# Everyday Respect Council

# MINUTES

| | |
|---|---|
| **Date** | 1 August 2025 |
| **Time** | 8.00am – 9.00am |
| **Location** | Conference Room B2.32 and TEAMS |
| **Chair** | Stephen Smith AFSM \| Commissioner |
| **Council Members** | • John Cawcutt AFSM \| Chief Fire Officer (SLT Sponsor – Gender)<br>• Michael O'Neil \| Assistant Commissioner, Northern Region (SLT Sponsor – Regional and Remote)<br>• Peter Hollier \| A/Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations)<br>• Katrina McGill \| Chief Human Resource Officer<br>• Rebecca Denning \| Chief Operating Officer<br>• Adam Green \| Executive Director, Asset Services (SLT Sponsor – Disability)<br>• Rona Mclean Carmody \| Director, Strategy and Services<br>• Kade Brindell \| First Nations Strategy and Partnerships Branch<br>• Paula Douglas \| Inspector, Southern Region (Chair – Gender)<br>• Shakira Westdorp \| A/Inspector, Southern Region (Chair – Regional and Remote)<br>• Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations)<br>• Marie Bledsoe \| Senior Consultant, Talent Acquisition (Chair – Disability) |
| **Standing Invitees** | • Mindy Kayes \| Principal Social Policy Officer |
| **Secretariat** | • Karen Stone \| Business Support Officer, Strategy and Services Branch |
| **Guests** | |
| **Apologies** | • Peter Hollier \| A/Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations)<br>• Paula Douglas \| Inspector, Southern Region (Chair – Gender)<br>• Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations)<br>• Kade |
| **Proxy** | • Peta Miller-Rose \| Assistant Chief Officer \| Strategic Capability RFSQ (for Paula Douglas)<br>• Rose Kapaith \| Online Executive Manager\| Media, Comms and Online (for Julie Smith)<br>• Mark Doble \| A/Assistant Chief Officer \| Bushfire Resilience and Operational Support (for Peter Hollier) |

| Item | Subject | Action |
|---|---|---|
| **1.0** | **Preliminary matters** | |
| 1.1 | **Welcome and Acknowledgement of Country**<br><br>**The Chair:**<br>• Acknowledged Traditional Owners and Elders Past and Present<br>• Opened the meeting at 8.07am.<br>• Welcomed all attendees. | |

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| Item | Subject | Action |
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| 1.2 | **Chair's Opening Comments (Council purpose)**<br><br>The Chair provided background on the Everyday Respect Framework. The Everyday Respect Framework was formalised earlier this year with the idea being to move the organisation to being more respectful, more inclusive and to create a better sense of belonging and connection amongst our people. Greater value for our people no matter who they are or how they are engaged in the workforce. To achieve this, we need to be better informed and better connected. A lot of focus, attention and thought have gone into what does that look like to create an impactful program and the Everyday Respect Framework does that.<br><br>The Chair advised that the Everyday Respect Council (ERC) is the key enabler of the decision making and direction setting strategically for some of that work. The Council is the guider informed by the four Communities of Inclusion (COI).<br><br>The four COIs have now all met for their inaugural meetings, and they are now working on their 12-month plans. This work will be well informed by lived experience and will have a genuine impact on turning a respectful inclusive workplace into just how we operate. It is not about ticking a box rather about creating a sustained way of doing business.<br><br>The Chair personally thanked everyone for putting their hands up, appreciating the connection and commitment it takes to be engaged and to drive the focus that is required for us to get traction and make a difference. The Chair acknowledged Rona McLean-Carmody and her team for the work that has been done in shaping this body of work to take us forward. Now it is up to all of us to turn this into action. The important part is that everyone has a voice, we need to ensure that everyone is heard, whether it is in this forum or in your COI or what you bring from the wider workforce into those COIs or this forum to make sure that we are considering all aspects when we make decisions and progress the matters.<br><br>**Rona McLean-Carmody** requested that the meeting be recorded for the purpose of the recording the minutes. There were no objections from members. | |
| 1.3 | **Conflicts of interest Declarations**<br><br>The Council noted that there was no conflict of interests to be declared. | |
| **2.0** | **Agenda Items** | |
| 2.1 | **Introductions of each Council Member**<br><br>All Council members who were present introduced themselves. | |
| 2.2 | **Fireside Chat – Complaints Implementation Process**<br>The Chair provided an update on the Complaints Review Implementation Process and the Fireside Chat video.<br>• The Implementation program was set up in November 2024 to implement the recommendations arising from the Independent Review of our complaints management process to look at the limitations and | |

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| | confidence in the system of our complaints process. The program itself is well underway to actioning recommendations made by prominence back in September of 2024.<br>• QFD have retained a consulting firm led by Kristen Hilton who is the former Human Rights Commissioner from Victoria. She also chairs the Champions of Change for the Fire Emergency Services group.<br>• First six months - Assurance Report has been tabled at ELT this week, with a lot of progress made against a range of recommendations. There are other recommendations still to commence work, but that is part of the planned activity. It is a two-year implementation, over a longer period to consolidate it so that it is not just a tick in a box. The intention is to create a sustained change and a truly effective and contemporary approach to complaints management.<br>• QFD has started to publish complaints data as one of the recommendations, so that people see what is occurring in the organisation and how it is being dealt with. There were 34 recommendations (with one not accepted due to no legal basis to progress it). 33 recommendations will be delivered and embedded by December 2026.<br>• Katrina McGill urged people to go to the Gateway page for information. Part of the recommendations is the procedure for how people raise issues and are supported throughout a complaint process. Importantly, how we achieve this in an inclusive way, recognising that various groups come to those processes with lived experiences that may not be positive.<br>• Adam Green identified a key benefit of having a concentrated effort of inclusivity through these groups is to look at risk mitigation or de-escalation strategy to complaints. One of the behavioural drivers evident in QFD is a lack of inclusive mindset in the way people are operating in their day-to-day, which is then manifesting in rub points within the organisation, which is then escalating into complaints. How can COIs assist in the de-escalation, or the mitigation of complaints as opposed to getting people comfortable with the complaints process. Looking at things within our work plans around behavioural and performance improvements for inclusive mindsets, the inclusive approach to how people work such as inclusive design, the way we develop and deliver programs, policies, equipment, assets, etc. A key benefit of this group is to be able to look at 'complaints' through a risk mitigation lens and bring that in as part of the narrative of the ERC and how we communicate that effectively or potentially alongside all that work that Katrina is doing as an add value.<br>• The Chair noted the pertinent comments about how the Council and the COI informs the key bodies of work but also inform important future key bodies of work. | |
| 2.3 | **Workplan for next 6 months**<br><br>The Chair invited COI Chairs to present their workplans.<br><br>**Chair for Gender -** spoke of the modern fire service which was high on discussion at their first meeting and provided an overview of what was captured. | |

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| | *"In Qld the modern fire service reflects the community that we serve where gender no longer defines the role, capability, or opportunity. It's a professional, skilled, and inclusive workforce where women and men contribute equally at all levels from frontline operations to support to leadership. We believe we are building a fire service that values lived experience, fosters respect, and actively removes barriers to participation, ensuring that everyone has a place, a voice, and a future in service our community." This was a strong point of view across COI membership of what we wanted our Plan to look like.*<br><br>• Key focus of the work plan for Gender COI: -<br>- A holistic approach at a strategic level.<br>- What can we influence?<br>- What can we change now for an immediate action over the next 6 to 12 months?<br>- What are the identified problems that we know exist, are we doing anything about it? If not, can we address that immediately and report that up through the ERC?<br>- Where can we capture the data, do we have relevant data? If not, where else can we pull it from? We have asked for reports on WfQ, VfQ, the QFD Equity and Diversity Plan, the Whole of Government Diversity Plan, annual reporting data, research, complaints management and previous surveys that have been run for the Fire and Rescue Frontline Women's Network and the recent survey put out for the Rural Fire Service Frontline Women's Network, hearing from our people on the ground.<br>- Both the Chair of the Fire and Rescue Women's Network and the Chair of the Rural Fire Service Network are looking at a combined approach to get a wider range of feedback. Spent time with Rural Fire Service at a pilot workshop. Some of the volunteers were not aware of the survey. Need to explore ways to get the survey a little bit deeper.<br>- Approaching work plan with both now and a future intent. Very interested in research, will be looking at Bushfire National Hazard CRC and some of our university contacts.<br><br>John Cawcutt suggested the possibility of engaging with a PhD student or AFAC to perhaps look at some global research. This would help all the COIs. If we go down that path for terms of reference, we would be looking at engaging with the other communities and say how can we get the best bang for our buck. | |
| | **Chair for Rural & Remote** - The Rural and Remote team have developed a Mission Statement for Rural & Remote to drive what they want to achieve moving forward: -<br><br>*'The Regional and Remote (RR) Community of Inclusion is dedicated to supporting RR Queensland Fire Department (QFD) staff and volunteers by identifying and addressing the unique challenges they face. We will work to improve work conditions, enhance recruitment, and foster career growth in these vital service areas. By partnering with QFD management, we aim to encourage a positive shift in mindset towards our RR teams, exploring* | |

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| | *practical solutions to ensure they have the resources and support to provide necessary services to the Queensland community'.*<br><br>• Workplan categorised into four key areas: -<br>- *Changing organisational mindset.* A top-down approach starting with the Commissioner, across the SLT and down, to consider the challenges that regional and remote staff face. Part of that would be better inclusion in state working groups.<br>- *Recruitment.* Focus on more localised recruitment. Talking to QFD Media to come up with a good recruitment video across all service streams. Will tap into the auxiliary training working group and the auxiliary issues working group to see how they are progressing, their timeframe for recruitment and onboarding, and be reimbursement of relocation.<br>- *Retention.* Looking at a whole of Government approach and even being a state standard as a government department in some areas in what we can offer to retain people in regional and remote areas, linking in with regional leadership networks where they exist, potentially leading them into the future. Access to early real estate options, incentive for working group and decentralisation of training.<br>- *Lifestyle.* Travel management plans and location sharing, mental health, cross government positions for spouses or partners, education and childcare.<br><br>• Michael O'Neil emphasised the diversity of the Rural and Remote group with lived experiences from regional and remote areas, including people from Cooktown, Emerald and Roma. | |
| | **Chair for Disability** - Focus on foundation of governance and structure of how the group will operate. Group consists of very keen members with huge ideas. Current focus is on harnessing those ideas and ensuring they have direction, strategic and connection to business relevance to allow for sustainable change.<br>• Thirteen initial workplan ideas under five key themes: -<br>- Policies<br>- Communications<br>- Engagement<br>- Training<br>- Miscellaneous<br>• A Strategy Bank has been developed to help members align their tasks and goals. There are 10 key organisational strategies, including Queensland strategies and National strategies and include their URL. Points have been identified from the strategies that might feed into the Disability COI to ensure the plan and tasks are relevant. Strategies include:<br>- Disability Service Plan for QFD<br>- Volunteer Strategy<br>- Beyond the Smoke<br>- PSC Inclusion and Diversion Strategy<br>- Climate Change Action Plan<br>- Federal Government Disability Strategy | |

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| | • Whilst the group do not yet have a draft Work Plan, members have already had a successful consultation as a COI. Member provided feedback with a policy lead on the Disability Service Plan Refresh for QFD. Part of one of the group's goals will be to do an annual check on that.<br>• The group's Workplan will be around keeping our organisation accountable.<br>• Happy to share the Strategy Bank with other COIs. | |
| | **Chair for First Nations** - Currently in the discovery phase seeking to better understand the landscape before establishing a formal Workplan.<br><br>• Initial Terms of Reference has been endorsed by the group. A commitment has been made to come back to the ToR in early 2026 to ensure its continued alignment with key departmental frameworks, including reframing the Relationship Plan and Native Title policy.<br>• The group have noted that there are some ambiguities around the COI's role in its contribution to QFD's strategic direction. The group is working collaboratively to clarify its purpose, focus areas and the desired outcomes they would be looking to achieve.<br>• The discovery phase currently consists of: -<br>- Reframing the Relationship Plan. Seeking to gain a better understanding of the plan's aims and its operational implementation.<br>- Workforce Data and Recruitment. Looking at data on First Nations representation across the department, including identified positions and volunteer roles. This information will help inform recruitment, retention, and broader inclusion strategies that we might look to support HR Systems and Enterprise Bargaining, COIC's opportunities to embed DEI priorities into the new HR systems and the Enterprise agreements that are under review.<br>- Artwork and Branding. Exploring the use of First Nations artwork across departmental platforms, including the Together artwork and the Buri artwork that was gifted to RAAP. Discussions with relevant stakeholders on how we can ensure the proper alignment with existing branding protocols and how that could be used across different QFD assets.<br>• Future Planning<br>- Planning workshop scheduled for 7 August. The workshop will focus on establishing a strong platform and key guiding pillars for the next 12 months to 24 months. Initial themes proposed for the scaffolding for First Nations consists of community, culture, and country. | |
| 2.4 | **General discussion on alignment/intersectionality of COI workplans**<br><br>• The Chair acknowledged the great insights and clear depth of thought provided by the COIs. Encouraged cross connection between the various COIs and invited input from the floor.<br>• Adam Green acknowledged a lot of work already done. Teams need to be mindful of efficiencies in time, need to focus on the gaps as opposed to treading over old ground. Suggested a scrum where Chairs and/or | |

