	103,782	70,956

Capital commitments reflect contracts for both QFR and the RFSQ fleet appliances, station builds and facilities.

21 Financial risk disclosures

Financial instrument categories

The department has the following categories of financial assets and financial liabilities:

Financial assets

Cash and cash equivalents		159,537	101,408
<i>Financial assets at amortised cost:</i>			
Receivables	13	79,035	76,824
Total financial assets		238,572	178,232

Financial liabilities

<i>Financial liabilities at amortised cost:</i>			
Payables	17	57,859	54,300
Lease Liabilities	16	170,152	27,870
Total financial liabilities		228,011	82,170

No financial assets and financial liabilities have been offset and presented net in the statement of financial position.

Accounting Policy - Financial instruments

Recognition

Financial assets and financial liabilities are recognised in the statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

21 Financial risk disclosures (continued)

(a) Risk exposure

Financial risk management is implemented pursuant to Government and departmental policies. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

The department's activities expose it to a variety of financial risks as set out in the following table:

Risk exposure	Definition	Exposure
Credit risk	The risk that the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (Note 13).
Liquidity risk	The risk that the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (Note 17).
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.	The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices.

(b) Risk measurement and management strategies

Risk exposure	Measurement Method	Risk Management Strategies
Credit risk	Ageing analysis, earnings at risk	The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
Liquidity risk	Sensitivity analysis	The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that sufficient funds are available within the department's bank account so as to match the expected duration of the various employee and supplier liabilities.

(c) Credit risk

Certain contractual obligations expose the department to credit risk in excess of the carrying amount of any asset or liability recognised from entering the transaction.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment (refer Note 13).

(d) Liquidity risk

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the Statement of financial position that are based on discounted cash flows.

Financial Liabilities

		<1 Year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
As at 30 June 2025	Note				
Payables	17	57,859	-	-	57,859
Lease liability	16	6,341	12,630	151,181	170,152
Total		64,200	12,630	151,181	228,011
As at 30 June 2024	Note				
Payables	17	54,300	-	-	54,300
Lease liability	16	1,992	4,221	21,657	27,870
Total		56,292	4,221	21,657	82,170

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

22 Contingencies

Litigation in progress

As at 30 June 2025, there were five (5) litigation matters in progress which may result in a financial settlement. It is not possible to make a reliable estimate of the final amount payable, if any, in respect of the litigation at this time. However, with the exception of one matter, the QFD liability is limited to the QGIF excess amount of \$10,000 (refer to Note 12).

Per-fluoroalkyl and poly-fluoroalkyl substances (PFAS)

The department works with state authorities to ensure historical use of firefighting foams that included PFAS is appropriately managed. This PFAS body of work includes risk-based testing of QFD sites throughout Queensland. The department has engaged an independent contractor to conduct on-site and off-site investigations at six Fire and Rescue Stations – Ayr, Home Hill, Airlie Beach, Proserpine, Gladstone and Toowoomba (Anzac Ave). It is not practicable to measure the financial effect, including any land remediation costs, of these six Fire and Rescue Stations or any other sites across Queensland.

23 Administered items

	Note	2025 Adjusted Budget \$'000	2025 Actual \$'000	2025 Variance \$'000	2024 Actual \$'000
Statement of comprehensive income (Administered)					
Administered income					
Appropriation revenue - administered	23(a)	2,260,556	2,510,201	249,645	962,623
Fees and fines		100	87	(13)	52
Total		2,260,656	2,510,288	249,632	962,675
Administered expenses					
Grants - administered	23(b)	2,260,556	2,510,201	249,645	962,623
Transfer of administered income to government		100	87	(13)	52
Total		2,260,656	2,510,288	249,632	962,675
Operating result		-	-	-	-

23(a) Appropriation revenue - administered	2025 \$'000	2024 \$'000
Reconciliation of payments from Consolidated Fund to administered Income		
Budgeted appropriation	2,260,556	-
Transfer from/(to) other departments - redistribution of public business	-	948,751
Unforeseen expenditure ¹	249,645	13,872
Total administered receipts	2,510,201	962,623

¹ Unforeseen expenditure represents additional funding for the QRA to support its disaster recovery and resilience programs.