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| | SLT sponsors look for alignment of work so that we have greater efficiencies as a collective.<br>• Rona McLean-Carmody added that the organisation DEI Plan is due for submission to the PSC shortly, we are seeking an extension for eight weeks. We want to ensure that we can take some meaningful actions into the DEI Plan from the COI. There's an opportunity to bring the Chairs and the SLT sponsors together with key stakeholders like People and Culture, Assets, HR Systems etc to really understand what work might be underway,. How do we all understand what's happening and really support the COI to get granularity with their actions and how can we feed that back into the DEI Plan.<br>• The Chair reiterated the need to work collaboratively to maximise our impact and use of resources. Conversations are important, not only those that are had in session. Equally and potentially more importantly are the conversations and connections that you create and maintain through the course of the work and your workplans as well as with each other. | |
| 2.5 | **Terms of Reference for Communities of Inclusion**<br>• The Chair accepted the COI Terms of Reference documents as being read and invited questions or concerns relating to the Terms of Reference.<br>• Marie Bledsoe queried applying an accessibility lens over the Terms of Reference, citing concerns around some graphics and pictures without alternate text, and the indexing of the styles means that they are not read in correct order if you are using assistance devices.<br>• Peta Miller Rose noted that they have a specialist at the Academy, Stacey Edwards, who could assist with adjusting the documents.<br>• The Chair put forward that the Terms of Reference for the COIs be endorsed, subject to changes being made to allow greater accessibility. There being no objections, the Terms of Reference for the COIs were endorsed by Council members. | **MK** to liaise with PMR and/or Stacey Edwards to have the Terms of Reference for the COIs adjusted to provide greater accessibility. |
| **3.0** | **Meeting finalisation** | |
| 3.1 | **Other Business**<br>Nil | |
| 3.2 | **Review Actions to be Taken**<br>**MK** to liaise with PMR and/or Stacey Edwards to have the Terms of Reference for the COIs adjusted to provide greater accessibility. | |
| | **Meeting Evaluation**<br>• The Chair acknowledged a really great conversation had in this meeting. Clearly there is commitment and passion from members and the teams behind them, and the thought that has already gone into this is significant and that shows. Let's keep that energy and focus in place. We are not here to observe or to admire problems. We are here to have impact and make a difference and shift the dial. We can't do everything at once, we need to manage expectations and be deliberate about taking on the most important things and work our way through the list | |

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| | over time. There is a real opportunity to have significant impact where people feel more valued and respected, they get a stronger sense of belonging, they are more connected, and more engaged with the organisation. From that we will have a workforce that is more productive, they are happy and ultimately Queenslanders are better off for it. | |
| **4.0** | **Meeting closed** | |
| **4.1** | There being no further business the meeting closed at 9.00am<br>Next meeting: Tuesday, 16 September 2025, 2.00pm | |

# Everyday Respect Council
# Minutes

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|---|---|
| **Date** | 18 September 2025 |
| **Time** | 3:00pm to 4:00pm |
| **Location** | Conference Room B2.32 and TEAMS |
| **Chair** | • Stephen Smith AFSM \| Commissioner |
| **COI Members** | • ***John Cawcutt AFSM \| Chief Fire Officer (SLT Sponsor – Gender) - Apology***<br>• Rebecca Denning \| A/Chief Operating Officer<br>• Michael O'Neil \| Assistant Commissioner, Northern Region (SLT Sponsor – Regional and Remote)<br>• Peter Hollier \| A/Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations)<br>• ***Adam Green \| Executive Director, Asset Services (SLT Sponsor – Disability) - Apology***<br>• Katrina McGill \| Chief Human Resource Officer<br>• Rona Mclean Carmody \| Director, Strategy and Services<br>• ***Kade Brindell \| First Nations Strategy and Partnerships Branch***<br>• Paula Douglas \| Acting Superintendent, Southern Region (Chair – Gender)<br>• Shakira Westdorp \| A/Inspector, Southern Region (Chair – Regional and Remote)<br>• ***Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations) – Apology***<br>• Marie Bledsoe \| Senior Consultant, Talent Acquisition (Chair – Disability) |
| **Standing Invitees** | • Mindy Kayes \| Principal Social Policy Officer |
| **Guests/ Presenters** | • |
| **Apologies** | • John Cawcutt AFSM \| Chief Fire Officer (SLT Sponsor – Gender)<br>• Adam Green \| Executive Director, Asset Services (SLT Sponsor – Disability)<br>• Kade Brindell \| First Nations Strategy and Partnerships Branch<br>• Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations) |
| **Proxy** | • Steele Davies \| Manager, Planning and Performance (for Julie Smith) |
| **Secretariat** | • Karen Stone \| Business Support Office, Strategy and Services Branch |

| No# | Item | Actions |
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| **1.0** | **Preliminary Matters** | |
| 1.1 | **Acknowledgement of Traditional Owners and Elders Past and Present**<br>• The Chair acknowledged the Traditional Owners and Elders past and present. | |
| 1.2 | **Chair's opening comments**<br>• The Chair welcomed everyone and provided a brief recap of the previous meeting and an overview moving forward. | |
| 1.3 | **Conflicts of Interest declarations**<br>Nil conflicts of interest were declared. | |

| No# | Item | Actions |
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| 1.4 | **Confirmation of Quorum achieved**<br>• The Chair confirmed a Quorum had been achieved. | |
| 1.5 | **Minutes from previous meeting** – 01/08/2025<br>• Nil change was requested.<br><br>**Resolution**<br>The Council **approved** the Minutes from meeting held 01/08/2025. | |
| 1.6 | **Review of Open Actions**<br>ERC.202508.01 Terms of Reference for COIs to be adjusted to provide greater accessibility.<br>- Conversation occurred between MK and Stacey Edwards and accessibility changes are being made to the COI Terms of References.<br><br>The Commissioner provided clarity around how action items are captured. Action items will be made available on the Members' SharePoint page.<br><br>Action/s that Can be Closed:<br>Action No# ERC.202508.01 – Mindy Kayes confirmed that accessibility changes have been made to the COI Terms of References.<br><br>**Resolution**<br>The Everyday Respect Council **approved** the closing of Action ERC/202508.01 acknowledging that accessibility changes have been made to the COI Terms of References. | **Action**: Action Register to be added to Member SharePoint page (202509.01) |
| **2.0** | **Matters for Decision / Noting** | |
| 2.1 | **QFD Equity and Diversity Plan Update**<br>Mindy Kayes provided an update, key point were:<br>- QFD 2025 Equity and Diversity Plan currently being finalised<br>- Consultation with COIs to understand their work priorities/workplan to incorporate into the Plan.<br>- QFD 2025 Equity and Diversity Audit Report and WfQ data used to populate the plan. | |
| **2.2** | **Update from each COI**<br><br>**Marie Bledsoe provided an update on Disability**. Key points were:<br>- Successful consultation with Disability Services plan, a reportable document which has now been finalised.<br>- Upcoming consultation with Complaints Management Systems team which will involve four pieces of doctrine.<br>- Next 12 months of planning completed and meeting times locked in.<br>- A good session held recently with mentor, Dr Palipana which reinforced why we do what we do.<br>- Next meeting scheduled to focus on approximately 8 accountable tasks to ensure they are connected strategically before finalising a 12-month workplan.<br>- Question raised regarding modifying the 12-month workplan template.<br>Comments from Council Members:<br>- Template designed for consistency.<br>- Addendums can be added for specificity for items such as project plans.<br>- Utilise QFD project tools that are already available.<br>- Work collectively but keep consistency in the 12-month workplan templates. | |

| No# | Item | Actions |
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| | **Paula Douglas provided an update on Gender**. Key points were:<br>- Held a COI planning workshop with Prue Gilbert (COI Coach).<br>- Identified high-level gaps around QFR recruitment, PPC and uniform issues, and some very gender specific policy issues. Topics are quite high level and systemic and considered to be outside of the team's scope of ability and capabilities. Need to identified priority work areas.<br>- Concerns that people are seeking support from Gender COI to review topics that are out of the COI's scope and capability. Currently considering boundaries around what the team can provide value and input too.<br>- Noting that Equity and Diversity is included in the EBNs now, seeking clarity around the scope in terms of the COIs and ensuring protection about people seeking support from COIs. Consideration given to governance around people requesting COIs to review documents, some concerns around the sensitivity and whether COI should review this work. Need to educate workforce that COIs are a reference group not a Governance Committee making the decisions.<br>Comments from Council Members:<br>- The workplans should drive the scope of the COIs.<br>- The Chair noted a need for collaboration and consistency between COIs to ensure COIs are not used as a dumping ground. Need to educate QFD about how COIs work.<br>- It was also noted that consultation to develop the work plan, and getting consensus, is important to prevent the concerns raised becoming a reality.<br>- The focus for developing work plans should be high value items that can make important changes to QFD, include both short-term and long-term items.<br>- Focus on short-term and medium-term items with a two-year view that will promote systemic change. SSB team can work with the COIs to understand how information can come back to ERC and be progressed through other larger programs of work across the People and Culture Directorate.<br>- COIs encouraged to utilise current programs of work, consider items that have already been prioritised, utilise these as a lever to drive change in a meaningful way.<br><br>**Shakira Westdorp provided an update for Regional and Remote**. Key points were:<br>- COI team still to be finalised, hoping for another potential member in a couple of weeks.<br>- Similar concerns to what other COIs are experiencing with being approached by different members of the workforce for advice and/or seeking change.<br>- Clarification required around delegation, communication lines and authority in what the COIs have agency to achieve.<br>- Keen to have access to WfQ survey to have a broader perspective of key issues.<br>- Key priorities that have been identified:<br>    o Inclusion and representation on statewide working groups and panels.<br>    o Equal opportunities to participate in training and development for regional and remote staff. A consideration as a measure of success is to have written into the Equity and Diversity Plan that the Live Fire Prop is deployed to a at least five regional locations in 2026.<br>- Investigate and research an internal advertising campaign for regional and remote positions.<br>- Investigation auxiliary to permanent employment pathway.<br>- Improved communications. | **Action**: Logistic of delivering Live Fire Prop in regional locations (202509.02) |

| No# | Item | Actions |
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| | Comments from Council Members:<br>- The Chair mentioned a need to consider how issues around people in Regional and Remote being disadvantaged can be elevated, noting it is not in the COIs role to resolve these issues.<br>- It was suggested that P&C Directors should attend the next round of COIs to understand their work priorities.<br><br>**Steele Davies provided an update on First Nations on behalf of Julie Smith**. Key points were:<br>- Experiencing adjustment challenges around Reframing the Relationship Plan.<br>- COI recognises much work is underway within the QFD First Nations space.<br>- No data currently available for First Nations volunteers.<br>- Workplan is slowly coming together.<br>- First Nations Burning Workshops previously had low success due to weather and budgetary conditions.<br>- Together Artwork - COI seeking clarification that there is twelve months extension to use the artwork.<br>Comments from Council Members:<br>- The Chair reminded the COIs they can tap into other programs currently in place to progress items.<br>- Suggestion to link information about First Nations peoples into the Volunteer Onboarding Systems Board. | **Action:** P&C Directors to attend COI meetings (202509.03)<br><br>**Action:** Advise Onboarding Systems Board there is a need to collect demographic data for auxiliaries and volunteers (202509.04) |
| 2.3 | **Governance – Submission Template**<br><br>Several queries were received from COI members about the process for requests to the ERC (eg: funding/resources for delivery of a significant event). A Submission template has been developed for consideration. | **Action** – Distribute draft Submission template to members for feedback (202509.05) |
| 2.4 | **QFD Inclusion Curriculum**<br><br>A brief presentation on the QFD Inclusion Curriculum being introduced shortly.<br>A subscription has been purchased for two years with SBS, the leader in the DI Microlearning space in Australia. Key points were:<br>- Subscription of 5,000 licenses sufficient for paid employees.<br>- Consideration should be given to subscription numbers for the volunteer workforce.<br>- Content is delivered as 20-minute learning bites, animations which make difficult concepts easier to understand, and interviews featuring real stories from diverse people,<br>- The curriculum will be housed on aXcelerate as one module.<br>- The curriculum should be included in the Onboarding of new people.<br>- Requesting feedback from COIs on the content of the curriculum and its relevance to the COI communities, to gauge the return on the investment that has been made.<br>- QFD Branding is being applied.<br><br>Concerns were raised around Volunteers having access to the QFD Inclusion Curriculum. Suggestion made that RFSQ paid staff could provide QFD Inclusion Curriculum to volunteers on their Brigade training nights. Clarification was also provided regarding mechanisms to support operational people with limited access to devices, such as via group training. | **Action**: Distribute QFD Inclusion Curriculum presentation to members (202509.06)<br><br>**Action**: Consideration of dissemination of QFD Inclusion Curriculum across Services and Regions (202509.07) |
| 4.0 | **Meeting Finalisation** | |

<table>
<tr><th>No#</th><th>Item</th><th>Actions</th></tr>
<tr><td>4.1</td><td>Other Business<br><br>The Chair advised that Champions of Change have asked for a presentation on the Everyday Respect Council to describe what the program of work is, its extent, its reach and its intent. A good opportunity to showcase the work of COIs and the next steps.<br><br>It was noted that, during 2025 Estimates Hearings, attention was placed on acknowledgement of country, particularly on the plaques, stations, facilities, and the traditional owners. Advice is being sought from relevant ELT member on implications.</td><td></td></tr>
<tr><td>4.2</td><td colspan="2">Review New Actions<br><u>New Actions</u>
<table>
<tr><th>Action Details</th><th>Assigned to</th><th>Due Date</th></tr>
<tr><td>ERC.202509.01 Action Register to be added to Member SharePoint page.</td><td>Karen Stone</td><td></td></tr>
<tr><td>ERC.2025.09.02 Consider Logistics of delivering Live Fire Prop in regional locations as per Regional and Remote COI Workplan.</td><td>Mindy Kayes and Rona McLean Carmody</td><td></td></tr>
<tr><td>ERC.2025.09.03 Arrange for P&C Directors to attend COI meetings.</td><td>Mindy Kayes/Karen Stone</td><td></td></tr>
<tr><td>ERC.2025.09.04 Advise Onboarding Systems Board about the need to collect demographic data for auxiliaries and volunteers as part of the onboarding process.</td><td>Katrina McGill</td><td></td></tr>
<tr><td>ERC.2025.09.05 Distribute draft Submission template to members for feedback.</td><td>Mindy Kayes</td><td></td></tr>
<tr><td>ERC.2025.09.06 Distribute QFD Inclusion Curriculum presentation to members.</td><td>Mindy Kayes</td><td></td></tr>
<tr><td>ERC.2025.09.07 Consider how best to disseminate QFD Inclusion Curriculum across Services and Regions.</td><td>Mindy Kayes and Rona McLean Carmody</td><td></td></tr>
</table></td></tr>
<tr><td colspan="2">Meeting close – 4.09pm</td><td></td></tr>
<tr><td colspan="2">Next meeting: 17 October 2025 at 1:30pm, Conference Room B2.32</td><td></td></tr>
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# Everyday Respect Council