23(b) Grants - administered

QRA administered grants	2,510,201	962,623
Total administered receipts	2,510,201	962,623

Accounting Policy - Administered transactions and balances

The department administers, but does not control, certain activities on behalf of the Government. In doing so, it has responsibility for administering those activities (and related transactions and balances) efficiently and effectively, but does not have the discretion to deploy those resources for the achievement of the department's own objectives.

While these transactions and balances are significant in comparison to the department's overall financial performance and financial position, the nature of the transactions is such that they do not have a material impact on these financial statements.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items.

The Queensland Reconstruction Authority (QRA) is charged with managing and coordinating the Queensland Government's program of recovery and reconstruction works within disaster-affected communities, with a focus on working with state and local government partners to deliver best practice administration of public reconstruction and resilience funds. QRA is also the State's lead agency responsible for disaster recovery and resilience policy, working collaboratively with stakeholders to improve risk reduction and disaster preparedness.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

24 Trust transactions and balances

The Queensland Volunteer Rural Fire Brigades Donations Fund was formed on 1 January 2013 for the charitable purpose of supporting the volunteer based emergency service activities of the rural fire brigades. QFD can appoint four of the seven trustees and provides administrative support to manage transactions and balances for the fund.

Queensland Volunteer Rural Fire Brigades Donations Fund	2025 \$'000	2024 \$'000
Opening balance	576	533
Donations and interest received during the year	302	275
Donations paid during the year	(373)	(232)
Closing balance	505	576

The audit fee payable to Mazars (QLD) Pty Ltd to perform an audit of the fund for 2024-25 is \$7,000 (2023-24: \$5,500).

Accounting Policy - Trust transactions and balances

The department undertakes certain trustee transactions and maintains related balances on behalf of various parties and also performs certain agency transactions.

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the department's financial statements.

25 Events occurring after balance date

There were no events occurring after balance date that management considers would have a material impact on the information disclosed in these financial statements.

26 Climate risk disclosure

Whole-of-Government climate-related reporting

The State of Queensland, as the ultimate parent of the department, provides information and resources on climate related strategies and actions accessible at <https://www.energyandclimate.qld.gov.au/climate> and <https://www.treasury.qld.gov.au/energy-and-climate/>.

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability policy responses. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report/>.

Departmental accounting estimates and judgements – climate-related risks

The department considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the department. The department continues to monitor the emergence of material climate-related risks that may impact the financial statements of the department, including directives from Government or Queensland Treasury.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

27 Budgetary reporting disclosures

	Variance Note	2025 Adjusted Budget \$'000	2025 Actual \$'000	2025 Variance \$'000
Explanation of major variances - Statement of comprehensive income				
Income from continuing operations				
Appropriation revenue	27(a)	250,068	277,846	27,778
User charges and fees	27(b)	51,261	64,699	13,438
Emergency management levy		666,320	667,748	1,428
Grants and other contributions	27(c)	16,007	76,818	60,811
Other revenue	27(d)	3,713	17,209	13,496
Total revenue		987,369	1,104,320	116,951
Gains on disposal and remeasurement of assets		-	3,177	3,177
Total income from continuing operations		987,369	1,107,497	120,128
Expenses from continuing operations				
Employee expenses	27(e)	635,065	689,772	54,707
Supplies and services		266,993	268,637	1,644
Grants and subsidies		1,018	2,857	1,839
Depreciation and amortisation	27(f)	44,123	62,200	18,077
Interest on lease liability		58	7,408	7,350
Other expenses		13,503	13,468	(35)
Total expenses from continuing operations		960,760	1,044,342	83,582
Operating result for the year		26,609	63,155	36,546
Other comprehensive income not reclassified to operating result				
Increase/(decrease) in asset revaluation surplus	27(g)	-	23,222	23,222
Total other comprehensive income		-	23,222	23,222
Total comprehensive income		26,609	86,377	59,768

27(a) Appropriation revenue

Variance is mainly due to additional funding received for the continuing recruitment of an additional 500 full-time equivalent firefighter positions over 6 years commencing 2020-21 (\$9.995m), increased Presumptive Legislation WorkCover Premiums (\$10.798m), introduction of a new Chief Fire Officer function (\$1.000m), support for aerial firefighting capability (\$2.576m), enhanced firefighter safety equipment (\$1.700m), statutory contributions relating to the emergency management levy (\$0.974m), State wage case adjustments (\$0.650m) and delivery of the Queensland Emergency Operations Centre audio visual upgrade (\$0.152m).