# Minutes

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|---|---|
| **Date** | 17 October 2025 |
| **Time** | 1:30pm – 2:30pm |
| **Location** | Conference Room C3.06 and TEAMS |
| **Chair** | • Stephen Smith AFSM \| Commissioner |
| **COI Members** | • John Cawcutt AFSM \| Chief Fire Officer (SLT Sponsor – Gender)<br>• ***Rebecca Denning \| A/Chief Operating Officer***<br>• ***Michael O'Neil \| Assistant Commissioner, Northern Region (SLT Sponsor – Regional and Remote***)<br>• ***Peter Hollier \| A/Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations)***<br>• Adam Green \| Executive Director, Asset Services (SLT Sponsor – Disability)<br>• Katrina McGill \| Chief Human Resource Officer<br>• ***Rona Mclean Carmody \| Director, Strategy and Services***<br>• ***Kade Brindell \| First Nations Strategy and Partnerships Branch***<br>• Paula Douglas \| Acting Superintendent, Southern Region (Chair – Gender)<br>• ***Shakira Westdorp \| A/Inspector, Southern Region (Chair – Regional and Remote)***<br>• ***Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations)***<br>• Marie Bledsoe \| Senior Consultant, Talent Acquisition (Chair – Disability) |
| **Standing Invitees** | • Mindy Kayes \| Principal Social Policy Officer |
| **Apologies** | • Rebecca Denning \| A/Chief Operating Officer<br>• Michael O'Neil \| Assistant Commissioner, Northern Region (SLT Sponsor – Regional and Remote)<br>• Peter Hollier \| A/Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations)<br>• Rona McLean-Carmody \| Director, Strategy and Services<br>• Kade Brindell \| First Nations Strategy and Partnerships Branch<br>• Shakira Westdorp \| A/Inspector, Southern Region (Chair – Regional and Remote)<br>• Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations) |
| **Proxy** | • Rose Kapaith \| Online Executive Manager \| Media, Comms and Online (for Julie Smith) |
| **Secretariat** | • Karen Stone \| Business Support Office, Strategy and Services Branch |

| No# | Item | Actions |
|---|---|---|
| **1.0** | **Preliminary Matters** | |
| 1.1 | **Acknowledgement of Traditional Owners and Elders Past and Present**<br>• The Chair acknowledged the Traditional Owners and Elders past and present. | |

| No# | Item | Actions |
|---|---|---|
| 1.2 | **Chair's opening comments**<br>• The Chair welcomed everyone and provided a brief overview of the Agenda including the Terms of Reference for endorsement,<br>• The frequency of meetings will move to two hours every three months as reflected in the Terms of Reference. | |
| 1.3 | **Conflicts of Interest declarations**<br>• Nil conflicts of interest were declared. | |
| 1.4 | **Confirmation of Quorum achieved**<br>• The Chair confirmed a Quorum had been achieved. | |
| 1.5 | **Minutes from previous meeting** – 18/09/2025<br>• Nil change was requested.<br><br>**Resolution**<br>The Council **approved** the Minutes from meeting held 18/09/2025 | |
| 1.6 | **Review of Open Actions**<br><br>ERC.202509.01 Action Register to be added to Members SharePoint Page. (Karen Stone)<br>- Completed.<br>- Propose action be closed<br><br>ERC.202509.02 Consider Logistics of delivering live Fire Prop in regional locations as per Regional and Remote COI Workplan. (Mindy Kayes/Rona McLean Carmody)<br>- Work underway to deliver Live Fire Prop in region.<br>- Propose action be closed<br><br>ERC.202509.03 Arrange for P & C Directors to attend COI meetings. (Mindy Kayes/Karen Stone)<br>- Chairs to advise status update.<br>- Action ongoing<br><br>ERC.202509.04 Advise Onboarding Systems Board about the need to collect demographic data for auxiliaries and volunteers as part of the onboarding process. (Katrina McGill)<br>- Demographic data is recorded within onboarding systems for volunteers assume it would be the same for auxiliaries.<br>- Propose action be closed.<br><br>ERC.202509.05 Distribute draft Submission template to members for feedback (Mindy Kayes)<br>- Feedback received from Marie Bledsoe and Julie Smith – supported.<br>- Propose action be closed.<br><br>ERC.202509.06 Distribute QFD Inclusion Curriculum presentation to members. (Mindy Kayes)<br>- Completed.<br>- Propose action be closed.<br><br>ERC.202509.07 Consider how best to disseminate QFD Inclusion Curriculum across Services and Regions. (Mindy Kayes/Rona McLean Carmody)<br>- Ongoing conversation occurring. | |

| No# | Item | Actions |
|---|---|---|
| | - Action ongoing.<br><br>**Resolution**<br>The Everyday Respect Council **approved** the closing of Actions:-<br>- ERC.202509.01<br>- ERC.202509.02<br>- ERC.202509.04<br>- ERC.202509.05<br>- ERC.202509.06 | |
| **2.0** | **Agenda Items** | |
| 2.1 | **Everyday Respect Council – Terms of Reference**<br>• Seeking endorsement of Terms of Reference<br>• The Commissioner noted that the Terms of Reference had been distributed for review and opened the floor for comment.<br>• There being no amendments, Council endorsed the Terms of Reference. | |
| 2.2 | **Update from each COI (including Workplan Update to comprise preliminary identified priorities / barriers)**<br><br>**Marie Bledsoe provided an update on Disability**. Key points were:<br>- A 2 year strategy tied to three QFD current strategies has been drafted.<br>- Next step is to make it into a reportable document using the template discussed last meeting, and delegating tasks.<br>- One of the members is about to trial the ERC submission form to seek approval for a fireside chat.<br><br>• John Cawcutt made comment about sharing of information amongst other COIs.<br>• Paula Douglas raised the Teams Page that has been set up for COIs recommending that this be used for collaboration and sharing of documents.<br><br>**Paula Douglas provided an update on Gender.** Key points were:<br>- Haven't had a chance to catch up with COI.<br>- Discussions occurring in the background about the workplan, considering short term strategy measures versus long term strategy measures.<br>- Meeting again as a COI in the next couple of weeks.<br><br>**Rose Kapaith provided an update on First Nations on behalf of Julie Smith**. Key points were:<br>- Some challenges with people being unavailable due to current operations and professional development<br>- Starting to understand the unique challenges of this COI, especially availability of data to inform workplan.<br>- Priorities are to meet with Public Sector Commission to understand government priorities and identify initiatives already broadly across government.<br>- Second priority is identifying key stakeholders such as Jason Brown's area, to explore data collection options for First Nations opportunities, inclusion and representation. Often data isn't collected which impacts progress.<br>- The third priority is promotion, visibility and commitment to First Nations relations through existing artwork commissions. Consideration given to organisational intent and political influence, currently being clarified. | |

| No# | Item | Actions |
|---|---|---|
| | • The Chair referred to identified positions that are possibly not all filled in RFSQ and need to understand barriers and how QFD can better support those position.<br><br>• CHRO offered to facilitate a conversation, noting that conversation with Director First Nations Strategy Branch (Director FNSB) regarding attraction and retention of identified positions. Director FNSB working with identified staff, work hasn't progressed since Director FNSB has been on extended leave.<br><br>There was no representation to provide an update on Regional and Remote. | |
| 2.3 | **COI Consultation Role**<br><br>Mindy Kayes (MK) spoke about consultation requests currently being received by COIs, and their capacity to assist. Key points were:<br>- concerns raised by COIs about consultation requests coming in,<br>- multiple COIs have received one specifically large request to review 45 pages and 6 pieces of doctrine without any guidance or direction,<br>- need to ensure COIs are not used as consultation 'dumping ground' and any consultation request should be targeted to the COI,<br>- COIs are encouraged to seek support from MK if having trouble in relation to consultation requests,<br>- general conversation occurred for management of consultation requests. Agreement reached for COI's to direct consultation requests to MK to make the request more targeted to, and manageable by, the COIs. Requests can be directed to Mindy via the ERC mailbox (erc@qfes.qld.gov.au) . | |
| 2.4 | **Courageous Respect Everyday leadership program update (including Commissioner's Video)**<br><br>MK provided an update on the Courageous Respect Everyday (CRE) program. Key point were:<br>- update provided to ELT/SLT<br>- two pilots completed in July and August 2025<br>- five-week program<br>- two more programs scheduled for 2025, Brisbane Region and Gold Coast<br>- communication packages have been drawn up<br>- Gateway launch end of October 2025<br>- Courageous Respect Everyday Video with Commissioner and ELT<br><br>It was noted that People and Culture are currently engaging possible providers (i.e. Griffith University) about an evaluation framework that will measure behavioural outcomes of the CRE program. | **Action:** MK to share PowerPoint presentation on ERC members SharePoint page. |
| 2.5 | **Accessibility Communications - Best Practice basics**<br><br>Marie Bledsoe (MB) provided a presentation on Accessibility Communications. Key points were:<br>- guidance on how to deliver accessible meetings<br>- accessible presentations<br>- accessible events<br>- accessible online platforms and documents<br>- considering internal and external QFD audiences | **Action:** MB to share PowerPoint presentation on ERC members SharePoint page. |

| No# | Item | Actions |
|---|---|---|
| | - how it ties to strategy<br>- how it creates meaningful connection and brand awareness with a broader demographic.<br><br>General conversation occurred around the current QFD style guide on the Gateway, and improvements required to make it accessible.<br><br>Katrina McGill (KM) volunteered P&C to take the Action to get the QFD style compliant. | **Action**: KM.to talk to our Style Guide People about bringing the style guide up to compliance. |
| **3.0** | **Meeting Finalisation** | |
| 3.1 | **Other Business**<br><br>MB queried meeting frequency change and impact on COIs making submissions to ERC. The Chair advised that the Terms of Reference provides for Out of Session business for urgent submissions. Alternatively, an extraordinary meeting can be held where warranted.<br><br>MK will be the point of contact for submissions. Request made that COIs advise MK on how they would like to manage their submissions (i.e. Out of Session /.Extraordinary). | |
| 3.2 | **Review New Actions**<br>**<u>New Actions</u>** | |

**Action items (3.2):**

| Action Details | Assigned to |
|---|---|
| Share ‘Courageous Respect Everyday Program’ PowerPoint presentation on the ERC members SharePoint page. | Mindy Kayes |
| Share ‘Accessibility Communications - Best Practice basics’ PowerPoint presentation on the ERC members SharePoint page. | Marie Bledsoe |
| Liaise with relevant people to get the QFD Style Guide compliant. | Katrina McGill |
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| **Meeting close –** 2.30pm | |
| **Next meeting:** 13 January 2026 Conference Room B2.32 and TEAMS | |

# Everyday Respect Council
# Minutes

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|---|---|
| **Date** | 22 January 2026 |
| **Time** | 13:30 to 15:30 |
| **Location** | Commissioner's Boardroom (8.01) Level 8, QFD HQ and TEAMS |
| **Chair** | • Stephen Smith AFSM \| Commissioner |
| **COI Members** | • John Cawcutt AFSM \| Chief Fire Officer (SLT Sponsor – Gender)<br>• Rebecca Denning \| Chief Operating Officer<br>• Michael O'Neil \| Assistant Commissioner, Northern Region (SLT Sponsor – Regional and Remote)<br>• ***Peter Hollier \| A/Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations) - Apology***<br>• Adam Green \| Executive Director, Asset Services (SLT Sponsor – Disability)<br>• Katrina McGill \| Chief Human Resource Officer<br>• Rona Mclean Carmody \| Director, Strategy and Services<br>• ***Kade Brindell \| First Nations Strategy and Partnerships Branch - Apology***<br>• Paula Douglas \| Acting Superintendent, Southern Region (Chair – Gender)<br>• Shakira Westdorp \| A/Inspector, Southern Region (Chair – Regional and Remote)<br>• Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations)<br>• Marie Bledsoe \| Senior Consultant, Talent Acquisition (Chair – Disability) |
| **Standing Invitees** | • Mindy Kayes \| Principal Social Policy Officer |
| **Apologies** | • Kade Brindell \| First Nations Strategy and Partnerships Branch<br>• Adam Green \| Executive Director, Asset Services (SLT Sponsor – Disability)<br>• Peter Hollier \| A/Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations) |
| **Proxy** | • NA |
| **Secretariat** | • Kelly Lee \| Project Support Officer \| Strategy and Services Branch |

| No# | Item | Actions |
|---|---|---|
| **1.0** | **Preliminary Matters** | |
| 1.1 | **Acknowledgement of Traditional Owners and Elders Past and Present**<br>• The Chair acknowledged the Traditional Owners and Elders past and present. | |
| 1.2 | **Chair's opening comments**<br>• The Chair welcomed everyone and provided a brief recap of the previous meeting and an overview moving forward. | |
| 1.3 | **Conflicts of Interest declarations**<br>Nil conflicts of interest were declared. | |
| 1.4 | **Confirmation of Quorum achieved**<br>• The Chair confirmed a Quorum had been achieved. | |
| 1.5 | **Minutes from previous meeting** – 17/10/2026 | |