27(b) User charges and fees

Variance is mainly due to additional unwanted alarm attendance charges for attendance at false fire alarms (\$5.625m), building and infrastructure fire safety fees with higher than expected building assessment activity (\$5.969m), and alarm management fees with an increase in the number of buildings receiving alarm monitoring services (\$0.964m).

27(c) Grants and other contributions

Variance is mainly due to QRA reimbursements for disaster events as QFD does not budget for extraordinary disaster events and recovers eligible expenditure from the QRA (\$46.188m), rural fire brigade contributions including rural brigade fire levy receipts (\$9.859m), reimbursement from Australian and New Zealand Council for fire and emergency services for the National BlackHawk standing fee (\$2.503m) and contribution from the QPS for the shared maintenance of the Kedron Emergency Services Complex (\$0.475m).

27(d) Other revenue

Variance is mainly due to the recovery of disaster expenditure incurred in support of international and interstate deployments (\$5.023m), revenue associated with assets written on (\$4.452m), additional property related rental revenues for shared and leased sites (\$2.172m), and recoveries from QPS relating to SES government wireless network charges (\$0.951m).

27(e) Employee expenses

Variance is mainly due to additional overtime expenditure associated with bushfire and severe weather deployments (\$8.288m), ongoing increased premiums for employee and volunteer WorkCover arrangements, including impacts from the amended Presumptive WorkCover Legislation (\$16.553m), onboarding of additional firefighters associated with the 500 firefighter government election commitments (\$8.324m) and additional FTE following the transfer of ICT functions from QPS to QFD (\$9.711m).

27(f) Depreciation and amortisation

Variance is mainly due to increased depreciation for additional assets including the new QFD State Headquarters (\$6.368m) and increased depreciation relating to an increase in asset values associated with asset revaluation adjustments.

27(g) Increase/(decrease) in asset revaluation surplus

Variance is due to a higher than estimated increase in land and buildings asset values following the asset revaluations undertaken during the year.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

27 Budgetary reporting disclosures (continued)

Explanation of major variances - Statement of financial position	Variance Note	2025 Adjusted Budget \$'000	2025 Actual \$'000	2025 Variance \$'000
Assets				
Current assets				
Cash	27(h)	49,627	159,537	109,910
Receivables	27(i)	68,319	79,035	10,716
Inventories		5,640	5,621	(19)
Prepayments	27(j)	7,835	4,669	(3,166)
Total current assets		131,421	248,862	117,441
Non-current assets				
Intangible assets		54	56	2
Property, plant and equipment		1,148,531	1,110,515	(38,016)
Right-of-use assets	27(k)	27,030	164,854	137,824
Total non-current assets		1,175,615	1,275,425	99,810
Total assets		1,307,036	1,524,287	217,251
Liabilities				
Current liabilities				
Payables	27(l)	48,172	57,859	9,687
Lease liabilities	27(m)	1,899	6,341	4,442
Accrued employee benefits		24,186	26,346	2,160
Other current liabilities		351	5,401	5,050
Total current liabilities		74,608	95,947	21,339
Non-current liabilities				
Lease liabilities	27(m)	25,503	163,811	138,308
Total non-current liabilities		25,503	163,811	138,308
Total liabilities		100,111	259,758	159,647
Net assets		1,206,925	1,264,529	57,604
Equity				
Contributed equity			862,539	
Accumulated surplus			267,890	
Asset revaluation surplus			134,100	
Total equity	27(n)	1,206,925	1,264,529	57,604

27(h) Cash

Variance is due to delays in capital projects from prior years associated with the global supply chain challenges and market capacity constraints.

27(i) Receivables

Variance is due to the timing of payments from trade debtors and local governments associated with collection and remittance of the emergency management levy.

27(j) Prepayments

Variance is mainly due to the timing of payments for employee salary and salary related costs.