| No# | Item | Actions |
|---|---|---|
| | • Nil change was requested.<br><br>**Resolution**<br>The Council **approved** the Minutes from meeting held 17/10/2026 | |
| 1.6 | Review of Open Actions – 17/10/2025<br>ERC.202509.03 - Arrange for P & C Director to attend COI meetings.<br>– Completed.<br>– Propose action be closed<br><br>ERC.202509.07 - Consider how best to disseminate QFD Inclusion Curriculum across Services and Regions.<br>– Completed.<br>– Propose action be closed<br><br>ERC.202510.01 - Share the 'Courageous Respect Everyday Leadership Program Update' Ppt presentation on the ER members SharePoint page.<br>– Completed.<br>– Propose action be closed<br><br>ERC.202510.02 - Share the 'Accessibility Communications – Best Practice Basics' Ppt presentation on the ERC members SharePoint page.<br>– Completed.<br>– Propose action be closed<br><br>ERC.202510.03 - Liaise with relevant QFD area to have the QFD style guide be compliant with accessibility guidelines.<br><br>Rona – Committed to provide an update on progress in 3 months of additional actions the arose from this action.<br>– Completed.<br>– Propose action be closed<br><br>**Resolution**<br>The Everyday Respect Council approved the closing of actions:<br>– ERC.202509.03<br>– ERC.202509.07<br>– ERC.202510.01<br>– ERC.202510.02<br>– ERC.202510.03 | |
| **2.0** | **Agenda Items** | |
| 2.1 | **Update from each COI – general discussion about workplan progress and barriers to implementation**<br><br>**Marie Bledsoe provided an update on Disability.** Key Points:<br>• Raised three areas for discussion:<br>1. Internal two-way feedback - no formal ERC/organisational structure to inform the COI of the outcomes of policy consultations,<br>2. COI visibility – there has been no organisational updates spotlighting ERC or COI actions/progress/milestones.<br>3. Organisational engagement – has faced barriers when requesting access to the Allies of Inclusion database to advertise events/training/development.<br>• The CFO noted the Certified Agreement has not yet been drafted and acknowledged that can be difficult to get traction in this space. | |

| No# | Item | Actions |
|---|---|---|
| | **Shakira Westdorp provided an update on Rural and Remote**: Key Points:<br>• Lack of an authorising environment and clear delegated responsibilities.<br>• Perception of current processes as a "box-ticking exercise," which undermines the purpose of the Community of Inclusion.<br>• Experiencing barriers to implementing inclusive initiatives.<br>• Experiencing frustration over the lack of progress on low-cost, high-impact initiatives (e.g., inclusion on state working groups), despite being raised months ago.<br>• Experiencing difficulty in progressing work plans due to structural and procedural obstacles.<br>• Frustration over the lack of traction and progress on ideas and initiatives, with some being stalled for over six months since work plans were delivered.<br>– AC O'Neil agreed, identifying the Certified Agreement as an example.<br>– The COO acknowledged the issue raised and advised we do need to address these.<br><br>**Julie Smith provided an update on First Nations.** Key Points:<br>• Lack of data systems to capture First Nations-specific information and track legacy work.<br>• Limited resources, time, and organisational capacity to address the scope of work required for meaningful change.<br>• Lack of governance around the authorising environment for COI, causing uncertainty about the feasibility of meaningful progress.<br>• Perception of COI work as a "box-ticking exercise" rather than a genuine effort to drive change.<br>– Chair suggested the COI focus on achievable goals within the constraints of current resources and organisational commitment. QFD operates within the agenda and timeframes set by the government of the day, which influences priorities and actions.<br>– Chair advised no additional resources available; all initiatives must be achieved within existing means. Reiterated QFD is committed to change and improvement but requires a realistic and strategic approach to achieve meaningful outcomes.<br>– Chair noted the importance of taking tangible steps with the resources we have.<br>– Director SSB spoke to data collection and advised this is only collected at recruitment stage and is governed by privacy.<br>– Chair suggested utilising the Allies of Inclusion database (Workforce Resource Groups) to request and capture data.<br>– Marie advised People with Disability COI have requested information about the Allies of Inclusion database (Workforce Resource Groups) and have been met with barriers.<br><br>**Paula Douglas provided an update on Gender**. Key points:<br>• Expressed a need for clarity and direction to define what COIs are trying to achieve.<br>• Raised questions about the process for submitting work plans to the ERC and how decisions are made and actioned.<br>• How do we promote work of COIs?<br>• Paula raised the issue of Coveralls. The two-piece option demonstrates the lack of a decision-making process.<br>– Director SSB advised COIS are still in 'start up' phase and the mechanisms for governances are as such. Offered suggestions to focus on "low-hanging fruit" – quick, easy-to-implement actions that increase visibility and build momentum. Suggestion for COIs to identify common objectives across diversity groups and tackle overarching issues holistically. | Action: Owner of Allys of Inclusion database to grant access to COI Chairs for communicating with relevant Workforce Resource Groups. |

| No# | Item | Actions |
|---|---|---|
| | – Chair acknowledgement of process failures in communicating and implementing endorsed recommendations. Clarification provided that the ERC validates and aligns recommendations, which are then passed to People and Culture Committee (PACC) or the ELT/SLT for further action.<br>– Chair committed to correcting these issues and ensuring that decisions are formally communicated to relevant services for action.<br>– CHRO advised that functional requests can go directly to the People & Culture Committee (PACC) for approval and won't need ERC approval.<br>– An ERC process needs to be determined based on discussion, endorsement or progress.<br><br>Chair summarised – "You have my number; you can access me. Please don't let these barriers fester and build reach out so we can seek clarity."<br><br>**Group discussion**:<br>• Role of the STL sponsors is to provide a two-way feedback mechanism with support from the COI external coaches.<br>– Suggestion to extend invitation to EXEC Connect to attend COI meeting – purpose to gain a clearer understanding of COIs and create communication networks.<br>• Ongoing discussions with uniforms and logistic around the two-piece options have been challenging.<br>– Chair suggested a meeting with Lindie Taylor to discuss how to progress to the next stage.<br>• Julie seeking clarification on QFDs political stance on First Nations – referred to signature blocks and flags on organisations website and a potential misalignment with current government.<br>– Chair advised QFD operate under the current government's frameworks and, at a local level, there is plenty QFD can do to get traction. | Action: Design formal governance process for QFD engagement with the COIs.<br><br>Action: COIs are invited to an EXEC Connect meeting.<br><br>Action: Chair to meet with Paula Douglas and Lindie Taylor to discuss research demonstrating coveralls are not the best operational option. |
| 2.2 | **COI Resignations:**<br>• Gender COI has had resignations and there are limited names left from the original EOI process.<br>• Request we ask if they are still interested.<br>• If no interest, suggestion to run a new EOI.<br>• CFO Cawcutt suggested a shoulder tap.<br>• Group consensus around the risk and lack of transparency with that approach.<br><br>**ERC** – Secretariat Karen Stone has had a change of working conditions and can no longer do the role.<br>– EOI drafted, to be advertised on Gateway. | Action: Review the COI EOI names to find a Gender COI replacement |
| 2.3 | **Update on Complaints Management Review Implementation - status and next steps:**<br>• The CMRI Program has been progressing numerous activities in the implementation of the complaints management uplifts. Including the review of doctrine, training current state and development and delivery of complaints governance reporting. Whilst the program is set to delivery many more initiatives over the coming 12 months, the implementation activities to date are starting to deliver positive change.<br>• The Phase 2 progress update report was completed by the CMRI Program team and approved by ELT in December 2025. This has been progressed to the assurer Kristen Hilton who is currently undertaking a review of the implementation progress report and conducting necessary enquiries in preparation of their second assurance report that will be publicly available once delivered. The phase 1 assurance is available on the Gateway.<br>• The CMRI Program implementation dashboard will be updated following the release of the second assurance report expected in February 2026. | |

| No# | Item | Actions |
|---|---|---|
| | • As part of the commitment to transparency in complaints management, QFD implemented quarterly complaints reporting available on the Gateway early 2025. The 4th quarter 2025 report has now been published. | |
| 2.4 | **Update on Courageous Everyday Respect program:**<br>• QFD is delivering the Courageous Respect Everyday leadership development program in 2026, designed to empower leaders to model respect in their daily actions.<br>• Successful delivery of the first two BAU programs commenced in November 2025 with:<br>– 27 participants from all four services attending the Greater Brisbane region Immersive program<br>– 33 participants from all four services attending the Immersive Southern region program.<br>– Those are not the completion numbers as some participants were unable to attend the requisite virtual session (reasons for non-attendance include leave rosters, variance in the four-shift availability, operational priorities and simply option not to attend).<br>– The Everyday Respect project team is working with those participants, yet to reach completion, to schedule them into a virtual session asap.<br>• Courageous Respect Everyday is being delivered at various locations across Queensland in 2026 to include Cairns, Townsville, Toowoomba, Rockhampton, Mackay, Maryborough, Sunshine Coast, Gold Coast and Brisbane.<br>• Program delivery venues are currently being sourced and secured for 2026, with a preference to booking Council libraries, Council or community halls and other low-cost venues that support program delivery. | |
| **3.0** | **Meeting Finalisation** | |
| 3.1 | **Other Business**<br><br>**Disparity in Safety Standards:**<br>• The implementation of the new station crewing model has highlighted disparities in safety standards between QFR and RFSQ, particularly in regional and remote areas.<br>• Challenges include limited crewing on vehicles in remote areas, with some stations having only one or two personnel available, making it difficult to meet the standard of four firefighters per truck.<br>**Auxiliary Model and Community Support:**<br>• Need to review and improve the auxiliary model to better support communities that lack contemporary fire services.<br>• Suggestions include embedding QFR and RFSQ into communities to encourage local recruitment and engagement, similar to initiatives like the Queensland Academy of Sport's talent identification programs.<br>• Subsidising smoke alarms in underserviced communities was discussed as a potential low-cost safety measure to address service delivery gaps.<br>**Recruitment and Retention Challenges:**<br>• Recruitment and retention of auxiliary and volunteer firefighters remain challenging, particularly in remote and rural communities.<br>• Previous recruitment initiatives, such as the 2024 Auxiliary Issues Forum, need to be revisited to assess outcomes and identify actionable insights.<br>• Collaboration with local councils and state government could help address recruitment challenges, with suggestions including council-supported training time, emergency services leave, and local incentives like rate subsidies.<br>**Days of Recognition and Community Engagement:**<br>• Discussion around coordinating events for days of recognition, such as International Women's Day, and how Communities of Inclusion (COIs) can contribute. | |

| No# | Item | Actions |
|---|---|---|
| | • Proposal to develop a 12-month calendar of significant dates informed by COIs, with a focus on meaningful and manageable events.<br>• Suggestion to use Diversity Council Australia's annual calendar as a baseline for planning and promoting days of significance.<br>**External Coaching Feedback:**<br>• Positive feedback on external coaches, with their support helping validate processes, align strategies with organisational objectives, and provide insights into broader inclusion practices.<br>• Some challenges noted in adapting external expertise to the rank-based structure and internal processes of the organisation.<br>• Coaches have been particularly helpful in providing guidance on storytelling, engagement, and aligning work plans with organisational goals.<br>**Collaboration with Local Government:**<br>• Potential to work with the Local Government Association of Queensland (LGAQ) and councils to explore innovative solutions for supporting auxiliaries and volunteers.<br>• Examples of successful council initiatives include subsidised rates, emergency services leave, and paid training time for RFSQ and SES volunteers.<br>• Emphasis on the need to identify and share information about council-specific support and incentives to aid recruitment and retention efforts. | ACTION – COIs to present Days of Significance they would like to acknowledge at the next ERC meeting |
| 3.2 | **Review New Actions**<br>**<u>New Actions</u>** | |

| Action Details | Assigned to |
|---|---|
| Owner of Allys of Inclusion database to grant access to COI Chairs for communicating with relevant Workforce Resource Groups | Rona McLean-Carmody |
| Design formal governance process for engagement with the COIs | Mindy Kayes |
| COIs are invited to an EXEC Connect meeting | Chair |
| Chair to meet with Paula and Lindy Taylor to discuss research demonstrating coveralls are not the best operational option. | Chair |
| Review the COI EOI names to provide a Gender COI replacement | Mindy Kayes |
| COIs to present Days of Significance they would like to acknowledge at the next ERC meeting | COI Chairs |

**Meeting close** – 3:30pm

**Next meeting: 10 April 2026 at 9am (Commissioner's Boardroom HQ)**

Everyday Respect Council

# Minutes

| | |
|---|---|
| **Date and time** | 10 April 2026 |
| **Location** | Commissioner's Boardroom, Level 8, QFD HQ and TEAMS |
| **Chair** | Stephen Smith AFSM \| Commissioner |
| **Committee Members** | John Cawcutt AFSM \| Chief Fire Officer (SLT Sponsor – Gender)<br>Rebecca Denning \| Chief Operating Officer<br>Adam Green \| Executive Director, Asset Services (SLT Sponsor – Disability)<br>Craig Magick \| Acting Deputy Chief Officer, Strategic Capability RFSQ – proxy<br>Katrina McGill \| Chief Human Resource Officer<br>Rona McLean-Carmody \| Director, Strategy and Services<br>Paula Douglas AFSM \| A/Inspector, Southern Region (Chair – Gender)<br>Shakira Westdorp \| A/Inspector, Southern Region (Chair – Regional and Remote)<br>Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations)<br>Marie Bledsoe \| Senior Consultant, Talent Acquisition (Chair – Disability) |
| **Standing Invitees** | Mindy Kayes \| Principal Social Policy Officer |
| **Guests** | |
| **Apologies** | Michael O'Neil \| Assistant Commissioner, Northern Region QFR (SLT Sponsor – Regional and Remote)<br>Peter Hollier \| Deputy Chief Officer, Strategic Capability RFSQ (SLT Sponsor – First Nations)<br>Kade Brindell \| First Nations Strategy and Partnerships Branch - Apology<br>Julie Smith \| Senior Program Officer, Frontline Women's Network (Chair – First Nations) |
| **Secretariat** | Abby Blair \| Executive Manager, Talent Acquisition QFR |

| Item | Subject | Action |
|---|---|---|
| **1.** | **Preliminary matters** | |
| **1.1** | **Acknowledgement of Country**<br><br>The Chair acknowledged the Traditional Owners and Elders, past and present. | |
| **1.2** | **Welcome and apologies**<br><br>The Chair:<br>1. Opened the meeting at 09:00am<br>2. Welcomed all attendees and noted apologies<br>3. Noted the committee had achieved a quorum to hold the meeting | |
| **1.3** | **Conflicts of interest**<br>The Committee noted no conflict of interests were declared. | |