27(k) Right-of-use assets

Variance is mainly due to a new lease related to the QFD State headquarters (\$106.460m).

27(l) Payables

Variance is due to the timing of payments to trade creditors and recognition of services received but not yet invoiced.

27(m) Lease liabilities

Variance is due to a new lease related to the QFD State headquarters.

27(n) Total equity

Variance is mainly due to delays in capital projects from prior years associated with the global supply chain challenges and market capacity constraints.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2025

27 Budgetary reporting disclosures (continued)

	Variance Note	2025 Adjusted Budget \$'000	2025 Actual \$'000	2025 Variance \$'000
Explanation of major variances - Statement of cash flows				
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts	27(o)	250,068	283,328	33,260
User charges and fees	27(p)	50,741	67,553	16,812
Emergency management levy		666,320	668,405	2,085
Grants and other contributions	27(q)	5,140	65,308	60,168
GST input tax credits from ATO		24,572	38,173	13,601
GST collected from customers		6,545	9,364	2,819
Other		3,713	7,144	3,431
<i>Outflows:</i>				
Employee expenses		(635,065)	(688,926)	(53,861)
Supplies and services		(266,993)	(263,048)	3,945
Grants and subsidies		(1,018)	(2,857)	(1,839)
GST paid to suppliers		(24,572)	(38,449)	(13,877)
GST remitted to ATO		(6,545)	(8,344)	(1,799)
Other		(2,116)	(1,883)	233
Net cash provided by/(used in) operating activities		70,790	135,768	64,978
Cash flows from investing activities				
<i>Inflows:</i>				
Sales of property, plant and equipment	27(r)	500	11,184	10,684
<i>Outflows:</i>				
Payments for property, plant and equipment	27(s)	(138,434)	(89,082)	49,352
Net cash provided by/(used in) investing activities		(137,934)	(77,898)	60,036
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections	27(t)	16,600	15,162	(1,438)
<i>Outflows:</i>				
Equity withdrawals		(3,138)	(4,360)	(1,222)
Lease payments		(1,264)	(10,543)	(9,279)
Net cash provided by/(used in) financing activities		12,198	259	(11,939)
Net increase/(decrease) in cash		(54,946)	58,129	113,075
Increase/(decrease) in cash from transfers between Government entities		(815)	-	815
Cash at beginning of financial year		105,388	101,408	(3,980)
Cash at end of financial year	27(u)	49,627	159,537	109,910

27(o) Service appropriation receipts

Refer to 27(a).

27(p) User charges and fees

Variance is due to the timing of payments by trade debtors for building and infrastructure fire safety and alarm monitoring services.

27(q) Grants and other contributions

Variance is mainly due to QRA reimbursements for disaster events as QFD does not budget for extraordinary disaster events and recovers eligible expenditure from the QRA (\$46.188m), rural fire brigade contributions including rural brigade fire levy receipts (\$9.859m), reimbursement from Australian and New Zealand Council for fire and emergency services for the National BlackHawk standing fee (\$2.503m) and contribution from the QPS for the shared maintenance of the Kedron Emergency Services Complex (\$0.475m).

27(r) Sales of property, plant and equipment

Variance is mainly due to the sale of land at Pinkenba.

27(s) Payments for property, plant and equipment

Variance is due to capital works program delivery delays impacted by market capacity and land availability.

27(t) Equity injections

Variance is mainly due to the return of funding received for the replacement Ayr fire and rescue station, with the funding now required in 2026-27.

27(u) Cash

Variance is due to delays in capital projects from prior years associated with the global supply chain challenges and market capacity constraints.

Queensland Fire Department

Management Certificate

For the year ended 30 June 2025

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Queensland Fire Department for the year ended 30 June 2025 and of the financial position of the department at the end of that year.

The Commissioner, as the Accountable Officer of the Queensland Fire Department, formerly Queensland Fire and Emergency Services, acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respect, of an appropriate and effective system of internal controls and risk management process with respect to financial reporting throughout the reporting period.



K. Walsh, AFSM

Accountable Officer - A/Commissioner

22 August 2025



S. Lowth, B. Commerce, FCPA

Chief Finance Officer

22 August 2025



INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Fire Department

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Queensland Fire Department.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2025, and its financial performance for the year then ended; and
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Specialised building valuation (\$ 480.977 million) and depreciation expenses (\$ 20.676 million) – refer to Note 15 in the financial report.