DELIVERING FOR QUEENSLAND

Queensland Government

# Minutes

| Item | Subject | Action |
|---|---|---|
| **1.4** | The Committee noted that the minutes of the meeting on 22 January 2026 were a true and accurate recording of the meeting.<br>**Resolution**<br>The Committee APPROVED the minutes from the previous meeting held on 22/01/2026 with no amendments as discussed. | |
| | **Actions arising from previous minutes**<br><br>**ERC.202601.01** – *Owner of Allies of Inclusion database to grant access to COI Chairs for communicating with relevant Workforce Resource Groups (Rona)* **Status: OPEN**<br>**Update:** The Ally database will be transitioned as part of the handover in April from the current administrative owner.<br>**Status: OPEN**<br>**ERC.202601.02** – *Design formal governance process for engagement with the COIs*<br>Update: A checklist has been developed and emailed to ERC members prior to the meeting for consideration. If endorsed by the ERC, this action can be closed.<br>**Action:** Mindy to incorporate the suggested changes. In-principle support was given, and the checklist will be endorsed out of session.<br>**Status: OPEN**<br>**ERC.202601.03** – *COIs are invited to an EXEC Connect meeting*<br>**Update:** Completed. COI Chairs attended the March Exec Connect meeting.<br>**Action:** Schedule a six-month follow-up for Exec Connect to provide updates.<br>**Status: CLOSED**<br>**ERC.202601.04** – *Chair to meet with Paula and Lindy Taylor to discuss research demonstrating coveralls are not the best operational option*<br>**Update:** A meeting was held on 5 March 2026 with Paula Douglas, Adam Green, and Service representatives. The outcome was for ASD to follow up on a two-piece option as an additional allocation. Each Service was asked to review their needs and provide advice to ASD on whether they require both coveralls and a two-piece option. To date, QFR has provided advice, and ASD is progressing a 12-month trial of the two-piece option.<br>PD appreciated the feedback and engagement from AG. Alternatives were identified, and three options were sourced without exceeding costs. QFR has supported the trial, and discussions are ongoing about coordinating the trial with RFSQ and other services (e.g., Air Ops and Bushfire Investigation). Jodie Templeman to be the RFSQ contact.<br>**Action:** AG to arrange a meeting with Executive Manager, Uniforms and Logistics and the two services to coordinate the trial.<br>**Status: MONITOR ONGOING (PD)** | ERC.202601.02 Action: Mindy to incorporate the suggested changes. In-principle support was given, and the checklist will be endorsed out of session.<br><br>ERC.202601.04 Action: AG to arrange a meeting with Executive Manager, Uniforms and Logistics and the two services to coordinate the trial. |

**ERC.202601.05** – *Review the COI EOI names to provide a Gender COI replacement*

**Update:** Completed. Quinn Cramer was identified as the new member of the Gender COI.

**Status: CLOSED**

**ERC.202601.06** – *COIs to present Days of Significance they would like to acknowledge at the next ERC meeting*

**Update**: This Agenda Item did not get raised – held over to July 2026 meeting.

**Status: ONGOING**

ERC.202601.06 Action: held over to July 2026 meeting.

| 2. | Out of session items | |
|---|---|---|
| 2.1 | Nil. | |

| 3. | Matters for decision/noting (any business items requiring decisions) | |
|---|---|---|
| 3.1 | Update from each COI – Workplans for Council Endorsement | |

**Disability Community of Inclusion Workplan**
Marie provided an update on the Disability COI's workplan, which is guided by a two-year strategy. The workplan is underpinned by clear guiding principles, with every action aligned to the Disability Service Plan and Strategy and Corporate Services Service Plan deliverables. A co-design approach is being applied at every stage, with a focus on clear deliverables and measurable success indicators.

Key elements of the workplan include:

Integration: Ensuring COI activities are connected to broader strategies and reforms, with a focus on progressive growth, building strong foundations, and embedding sustainable practices.

Five Focus Areas: Accessible communication and places, Workforce inclusion, Community partnerships, Governance, and Integration.

Key Initiatives and Achievements:

- Quarterly "Lunch and Learn" sessions, including successful Auslan sessions
- Core Byte series and the "Voices of Inclusion" video series
- Development of the "Ability in the New Gateway" awareness calendar, which highlights multiple communities
- Hosting action weeks with invitations extended to directors as guests
- Creation of an annual COI impact report to document and communicate achievements
- Co-design of fire safety materials for external community distribution.

Success Measures:

- Alignment with the objectives of the SCS Service Plan, Strategic Plan, and Disability Service Plan, including reportable outcomes.
- Metrics include event participation, number of allies, Workforce for Queensland (WFQ) survey results, training uptake, and resource utilisation (e.g., guide downloads).
- Partnerships and Memoranda of Understanding (MOUs) established.

- Complaints management, including time to resolution.
- Progress on culture change initiatives, with timelines set for Year 1 and Year 2.

KM emphasised the importance of linking the COI workplans to the organisation's People Strategy Roadmap to ensure visibility and alignment. Embedding these connections will depend on the progress of each COI.

The COI has been engaged to provide feedback on various items, now seeking for a follow up to close the feedback loop. This process is now included in the COI checklist, which will be updated accordingly. AG to provide an update to SLT on the need to provide feedback to the COI's when they are engaged for consultation.

ERC.202604.01 Action: AG to provide an update to SLT on the need to provide feedback to the COI's when they are engaged for consultation.

The committee **endorsed** the Workplan for the Disability Community of Inclusion.

3.2 Update from each COI – Workplans for Council Endorsement

**Regional and Remote Community of Inclusion Workplan**

The Regional and Remote COI presented their workplan for endorsement, focusing on initiatives to address recruitment, retention, and operational challenges in regional and remote areas. The workplan is structured around four main areas:

1. Representation:
   - Ensuring participation in working groups, panels, and state trials to represent regional and remote perspectives.
2. Policy Development:
   - Developing a policy for Queensland Fire Department (QFD) employees to be released for incident responses, particularly for those who hold multiple roles within the department.
   - Addressing challenges such as fatigue management and remuneration for employees who are excluded from responses during work hours.
   - Providing assurance to local employers through policy or guidance to encourage the release of staff for incident response.
3. Recruitment and Retention:
   - Exploring regional and remote recruitment options, including suitability assessments for permanent employment and pathways from auxiliary to permanent roles.
   - Promoting QFD as an employment option through career days and highlighting the value of volunteering and participation as pathways to employment.
   - Developing an internal advertising campaign to improve visibility of opportunities, as some information is currently being lost through the gateway.
   - Investigating partnerships and sponsorships with organisations to provide incentives for regional and remote employees, such as discounts on insurance, registration, and fuel.
   - Drafting a submission to engage local governments in supporting recruitment and retention efforts.
4. Training and Communications:
   - Ensuring fair and equitable access to training opportunities while minimising costs and avoiding disadvantages for regional and remote employees.

- Establishing a Statement of Agreement (SOA) to create a network and develop an internal communications approach.

The committee **endorsed** the workplan for the Regional and Remote Community of Inclusion.

A query was raised about the absence of a formal QFD policy for releasing dual-role staff, such as administrative officers who are also Auxiliary Firefighters, to attend incidents. While CA25 offers some guidance on work hours, clear principles or guidelines are needed to address this issue, which could impact SFCC staff and operations state-wide.

Key challenges include limited staff availability, prioritising operations over administrative tasks, and balancing responsibilities. Proposed solutions include defining essential and non-essential roles, managing BAU tasks during heightened operations, and supporting staff returning from incidents. Concerns were also noted about the impact on auxiliary firefighters and smaller tasks, highlighting the need for a balanced approach.

ERC.202604.02 Action: KM to connect SW with CA25 team to discuss potential connection points and guidelines.

ERC.202604.03 Action: Chair to engage with QFR and RFSQ to understand the guidance and procedures followed when deploying operationally trained staff to (low level local) incidents.

3.3 Update from each COI – Workplans for Council Endorsement

**Gender Community of Inclusion Workplan**

The Gender COI presented their workplan for endorsement, which includes a vision statement and several priorities grouped into five key categories: Recruitment, Leadership, Development, Policy Review and Long-Term Collaboration; and Culture of Inclusion, Wellbeing, and Safety.

The workplan also emphasises research and continuous learning, with a focus on creating a sustainable culture of inclusion. Each area of responsibility has been allocated to team members, with the overall plan designed to extend beyond the current timeframe due to the large scope of work.

Key Initiatives and Updates:

- Presentations are being prepared for the ERC to highlight opportunities for improvement, particularly in the recruitment space.
- Collaboration opportunities have been discussed with QFR TA and COI Chairs to identify areas for further improvement.
- Research has been conducted into leadership and recruitment, with a focus on recognising and nominating individuals for opportunities.
- Ongoing efforts include EOI catch-ups and inviting QFR and RFSQ networks to integrate as connection points to the COI.
- Sharing information about ongoing projects, with support from CHRO, who is assisting the COI in achieving its goals.
- Recruitment improvements are expected to take a few months, while leadership research may be presented at the next ERC meeting.

Workplace Health and Safety (WHS):

- Opportunities for collaboration in WHS were discussed.

Governance and Workplan Simplification:

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| • The committee considered whether the 5-hour allocation for governance tasks could be removed from the workplan to simplify processes and make them applicable across all templates.<br>• JC commended Paula, Shakira, and the team for their ambitious workplan but advised focusing on a realistic workload for 2025-26, as some items may extend beyond the current timeframe.<br>Structural PPC Ensemble:<br>• SS confirmed that all AFAC feedback on the structural PPC ensemble had been considered.<br>• AG noted that gender considerations are included in market tenders, but current market capacity for tailored arrangements is limited. While tailored fits are the goal, single fits may need to be used temporarily.<br>• PD highlighted issues with PPC during RIT training, such as jacket lengths being insufficient. AG acknowledged that a one-size-fits-all approach is not feasible.<br>• PD suggested engaging with the Executive Manager, Uniforms and Logistics to ensure open communication and conducting a survey to ensure inclusivity for all, not just gender-specific needs.<br>The committee **endorsed** the workplan for the Gender Community of Inclusion.<br>It was acknowledged that the Chair for the First Nations COI was not present, the committee proposed endorsing all three workplans, with adjustments to the governance sections and timelines. It was agreed an out of session review would be suitable for the First Nations Workplan, once endorsed, the workplans can be published. | ERC.202604.04 Action: PD to engage with Executive Manager, Uniforms and Logistics to ensure open communication regarding PPC fit issues and to conduct a survey to ensure inclusivity for all staff.<br>ERC.202604.05 Action: Chair to schedule an out-of-session meeting to review the First Nations Workplan. Once endorsed, it will be published on the Gateway. |
| 3.4 Process to change SLT Sponsor of COI<br>The group discussed the selection process, roles, and responsibilities of Senior Leadership Team (SLT) sponsors for the Community of Inclusion (COI) groups. The role of SLT sponsors is person-based (not position-based), causing challenges when sponsors are on leave. The importance of having committed and engaged sponsors who work closely with COI chairs and committees was emphasised, as their involvement significantly impacts the effectiveness of the groups.<br>The group agreed on the need to formalise the selection process, ensuring that the SLT Sponsors chosen are willing to meet the expectations of the role. New SLT Sponsors will receive a tailored induction to clarify responsibilities and ensuring sponsors are prepared to provide tangible support, address challenges, advocating for resources, and fostering intersectionality on behalf of their COI.<br>It was highlighted that the SLT sponsor engagement is different across the COIs. SLT Sponsors should be acting as advocates and drivers for their COIs, dedicating their time to understanding the unique needs of their COIs, and incorporating COI updates into SLT meetings. | |

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| The group also discussed the role of the External Coaches. It was suggested that SLT could host a panel discussion with the External Coaches and SLT Sponsors which could help share learnings and improve engagement.<br><br>Discussion occurred about how new SLT Sponsors will be chosen. It was agreed that an Expression of Interest process would occur as follows:<br>1. An EOI will be open to SLT seeking a new SLT Sponsor.<br>2. ELT will review all EOIs to determine and endorse a candidate,<br>3. The Chair will inform the COI who will be undertaking the SLT Sponsor role<br><br>An SLT Sponsor Roles and Responsibilities Guide will be developed by the Principal Social Policy Officer. | ERC.202604.06 Action: RM to explore facilitating a panel at SLT with the External Coaches and SLT Sponsors.<br><br>ERC.202604.07 Action: MK to develop a checklist outlining SLT sponsor Roles and Responsibilities. |
| 3.3 Process to find new COI members<br><br>The group discussed the need to recruit new members for the Community of Inclusion (COI) groups, as original members have left QFD. It was agreed that a new Expression of Interest (EOI) process should be initiated to identify new members. The group highlighted the importance of considering how to effectively resource and manage the EOI process.<br><br>It was agreed that the non-operational recruitment team could assist in facilitating the EOI to ensure a streamlined and efficient process | ERC.202604.08 Action: RM to coordinate the EOI for new COI members with the non-operational recruitment team. |
| 3.4 Update on CA25 Ballot<br><br>An update was provided on the CA25 Ballot, which achieved successful voting representation and a positive outcome. The agreement is scheduled to proceed to certification next week. A key highlight of the agreement is the inclusion of an important clause addressing rural and remote areas, which is expected to represent a significant step forward in supporting these communities. | |
| 3.5 Update on AFAC Submission on Recruitment<br><br>An update was provided on an initiative led by the Australasian Fire and Emergency Service Authorities Council (AFAC), which has submitted a formal bid through the National Hazards Research Australia body. The proposal, titled "Fit for Fire," outlines a 1–3-year program aimed at conducting a comprehensive review of contemporary firefighting requirements and recruitment processes, with a focus on improving gender equality within the firefighting workforce. The program will also aim to define the inherent requirements of firefighting roles, establish entry testing standards, and develop ongoing testing protocols.<br><br>All urban fire services have committed to participating in the program. AFAC expects to receive feedback on the bid in May. If successful, funding will be granted, and AFAC will collaborate with participating areas to implement the proposal. | |
| 4. Meeting Finalisation | |
| 4.1 Other Business – Paid work/ overtime for ERC duties | |

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| KM raised the average of five hours of paid work for ERC meetings has been challenging for different members due to varying circumstances. Some new managers may not be aware of the arrangements.<br><br>Concerns were raised about operational colleagues facing challenges with incorporating meeting attendance into their rosters and being refused overtime (OT). Ensuring personnel have access to paid work for these meetings was emphasised.<br>The Chair highlighted the need to induct new managers to ensure they are aware of these arrangements. PD shared an example of a staff member who successfully managed their time using the crewing model while receiving support from their division.<br><br>For ERC meetings held on days off, normal work arrangements can be made. The Chair confirmed that on-shift personnel attending ERC meetings would be eligible for OT. Regarding attendance during leave, the Chair clarified that attendance is not compulsory, but every effort should be made to attend, or a proxy should be sent where possible.<br><br>The group agreed that ERC meetings are valuable for COI chairs to attend, and the ERC agreed that OT applies for these meetings, with the regions being responsible for the OT costs. | ERC.202604.09 Action: RM to draft communication for KM to share with the SLT, advising on attendance and payment of OT for on-shift personnel attending ERC meetings. |
| 5. Meeting closed | |
| There being no further business the meeting closed at 10.35am<br><br>Next meeting: Tuesday, 7 July 2026 1:30 – 3:30pm<br>Commissioner's Boardroom, Level 8, QFD HQ and TEAMS | |

# First Nations **Community of Inclusion**

# Minutes

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|---|---|
| **Date** | 14th July 2025 |
| **Time** | 10:00 to 11:00 |
| **Location** | MS Teams |
| **Chair** | • Julie Smith (JS), Chair |
| **COI Members** | • Eane Watson (EW), Member<br>• Rose Kapaith (RK), Member<br>• Glory Zamani (GZ), Member |
| **Standing Invitees** | • |
| **Guests/ Presenters** | • |
| **Apologies** | • Tammy Pope (TP), Coach<br>• DCO Karen Hodges AFSM (KH), SLT Sponsor |
| **Secretariat** | • Steele Davies (SD), Secretariat |

| No# | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 10.03.<br>A Quorum was present. |
| 1.3 | **Conflicts of Interest declarations**<br>No Conflicts were identified.<br>Later in the meeting [redacted] declared that [redacted] who is overseeing Native Title for Queensland Fire Department (QFD) may present at upcoming meetings. No benefits were identified from this perceived Conflict. |
| 1.4 | **Minutes from previous meeting**<br>Initial meeting no minutes available. |
| 1.5 | **Review of Open Actions**<br>Initial meeting- No actions recorded. |
| **2.0** | **Matters for Decision /Noting** |
| 2.1 | **Terms of Reference- confirmation**<br>JS raised the Terms of Reference (TOR) and asked whether any members had concerns.<br>No immediate concerns were raised however, members noticed that there may be more requirement to link the TOR to existing QFD policy and plans, such as, Reframing the Relationship and Native Title policy.<br>Group agreed to accept the existing TOR with the need to review TOR at first meeting in 2026.<br><br>**The First Nations COI accepted and endorsed the TOR with a review to occur in 2026.**<br>**Moved: JS Seconded: EW** |

| No# | Item |
|---|---|
| 2.2 | **Templates and processes**<br>This was discussed by the group to understand the greater role of the COI and how it would contribute to QFD business.<br>**Resolution**<br>The First Nations COI noted the ambiguity that currently exists with this new initiative and would work towards understanding the greater focus of the COI for the QFD and First Nations people. |
| **3.0** | **Standing Agenda Items for Noting** |
| 3.1 | A: Reframing the Relationship plan.<br>Members discussed the plan and the broader linkage of the COI to this plan. Identifying the need to gain a greater understanding of the plan and its components for how it may be involved in the overall direction of the COI.<br><br>**Resolution**<br>The First Nations COI endorsed for Kade Brindell to present at the next meeting about QFD's Reframing the Relationship 2024 plan. Presentation to also include Kelsie Lowe to attend to address Native Title issues that QFD is currently experiencing.<br><br>**Action No 202507_01– Invite guests to next meeting.**<br><br>**B:** Members discussed the broader scope of the COI's work plan identifying<br>- What information and doctrine currently exists within QFD. Members are unaware of the broader historic work that has occurred by the department regarding First Nations initiatives that the COI needs to know about.<br>- The need to focus on recruitment and improving selection processes.<br>- Opportunity to review the existing data that exists regarding First Nations people within the QFD. Identify how many identified personnel are currently employed by QFD and how many identified positions exist and are filled by First Nations people. What exists similarly for volunteers.<br>- Awareness that currently HR Systems are being reviewed and Enterprise Bargaining is currently underway. Opportunity for incorporating Diversity, Equity and Inclusion components into the new HR systems and Agreement.<br>- Recognition the need to determine a platform and the key pillars that are the basis for the First Nations COI. Reflecting QFD people, broader Queensland community and the external environment.<br>- Option for a COI workshop following the next meeting to create a common operating picture and a direction for the next 12 months.<br><br>**Resolution**<br>Members agreed for the need for a solid platform and pillars to build from. Request for a workshop to occur at next meeting.<br>**202507 Action No 202507_02 See table pg. 3**<br>**202507 Action No 202507_03**<br>**202507 Action No _04** |
| **4.0** | **Meeting Finalisation** |
| 4.1 | **Other Business**<br>• Everyday Respect Council (ERC)– Next meeting on the 1st of August- JS likely to be unavailable for the next meeting. RK to attend as a proxy. Confirmation required to action this.<br>**202507 Action No_05 See table pg. 3** |

<table>
<tr><td rowspan="6">4.2</td><td colspan="3">Review New Actions<br>Secretariat confirmed the new Actions recorded at this First Nations COI meeting.</td></tr>
<tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr>
<tr><td>Action No 202507_01– Invite guests to next meeting<br>Invite Kade Brindell and Kelsey Lowe to next meeting to discuss Reframing the Relationship plan and Native Title concerns.</td><td>Steele Davies</td><td>As agreed at meeting</td></tr>
<tr><td>Action No 202507_02# submit a request to review QFD workforce data relating to First Nations heritage.<br>A request to Data Analytics (DA) to obtain existing data regarding First Nations.<br>- Existing First Nations people, broken down into QFR, RFSQ (including vols), Corp Staff & Fire Com.<br>- Number of identified positions that are assigned and filled within QFD.<br>Confirm with ERC the authorising process to request DA undertake this work through Rona or SLT Sponsor.</td><td>Glory Zamenti</td><td>As agreed at meeting</td></tr>
<tr><td>Action No 202507_03<br>Liaise with Comms to identify use of 'Together Artwork' and how it can be applied as it was created for QFES. Options for consideration for applying to QFD fleet, facilities or other engagement pieces.</td><td>Rose Kapaith</td><td>As agreed at meeting</td></tr>
<tr><td>Action No 202507_04<br>SD to gain endorsement for COI to host an internal workshop following next meeting for COI to develop objectives for next 12 months. Meeting scheduled for 7th August.<br>Invite Tammy to attend.</td><td>Steele Davies</td><td>Before 1st August</td></tr>
<tr><td></td><td>Action No 202507_05<br>JS to confirm with ERC to confirm arrangements for RK to attend next meeting on 1st of August.</td><td>Julie Smith</td><td>Before 25th July</td></tr>
<tr><td colspan="4">Meeting close – 11.08</td></tr>
<tr><td colspan="4">Next meeting: 10am 7th August 2025, confirmation location of next meeting</td></tr>
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# First Nations **Community of Inclusion**

# Minutes

| | |
|---|---|
| **Date** | 15th August 2025 |
| **Time** | 12.30 - 1.30 |
| **Location** | MS Teams |
| **Chair** | • Julie Smith (JS), Chair |
| **COI Members** | • Rose Kapaith (RK), Member<br>• Glory Zamani (GZ), Member |
| **Standing Invitees** | • DCO Peter Hollier AFSM (PH), SLT Sponsor |
| **Guests/ Presenters** | • |
| **Apologies** | • Tammy Pope (TP), Coach<br>• Eane Watson (EW), Member |
| **Secretariat** | • Steele Davies (SD), Secretariat |

| No# | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present. Encouraged others to learn the traditional owners from where they are located. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 12.32pm.<br>A Quorum was present.<br>The chair handed over to RK who provided a summary of the ERC meeting.<br>***See Attachment 1*** |
| 1.3 | **Conflicts of Interest declarations**<br>SD declared his involvement in recent plaque line of questioning during Estimates that is topical to today's meeting and going forward. |
| 1.4 | **Minutes from previous meeting**<br>Members present endorsed minutes from meeting on the 14th of July 2025. |
| 1.5 | **Review of Open Actions** – *this occurred following 2.1 due to DCO availability.*<br>• Action/s to Remain Open:<br>o 202507 Action_01 - K. Brindell unable to attend this meeting currently on leave. Attempt to contact for next meeting or seek someone from Strategic Policy to represent in Kade's absence.<br>o 202507 Action_03 - Agreement regarding 'Together Artwork' due to expire in September 2025. Ongoing work to confirm QFD's intent to continue to use Together Artwork or to change approach. Options to incorporate other items for QFD personnel to represent their culture and heritage.<br>Request to be submitted to SLT to confirm QFD's intent with the existing Together Artwork.<br>o 202507_04 - Unable to arrange workshop. However, approval granted from SSB for a workshop to occur. Schedule one for next meeting. Confirm arrangements for a workshop to occur in conjunction with next meeting scheduled for 8/9/2025 with Teams functionality.<br>Invite Tammy to attend as coach with Kade or Strategic Policy to discuss Reframing the Relationship. Request Strategic Policy personnel also attend workshop. |

| No# | Item |
|---|---|
| | • Action/s that Can be Closed:<br>○ 202507 Action 02 Workforce data obtained and shared with group. Will continue to be referenced at future meetings.<br>○ 202507 Action 05 RK attended ERC as proxy to JS. |
| **2.0** | **Matters for Decision /Noting** |
| 2.1 | **QFD Senior Leadership Team Update**<br>DCO Hollier recognised the uncertainty that currently exists since the Estimates Hearing on the 8th of August for this COI, regarding how QFD acknowledges Traditional Owners on plaques and within email signature blocks. PH informed members that he was unaware of any discussions that had occurred since Estimates with the Commissioner currently being on leave and unable to provide his insights post estimates.<br><br>PH emphasised the need to seek clarification regarding QFD's policy regarding acknowledging Traditional Owners on plaques and use of acknowledgements with departmental email signature blocks. This could be achieved through a motion to the SLT.<br><br>Ongoing discussion from the group regarding the best approach to address this emerging and contentious issue. Group agreed for a motion be sent to PH as SLT sponsor to raise with SLT to determine some clarity for the COI.<br><br>**ACTION 202508 01**- COI to provide a motion for PH to submit to QFD SLT, seeking an understanding of QFD's position regarding First Nations recognition of QFD plaques and email signature blocks. |
| **2.2** | **Everyday Respect Council update**<br>*Addressed during Chair's opening comments.*<br>***See attachment 1*** |
| **3.0** | **Standing Agenda Items for Noting** |
| **3.1** | **First Nations COI Work Plan 2025-26**<br>SD presented the Work Plan template with TOR responsibilities included. Ongoing discussion with members on best approach to fulfill responsibilities. Overarching view to avoid generic overarching statements and stick to objectives that are considered SMART (Specific, Measurable, Achievable, Realistic and Timely)<br><br>**Reframing the Relationship plan**<br>SD presented a draft review document for all members to review and provide their commentary against the existing Measures of Success within the Reframing the Relationship Plan and confirm its ongoing relevancy to the QFD and timeframes to achieve the measures of success.<br><br>Members identified the need for Strategic Policy personnel to attend the workshop to provide more information about Reframing the Relationship plan and some insight onto best approach to tie into additional policy and strategic plans.<br><br>Action: Invite Strategic Policy staff to workshop on the 8th of September. |
| **4.0** | **Meeting Finalisation** |
| 4.1 | **Other Business**<br>No further business was raised. |

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|---|---|
| 4.2 | **Review New Actions**<br>Secretariat confirmed the new Actions recorded at the July First Nations COI meeting. |

| Action Details | Assigned to | Due Date |
|---|---|---|
| **Action No 202508_01– Seek clarification with SLT Sponsor**<br>Send motion on behalf of COI to PH as SLT sponsor seeking clarification on QFD's position and intent. | Steele Davies | 22/8/2025 |
| **Action No 202508_02 confirmation of QFD intention with existing 'Together Artwork'**<br>Submit request to SLT seeking clarification regarding the future of QFD's use of Together Artwork' as current arrangement is due to conclude in September 2025. | Julie Smith | 15/9/2025 |
| **Action No 202508_03 Share documentation**<br>SD to share with group existing DRAFT workplan and Reframing Relationship documentation to review and provide notes prior to workshop on 8/9/2025<br>All members to provide notes against existing measures of success that are within Reframing the Relationship document.<br>JS to share with group GEAG Work Plan for group to review and adapt to FN COI. | Steele Davies<br>Julie Smith<br><br>All members review | 20/8/2025<br><br><br>3/9/2025 |