Key audit matter	How my audit addressed the key audit matter
<p>Except in rare circumstances where a market price in an active market exists, Queensland Fire Department (QFD) derives the fair value of its buildings using the current replacement cost method that comprises:</p> <ul style="list-style-type: none"> Gross replacement cost, less Accumulated depreciation. <p>QFD values its buildings each year through a combination of specific appraisals for selected regions on a rolling basis, with the remainder of buildings revalued by applying relevant indices in the years between specific appraisals.</p> <p>QFD derived the gross replacement cost of its buildings at balance sheet date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so, estimating the adjustment to the unit rate required to reflect this difference. buildings not specifically appraised in the current year, indexing unit rates for increases in input costs. Identifying any significant movements in indices between valuation date and balance sheet date. <p>The measurement of accumulated depreciation involves significant judgements for estimating the remaining useful lives of assets. The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> Assessed appropriateness of the process used for measuring gross replacement cost with reference to common industry practices. For unit rates: <ul style="list-style-type: none"> Assessed the competence, capability and objectivity of the experts used by QFD to develop unit rates. Obtained an understanding of the methodology used and assessed its appropriateness with reference to common industry practices. For building specific appraisals in the current year, evaluated based on a sample of building assets, the relevance, completeness and accuracy of the source data used to derive the unit rate of the: <ul style="list-style-type: none"> Modern substitute (including locality factors and on costs) Adjustment for excess quality or obsolescence. For building revalued through indexation: <ul style="list-style-type: none"> recalculated the index with reference to the current year's specific appraisal discussed and obtained understanding of management's assessment for adopted indices Reviewed management and expert's assessment and application of asset componentisation and the consequential impact on depreciation expense. Evaluated useful life estimates for reasonableness by: <ul style="list-style-type: none"> Reviewed management's annual assessment of useful lives Assessed whether assets still in use have reached or exceeded their useful lives. Where changes in useful lives were identified, evaluated whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.

Responsibilities of the accountable officer for the financial report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
https://www.auasb.gov.au/auditors_responsibilities/ar6.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



David Adams
as delegate of the Auditor-General

26 August 2025

Queensland Audit Office
Brisbane

Acronyms

ADHD	Attention Deficit Hyperactivity Disorder	FS Act	<i>Fire Services Act 1990</i>
AFAC	Australasian Fire and Emergency Service Authorities Council	FTE	Full-Time Equivalent
AFDRS	Australian Fire Danger Rating System	Hazmat	Hazardous materials
AFSM	Australian Fire Service Medal	HIRRO	Home Insurance Risk Reduction Options
AI	Artificial Intelligence	ICT	Information and Communication Technology
AIIMS	Australasian Inter-service Incident Management System	IDAHOBIT	International Day against Homophobia, Transphobia, and Biphobia
APERRE	Asia-Pacific Earthquake Response Exercise	IGEM	Inspector-General Emergency Management
ARCC	Audit, Risk and Compliance Committee	IMU	Information Management Unit
AUS WTREX	Australia Women-in-Fire Prescribed Fire Training Exchange	INSARAG	International Search and Rescue Advisory Group
CALD	Culturally and Linguistically Diverse	ISMS	Information Security Management System
CInDRA	<i>Queensland Critical Infrastructure Disaster Risk Assessment</i>	ISO/IEC	International Organization for Standardization/International Electrotechnical Commission
CSIRO	Commonwealth Scientific and Industrial Research Organisation	LDMG	Local Disaster Management Group
DART	Disaster Assistance Response Team	LGBTQ	Lesbian, Gay, Bisexual, Transgender and Queer
DETSI	Department of the Environment, Tourism, Science and Innovation	LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual plus other sexual identities
DFAT	Department of Foreign Affairs and Trade	MOHRI	Minimum Obligatory Human Resource Information
DFV	Domestic and Family Violence	MP	Member of Parliament
ELT	Executive Leadership Team	MSRC	Motorised Swiftwater Rescue Craft
FAST Qld	Frontline Activation Support Tool for Queensland	NAFC	National Aerial Firefighting Centre
FESSN	Fire and Emergency Services Support Network	NAIDOC	National Aboriginal and Islanders Day Observance Committee
FFF	Fight Fire Fascination	NFA	National Fire Authority