**Meeting close – 13.36**

**Next meeting:** 10am 8th September 2025, meeting to align with COI workshop

# First Nations **Community of Inclusion**

# Minutes

| | |
|---|---|
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| **Location** | MS Teams |
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| 1.3 | **Conflicts of Interest declarations**<br>SD declared his involvement in recent plaque line of questioning during Estimates that is topical to today's meeting and going forward. |
| 1.4 | **Minutes from previous meeting**<br>Members present endorsed minutes from meeting on the 14th of July 2025. |
| 1.5 | **Review of Open Actions** – *this occurred following 2.1 due to DCO availability.*<br>• Action/s to Remain Open:<br>o 202507 Action_01 - K. Brindell unable to attend this meeting currently on leave. Attempt to contact for next meeting or seek someone from Strategic Policy to represent in Kade's absence.<br>o 202507 Action_03 - Agreement regarding 'Together Artwork' due to expire in September 2025. Ongoing work to confirm QFD's intent to continue to use Together Artwork or to change approach. Options to incorporate other items for QFD personnel to represent their culture and heritage.<br>Request to be submitted to SLT to confirm QFD's intent with the existing Together Artwork.<br>o 202507_04 - Unable to arrange workshop. However, approval granted from SSB for a workshop to occur. Schedule one for next meeting. Confirm arrangements for a workshop to occur in conjunction with next meeting scheduled for 8/9/2025 with Teams functionality.<br>Invite Tammy to attend as coach with Kade or Strategic Policy to discuss Reframing the Relationship. Request Strategic Policy personnel also attend workshop. |

| No# | Item |
|---|---|
| | • Action/s that Can be Closed:<br>o 202507 Action 02 Workforce data obtained and shared with group. Will continue to be referenced at future meetings.<br>o 202507 Action 05 RK attended ERC as proxy to JS. |
| **2.0** | **Matters for Decision /Noting** |
| 2.1 | **QFD Senior Leadership Team Update**<br>DCO Hollier recognised the uncertainty that currently exists since the Estimates Hearing on the 8th of August for this COI, regarding how QFD acknowledges Traditional Owners on plaques and within email signature blocks. PH informed members that he was unaware of any discussions that had occurred since Estimates with the Commissioner currently being on leave and unable to provide his insights post estimates.<br><br>PH emphasised the need to seek clarification regarding QFD's policy regarding acknowledging Traditional Owners on plaques and use of acknowledgements with departmental email signature blocks. This could be achieved through a motion to the SLT.<br><br>Ongoing discussion from the group regarding the best approach to address this emerging and contentious issue. Group agreed for a motion be sent to PH as SLT sponsor to raise with SLT to determine some clarity for the COI.<br><br>**ACTION 202508 01**- COI to provide a motion for PH to submit to QFD SLT, seeking an understanding of QFD's position regarding First Nations recognition of QFD plaques and email signature blocks. |
| **2.2** | **Everyday Respect Council update**<br>*Addressed during Chair's opening comments.*<br>***See attachment 1*** |
| **3.0** | **Standing Agenda Items for Noting** |
| **3.1** | **First Nations COI Work Plan 2025-26**<br>SD presented the Work Plan template with TOR responsibilities included. Ongoing discussion with members on best approach to fulfill responsibilities. Overarching view to avoid generic overarching statements and stick to objectives that are considered SMART (Specific, Measurable, Achievable, Realistic and Timely)<br><br>**Reframing the Relationship plan**<br>SD presented a draft review document for all members to review and provide their commentary against the existing Measures of Success within the Reframing the Relationship Plan and confirm its ongoing relevancy to the QFD and timeframes to achieve the measures of success.<br><br>Members identified the need for Strategic Policy personnel to attend the workshop to provide more information about Reframing the Relationship plan and some insight onto best approach to tie into additional policy and strategic plans.<br><br>Action: Invite Strategic Policy staff to workshop on the 8th of September. |
| **4.0** | **Meeting Finalisation** |
| 4.1 | **Other Business**<br>No further business was raised. |

<table>
<tr><td rowspan="5">4.2</td><td colspan="3">Review New Actions<br>Secretariat confirmed the new Actions recorded at the July First Nations COI meeting.</td></tr>
<tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr>
<tr><td>Action No 202508_01– Seek clarification with SLT Sponsor<br>Send motion on behalf of COI to PH as SLT sponsor seeking clarification on QFD's position and intent.</td><td>Steele Davies</td><td>22/8/2025</td></tr>
<tr><td>Action No 202508_02 confirmation of QFD intention with existing 'Together Artwork'<br>Submit request to SLT seeking clarification regarding the future of QFD's use of Together Artwork' as current arrangement is due to conclude in September 2025.</td><td>Julie Smith</td><td>15/9/2025</td></tr>
<tr><td>Action No 202508_03 Share documentation<br>SD to share with group existing DRAFT workplan and Reframing Relationship documentation to review and provide notes prior to workshop on 8/9/2025<br>All members to provide notes against existing measures of success that are within Reframing the Relationship document.<br>JS to share with group GEAG Work Plan for group to review and adapt to FN COI.</td><td>Steele Davies<br>Julie Smith<br><br>All members review</td><td>20/8/2025<br><br><br>3/9/2025</td></tr>
<tr><td colspan="4">Meeting close – 13.36</td></tr>
<tr><td colspan="4">Next meeting: 10am 8th September 2025, meeting to align with COI workshop</td></tr>
</table>

**Meeting Minutes**

**Date:** 8th October 2025
**Time:** [Insert Time]
**Location:** Microsoft teams
**Chairperson:** Julie Smith
**Attendees:** Rose Kapaith, Ethan Schulze,
**Guest** Mindy Kayes

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**1. Acknowledgement of Traditional Owners and Elders Past and Present**

The Chair acknowledged the Traditional Owners of the land on which the meeting was held, paying respects to their Elders past and present. The Chair also extended a warm welcome to First Nations members present, recognising their invaluable contributions to the meeting and the ongoing work of the group.

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**2. Chair's Opening Comments**

The Chair opened the meeting by welcoming attendees and apologised for a brief delay in starting. The Chair highlighted the importance of steering the meeting effectively and ensuring all agenda items were addressed.

The Chair introduced Ethan as a new member of the team, noting that Ian had stepped down due to competing priorities. The Chair expressed gratitude for Ian's contributions and welcomed Ethan to the group.

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**3. Conflict of Interest Declarations**

The Chair asked attendees if there were any conflicts of interest to declare regarding the agenda items. No conflicts of interest were raised.

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**4. Minutes from Previous Meeting**

The Chair inquired if there were any amendments or conflicts with the minutes of the previous meeting. No issues were raised, and the minutes were accepted as accurate.

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**5. Review of Open Actions**

- **Visibility and Engagement with First Nations:**
    - The Chair emphasised the need to improve organisational visibility and connection to First Nations culture. Feedback received regarding the current policy was noted as disappointing.

    - The group discussed the importance of creating a reporting mechanism for activities related to First Nations engagement, potentially linked to Objective 5.4 of the Service Plan.

- **Public Sector Commission Engagement:**
    - The Chair highlighted the need to draft appropriate wording for engagement with the Public Sector Commission. This will guide the authorising environment and intent for the group's work.
    - Ethan was tasked with assisting in drafting the necessary wording, with support from Rose and Mindy as required.

- **Presentation Preparation:**
    - The Chair and Deputy Chair agreed to work on a presentation for the ARC, ensuring clarity around key points. The Deputy Chair offered to summarise the transcript and share it via email to assist with the preparation.

- **External Coaching Support:**
    - COI Support reminded the group to utilise external coaching support from Tammy if needed, particularly for guidance on improving engagement strategies.

- **Next Steps:**
    - The Chair requested that Jason Brown be invited to the next meeting to contribute to discussions.
    - The Chair noted the need to finalise the visibility action and Public Sector Commission engagement wording before the next meeting.

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**Meeting Adjourned:** [Insert Time]

**Next Meeting:** [Insert Date and Time]

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**Action Items:**

1. Ethan to draft wording for the visibility action and Public Sector Commission engagement, with support from Rose and Mindy.
2. Deputy Chair to summarise the transcript and share it via email to assist with presentation preparation.
3. Chair to ensure Jason Brown is invited to the next meeting.
4. Group to finalise the visibility action and Public Sector Commission engagement wording before the next meeting.

# First Nations **Community of Inclusion**
# Minutes

Guidance regarding section content is indicated in blue (remove when completing template)

| | |
|---|---|
| **Date** | 8th December 2025 |
| **Time** | 11:00 to 12.00 |
| **Location** | MS Teams |
| **Chair** | • Julie Smith, Chair |
| **COI Members** | • Rose Kapaith, Member<br>• Glory Zamani, Member<br>• DCO Peter Hollier AFSM SLT Sponsor |
| **Standing Invitees** | • |
| **Guests/ Presenters** | • |
| **Apologies** | • Tammy Pope Coach |
| **Secretariat** | • Steele Davies, Secretariat |

| No# | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Custodians of the land and pay respects to Elders past, present, and emerging.<br>Recognise any First Nations people within Queensland Fire Department. |
| 1.2 | **Chair's opening comments**<br>Reflection on the challenges faced during the year (e.g., COI-related issues).<br>Reinforce the importance of leaving a positive and lasting legacy for First Nations leaders within Queensland Fire Department. |
| 1.3 | **Conflicts of Interest declarations**<br>Nil Raised. |
| 1.4 | **Minutes from previous meeting – Minutes endorsed by members present.**<br>• Action/s to Remain Open:<br>•<br>Action No# - Steele to arrange meeting with Glory to share secretariat responsibilities. |
| 1.5 | **Review of Open Actions**<br>Flag protocol was discussed with a focus on commencing at a regional level, confirmation of funding arrangements for such initiatives.<br><br>Personal Development opportunities- discussion Janine and Ono reviewing. Accountability. Options to nominate for a minority group, non-mandatory. |
| **2.0** | **Matters for Decision /Noting** |
| 2.1 | **Title of Agenda Items - title of Submission or Matter of Discussion**<br>**Everyday Respect Council Update**<br>• Update on the Council's activities and outcomes.<br><br>Discussion on the political appetite and support for First Nations initiatives |

| No# | Item |
|---|---|
| **3.0** | **Standing Agenda Items for Noting** |
| **3.1** | **IDENTIFY 3 PRIORITES**<br>Discuss and finalise the three key priorities for the upcoming year and linkages that may exist towards the work plan. Discuss the format and structure of the work plan for presentation to the ERC.<br><br>**Ongoing concerns were raised regarding the First Nations flags.**<br>Removal of First Nations flags from external website due to the number of complaints received from every platform. CQFD office requested to remove from the website. This creates roadblocks to prevent our visual perspective.<br><br>**Action** DCO to confirm situation with CQFD office<br>**Action** letter to ERC to raise our concerns regarding visibility of flags on public facing websites. Rose.<br><br>Political and industrial consultation has removed this. Not a great psychological safe workplace. Recruitment not reflective of this environment and the initial intent of the COI. Limited support from authorising environment.<br><br>Seek clarity from PSC to guide us in our intent to improve situation<br><br>*ACTION Julie to work with Mindy too get contacts to meet with PSC to identify current position. Authorisation<br><br>*ACTION change protocol with Recommendation that third flag pole is used for First Nations flags. Submission to ERC to review and amend protocol.<br>*ACTION acknowledgement of country text to be reviewed.<br><br>Emphasised that ERC require work plan to be submitted by January. |
| **4.0** | **Meeting Finalisation** |
| 4.1 | **Other Business**<br><br>Raised that Kade Brindell has resigned.<br><br>*ACTION confirmation from Strategy Directorate for the future of First Nations Director vacancy capture data of the good work that is taking place across the regions. To increase the activity and awareness. Identify opportunities to promote and capture. Need to generate interest. Capture options<br><br>*Rose to work with State RCEC to identify what options are available to improve visual representation. |
| 4.2 | **Review New Actions**<br>Secretariat confirmed the new Actions recorded at this December First Nations COI meeting. |
| **Meeting close – 12.07** | |
| **Next meeting:** Tuesday 10th February 2025 | |

First Nations **Community of Inclusion**
**Minutes**

| | |
|---|---|
| **Date** | 10th Feb 2026 |
| **Time** | 11:00 to 12.00 |
| **Location** | MS Team |
| **Chair** | • Julie Smith, Chair |
| **COI Members** | • Rose Kapaith, Member<br>• Glory Zamani, Member<br>• Ethan Schulze, Member<br>• DCO Peter Hollier AFSM SLT Sponsor |
| **Standing Invitees** | |
| **Guests/ Presenters** | • Rona McLean- Cormody |
| **Apologies** | • Steele Davise – Tammy Pope |
| **Secretariat** | • Glory Zamani, Secretariat |

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|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Custodians of the land and pay respects to Elders past, present, and emerging.<br><br>The Chair provided update on ERC and PSC meeting.<br><br>• **Clarification on role and process**: The group (COI) is not expected to conduct in-depth investigations or implementation work themselves due to limited time (5 hours/month). Instead, they identify issues, make specific recommendations (using templates), and escalate them to the ERC, which assigns work to relevant units (e.g., comms/media teams). ERC must report back on progress. This reduces "suffocation" from over-work and enables faster momentum.<br>• **Insights from PSC meeting**: PSC provided advice on operating within current constraints. Agencies retain flexibility for cultural visibility (e.g., email signatures, Teams backgrounds, artwork). Other Queensland agencies (especially Queensland Health) demonstrate this effectively with heavy use of Indigenous artwork in policies/procedures and creative flag policy interpretations (e.g., prioritizing Indigenous flags visually on flagpoles while allowing minimal text for QFD flags)<br>• **Procurement Policy:** Whole of government procurement Policies are really supporting FN and FN businesses. Policies Highlighted opportunities under Queensland's procurement rules, which support First Nations businesses (e.g., reduced quoting/approval thresholds for contracts up to certain values, aligning with targets like 3% spend on Indigenous businesses). Many authorising officers may be unaware, missing chances to prioritize Indigenous suppliers. |
| 1.2 | **Guest's opening comments:**<br><br>Rona McLean Carmody provided recommendation about areas of focus and how to push plans forward.<br>• **Part one- Increase symbolic representation** (e.g., standardized First Nations Teams backgrounds, optional email sign-offs for allies/First Nations staff, more artwork/flags). Request authorisation from ERC so you can push through hurdle<br>• **Part two-Education Training and education strategy:** Avoid pushing broad mandatory training for all 33,000+ staff/volunteers immediately (due to maturity, resourcing, union issues). Start with leaders (e.g., integrate into Business Skills for Leaders and Courageous Respect Every Day programs for ~1,200 people leaders). Use existing QFD inclusion curriculum modules. Park full |

| | |
|---|---|
| | mandatory cultural awareness for later (e.g., revisit end of 2026 after other mandatory training embeds).<br>• **Part Three-Review Existing Policies:** Use examples from Queensland Health (outstanding cultural capability documents with Indigenous art integration) to request reviews/amendments in QFD policies. Connect directly with policy teams (e.g., Roslyn Allen's team) for advice on feasibility, consultation, and alignment (no need for ERC initially unless high-impact). Rona emphasized starting small to build traction. |
| 1.3 | **Conflicts of Interest declarations**<br>Nil Raised. |
| 1.4 | **Minutes from previous meeting – Minutes endorsed by members present.**<br>• Steele Davies to update |
| 1.5 | **Review of Open Actions**<br><br>No action has been reviewed |
| **2.0** | **Matters for Decision /Noting – Next Step** |
| 2.1 | Develop/consolidate a shared work plan (live document on SharePoint/Teams) and update before the next EC meeting in April 2026 |
| **3.0** | **Standing Agenda Items for Noting** |
| **3.1** | **Action #39** DCO to include rural perspectives from<br>**Action #40** Rose Kapaith to provide Acknowledgement of Country options and research digital footprint of exemplar agencies, i.e. QH.<br><br>**Action #41 Glory Zamani** to share teams and SharePoint page link, Plan document and arrange the next meeting.<br>**Action #42** Rose Kapaith digital adoptions – shopping list of what COI would like to gain approval to implement.<br><br>**Action #43** ALL Updating work plan by April 2026<br><br>**Action #44** Chair to Prepare out-of-session ERC submissions and circulate draft submissions for group review. |
| **4.0** | **Meeting Finalisation** |
| 4.1 | COI Members and Chair feel empowered after recent clarifications to push tactically (using other agencies' successes as evidence) without overstepping political boundaries, starting with education, visibility, and leader-focused changes to create a culturally safer workplace. This aligns with broader Queensland public sector efforts (e.g., Reframing the Relationship plans, cultural capability frameworks in Health/others, and procurement targets for Indigenous businesses). |
| **Next meeting:** Monday 16th March 2026 | |