Acronyms (cont'd)

NHRA	Natural Hazards Research Australia
NSW	New South Wales
OCFireO	Office of the Chief Fire Officer
PaSU	Partnerships and Sponsorship Unit
PCYC	Police-Citizens Youth Clubs
PFAS	Per- and Poly-Fluoro Alkyl Substances
PPRR	Prevention, Preparedness, Response and Recovery
PSOs	Peer Support Officers
QAO	Queensland Audit Office
QCESA	Queensland Combined Emergency Services Academy
QDMA	Queensland's Disaster Management Arrangements
QEOC	Queensland Emergency Operations Centre
QFD	Queensland Fire Department
QFES	Queensland Fire and Emergency Services
QFR	Queensland Fire and Rescue
QFRFWN	Queensland Fire and Rescue Frontline Women's Network
QPPs	Queensland Privacy Principles

QPS	Queensland Police Service
QPWS	Queensland Parks and Wildlife Service
RAAP	Road Attitudes and Action Planning
RFSFWN	Rural Fire Service Frontline Women's Network
RFSQ	Rural Fire Service Queensland
RFSQAC	Rural Fire Service Queensland Advisory Committee
RoGs	Report on Government Services
RPAS	Remotely Piloted Aircraft Systems
SDS	Service Delivery Statement
SES	State Emergency Service
SFR	Swiftwater and Floodwater Rescue
TAFE	Technical and Further Education
TICs	Thermal Imaging Cameras
USAR	Urban Search and Rescue
VfQ	Volunteering for Queensland
WfQ	Working for Queensland
WTREX	Women-in-Fire Prescribed Fire Training Exchange

Compliance checklist

Summary of requirement		Basis for requirement	Page reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	iii
Accessibility	Table of contents	ARRs – section 9.1	1, 111, 112
	Acronyms		141–142
	Public availability	ARRs – section 9.2	ii
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	ii
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	ii
	Information licensing	<i>Queensland Government Enterprise Architecture – Information licensing</i> ARRs – section 9.5	ii
General information	Introductory information	ARRs – section 10	10–26
Non-financial performance	Government’s objectives for the community and whole-of-government plans and specific initiatives	ARRs – section 11.1	14, 34–90
	Agency objectives and performance indicators	ARRs – section 11.2	13, 29–33
	Agency service area and service standards	ARRs – section 11.3	29–33
Financial performance	Summary of financial performance	ARRs – section 12.1	27–28
Governance – Management and structure	Organisational structure	ARRs – section 13.1	21–26
	Executive management	ARRs – section 13.2	91–93
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	N/A
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	97
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	98
	Queensland public service values	ARRs – section 13.6	15

Compliance checklist

(cont'd)

Summary of requirement		Basis for requirement	Page reference
Governance – Risk management and accountability	Risk management	ARRs – section 14.1	102
	Audit committee	ARRs – section 14.2	95–96
	Internal audit	ARRs – section 14.3	99–100
	External scrutiny	ARRs – section 14.4	101
	Information systems and recordkeeping	ARRs – section 14.5	103
	Information Security attestation	ARRs – section 14.6	104
Governance – Human resources	Strategic workforce planning and performance	ARRs – section 15.1	105–110
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	110
Open Data	Statement advising publication of information	ARRs – section 16	104
	Consultancies	ARRs – section 31.1	www.data.qld.gov.au
	Overseas travel	ARRs – section 31.2	www.data.qld.gov.au
	<i>Queensland Language Services Policy</i>	ARRs – section 31.3	www.data.qld.gov.au
	Charter of Victims' Rights	<i>Victims' Commissioner and Sexual Violence Review Board Act 2024</i> ARRs – section 31.4	104
Financial Statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	137
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	138–140
ARR: <i>Annual report requirements for Queensland Government agencies (2024–2025 reporting period)</i> FAA: <i>Financial Accountability Act 2009</i> FPMS: <i>Financial and Performance Management Standard 2019</i>			

This page is intentionally left blank