# Gender Community of Inclusion

# Minutes

| | |
|---|---|
| **Date** | 28/07/2025 |
| **Time** | 11.30 to 12.30 |
| **Location** | MS Teams |
| **Chair** | • Paula Douglas (PD) |
| **COI Members** | • John Cawcutt (JC)<br>• Katrina MacDonald (KM)<br>• Samantha Stream (SS) |
| **Standing Invitees** | • Mindy Kayes (MK) |
| **Guests/ Presenters** | • Kelly Lee (KL) |
| **Apologies** | • Vanessa Madge (VM), Mindy Kayes (MK) |
| **Secretariat** | • Peta Miller-Rose (PMR) |

| No# | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 11.37am<br>• Confirmed that Quorum was achieved.<br>• Welcome to all members.<br>• Apologies for Vanessa Madge and Mindy Kayes<br>• Apologies for late arrival of Chief Fire Officer John Cawcutt |
| 1.3 | **Conflicts of Interest declarations**<br>Nil Conflicts of interest were declared. |
| 1.4 | **Values in Action** – examples from WG member:<br>• KL spoke of a staff member (Jarna) who has gone above and beyond to assist her in understanding the organisational needs and history when she joined the department.<br>• PMR shared of an instance at SFEST where a new female recruit firefighter F&R sought assistance of another female (herself) to navigate her questions around expectations of women in the department. This led to further conversations with a junior member of staff that had built a rapport with the recruit and joint support provided. Noticed that recruit now seeming more confident and happier in the workplace. PMR acknowledged the support structures already in place for all recruits, this was just additional collaborative support. |
| 1.5 | **Minutes from previous meeting** – NA Inaugural meeting<br>**Resolution**<br>The Committee **noted nil previous meeting minutes nor actions.** |
| 1.6 | **Review of Open Actions**<br>• Action/s to Remain Open:<br>  o Nil<br>• Action/s that Can be Closed:<br>  o NA |

| No# | Item |
|---|---|
| | **Resolution**<br>The Chair noted nil actions for approval or noting due to inaugural meeting. |
| **2.0** | **Matters for Decision /Noting** |
| 2.1 | **Agenda Items:**<br>• **CFO John Cawcutt address** – invited to address the WG. Reiterated commitment of the Commissioner regarding support. They see this COI as a primary vehicle for the department to drive change and lead discussions. Important to reach out to our existing networks to get views and feedback. Looking for some achievable outcomes. When going through the workplan, what are some things that we can do for some quick wins. For the larger items, what is needed i.e. recruitment, is the physical testing reflective of our current needs, what needs to change. What is the evidence-based detail to assist us in our discussions with stakeholders. JC encouraged the group to ask what actions can we do in the next twelve months and make a difference. The Commissioner wants longevity for this group to be successful. JC encouraged the sharing of ideas and setting in place a plan to support.<br>• **Setting Future dates and schedules for WG members** – PD spoke of the commitments of the Workplan and our meeting schedules and sought feedback from the WG members post this meeting.<br>*Monday 25th of August at 11am* is the next planned meeting for the WG. KM suggested that this meeting date be kept, and actionable items be raised for WG members and additional meetings held as required. Workplan does not need to be big, however it must be substantial.<br>***Noting*** - Future meeting dates and times to be scheduled. JC advised that allocated hours per month can be rolled over to the following month. WG to manage all meetings post 25 August 25.<br>***Noting*** – WG agreed to keep the current schedule of meetings and plan to include further meetings as required with the notable inclusion of our external coach.<br>• **Review of Workplan template -** KM suggested that the WG needs to access data, identify problem statements, then plan workshops. KM stated that workplans are organic and there is scheduled time to be able to work through the plan. WG members concentrated meeting time on suggestions as listed below.<br>• **Review of meeting register** – to be managed by PMR<br>• **Working group input/suggestions:**<br>PD stated that the current priority is to identify the current commitments for the next twelve months. By the 25th of August, the WG members will start the scope of the workplan and work towards how items will be addressed through planning cycle.<br><br>KM suggested the necessity for data to drive decisions. SS stated that data requested must be clarified by clear parameters, and usually turnaround time is up to a month's lead time. JC stated that if request for data comes through to him via EBN, he will endorse it. KM stated that reporting already occurring across the department, KL will seek access to what is available. PD raised concerns of lack of detail in data that department already supplies and there will be a need for specifics in our requests.<br><br>Requests for data to be inclusive of information that will help to identify issues that require resolve. Members agreed on a key policy question: What is it that needs change in the gender space within the department?<br>JC suggested we identify the key objectives that this WG wants to achieve. IE drive diversity, women thrive in the department and stay with the department, inclusive of "What does the modern fire service look like?" |

| No# | Item |
|---|---|
| | SS suggested that there is a need to understand the questions we want answered. Defining the problem, then what needs to be done to be able to answer the problem. For example: Is there an actual gender/diversity issue in QFD? What is the gender split, where are we seeing more women in corporate services. WOG diversity and equity reporting data provided by QFD annually. The overall data will assist the WG in consolidating the recommendations for Gender COI.<br><br>JC suggested future opportunity for research sponsorship of "What does the modern Fire Service look like?" There is a constant stream of PhD students and AFAC etc. We are often asked for projects – WG advised they would consider this. Strategic focus on moving QFD into the future.<br><br>Considered approach:<br>(1) tactical, immediate pieces that we could deal with during this financial year; and<br>(2) more strategic - identify one or two key policy questions and consider seeking research opportunities.<br><br>**Resolution**<br>The Gender COI **endorsed the** request for a copy of the QFD Equity and Diversity Plan and WOG Diversity and Equity Annual Reporting Data.<br>**Action** KL to ask MK to provide copy of last reports to WG members. |

| Action Details | Assigned to | Due Date |
|---|---|---|
| **Action No# 1** – Provision of QFD Equity and Diversity Plan and WOG Diversity and Equity Annual Reporting Data<br>**Action No# 2** – Data to be collected on departmental statistics – gender comparison across department | Kelly Lee<br>Mindy Kayes | 18 Aug 25 |

| | |
|---|---|
| **4.0** | **Meeting Finalisation** |
| 4.1 | **Other Business**<br>• PMR to proxy for PD at the Everyday Respect Council meeting Friday 1 August via MS Teams. |
| 4.2 | **Review New Actions**<br>Secretariat confirmed the new Actions recorded at this Gender COI meeting. |
| **Meeting close – 12.35pm** | |
| **Next meeting:** 25th August 2025 via MS Teams. | |

# Gender Community of Inclusion

# MINUTES

| | |
|---|---|
| **Date** | 25/08/2025 |
| **Time** | 11.00am – 12.pm |
| **Location** | Via Teams: Meeting ID: 474 319 525 762 0<br>Passcode: ts63Da3q |
| **Members** | Chair: Paula Douglas (PD)<br>Samantha Stream (SS)<br>Vanessa Madge (VM)<br>Katrina MacDonald (KM) |
| **Standing Invitees** | SLT Sponsor: John Cawcutt, Chief Fire Officer (JC)<br>Mindy Kayes |
| **Guests** | N/A |
| **Apologies** | Peta Miller-Rose (PMR); Mindy Kayes |
| **Secretariat** | Katrina MacDonald, Director, Governance & Reporting |

| Item | Subject |
|---|---|
| **1.0** | **Preliminary matters** |
| **1.1** | **Acknowledgement of Traditional Owners and Elders** |
| **1.2** | **Welcome and apologies.**<br><br>The Chair (PD):<br>1. Acknowledged the Traditional Owners and Elders, past and present, and emerging. Asked for members to reflect on the local Peoples on the lands where individual members were sitting as they participated in the Teams meeting.<br>2. Opened the meeting of the Gender Community of Inclusion (GCOI) at 11.05am.<br>3. Welcomed all attendees and invited the SLT Sponsor, JC for any opening remarks.<br>• JC provided overview of the inaugural Everyday Respect Council held earlier this month noting that it was essentially a “find your feet” style of discussion. Of note, while all COIs provided overview of their initial meetings and plans to the Council, the GCOI appeared little more advanced in it’s planning and positioning underway.<br>• As Chair of Council, the Commissioner (CQFD) was clear on intent that COIs have an imperative to drive change and be supported and guided by the overarching Council.<br>• PD provided supplementary comment from PMR’s notes, including<br>• CQFD querying how we’re aligning with other COIs. PD noted establishment of the Teams Channel for COIs’ collaborative engagement which addresses this query.<br>• PMR’s notes also indicate CQFD’s encouragement for COIs to review other bodies of work and look at national and international activities and achievements.<br>• As part of a need to ensure intersectionality, JC asked members to keep in back of mind other COIs remits and perspectives as part of the conversations in this GCOI forum.<br>On the basis of four members out of five present, Secretariat has noted the committee had achieved a quorum to hold the meeting. |

# Gender Community of Inclusion

# MINUTES

| Item | Subject |
|---|---|
| 1.3 | **Conflicts of interest**<br>The GCOI noted nil conflict of interests were declared. |
| 1.4 | **Minutes from previous meeting**<br>Noting the Minutes from the previous meeting of 28 July 2025 were approved prior to this meeting, the GCOI did not discuss the previous meeting's minutes on this day. |
| 1.5 | **Actions arising from previous minutes:** |

| | | |
|---|---|---|
| **Action No# 1** – Provision of QFD Equity and Diversity Plan and WOG Diversity and Equity Annual Reporting Data<br>**Action No# 2** – Data to be collected on departmental statistics – gender comparison across department | Kelly Lee<br>Mindy Kayes | 18 Aug 25 |

With reference to the matters discussed at this meeting, the Actions arising from the previous minutes were generally addressed in terms of planning for future identification and development of data scope.

KM noted for the Members that relevant Annual Report data has not yet been received from the Public Sector Commission but is pending during this week (25 – 29 August); and KM will advise when available.

| | |
|---|---|
| **2.0** | **Matters for decision/noting** |

Members progressed to an in-depth discussion regarding the development of the GCOI Workplan.

JC noted:

- A need to ensure there is a sustainable approach, and regardless of any impacts from changes from membership, the work and commitment continues as seamlessly as possible.
- Further, the more data, and the more evidence that we can provide for what we are seeking to implement/do will assist in a more robust program of work.
- Observed there is an opportunity for leverage where members could identify where other fire services are doing something relevant that would be of advantage to QFD and the GCOI's interests.

The SLT Sponsor and Members discussed priority topics for workplan development, in particular looking at the impediments and challenges related to recruiting in QFR.

This included initial applications by women; as well as making sure we have a legitimate testing regime for recruits, that considered physical testing and whether it's possible to capture date to demonstrate

PD highlighted that recruitment process covers a broad range of matters and recommended members consider what are the initial focus points / What do we think are the key three or four problems GCOI is trying to address in the first term.

# Gender Community of Inclusion

# MINUTES

| Item | Subject |
|---|---|
| | In particular, QFR has some very observed gaps in gender representation and there is data available. PD also note that there is a keynote speaker at the WAFA 2025 (held concurrently with AFAC25 in Western Australia) discussing topics that would be relevant to this subject, and the interests of GCOI more broadly.<br><br>Members discussed parameters/scope around setting workplan objectives and agreed that in its first workplan, focus should be on operational/frontline matters across QFR and RFSQ.<br><br>SS advised members on what RFSQ is identifying in relation to gender related challenges for rural fire volunteer members, and in particular noted that there is an indication of a limited number of women represented in brigade leadership roles, across First Officer through to Eighth Officers.<br><br>SS further noted that these positions are elected leadership roles and that this is an area of interest as to whether there are identifiable impediments or challenges in women being nominated and elected.<br><br>VM recommended that – from a recruitment perspective – it would be of benefit to look broadly to include the industrial stakeholder view, in particular around the physical standard/testing. In addition to the industrial stakeholder perspective, GCOI could consider the global view and whether the physical testing standard used by QFR – which is a fitness standard that doesn't align with the actual QFR Work Health & Safety policy – is still in line with global standards.<br><br>Members agreed that including this would support considering whether the current recruitment requirements fit with modern fire and emergency service skill set and capability.<br><br>**Additional workplan topics**<br>The members' discussion moved on to looking at more technical and direct operational gender related matters that could form additional workplan topics.<br><br>PD and VM provided insight into challenges around uniforms and personal protective clothing (PPC) – in particular around comfort and fit for women, and in particular the current design of Coveralls, and the appropriateness of Coveralls in modern fire and emergency service activities, as well as the procurement and manufacturing concerns.<br><br>Discussion led to identifying that there is policy discussion occurring in a PPC Working Group which reports into the AFAC Champions of Change, of which the Executive Director, Asset Services is the QFD member. Members agreed that advice and recommendations out of this forum would be of key interest to GCOI and there may be an opportunity to review the recommendations and advise via the Council on gender-related concerns.<br><br>Further discussion led to members sharing knowledge regarding policies being developed by other states, such as the Breast Feeding policy for female firefighters and Menopause-related policies being rolled out by Fire Rescue Victoria. |

# Gender Community of Inclusion

# MINUTES

| Item | Subject |
|---|---|
| | SS advised members of RFSQ's current pieces of work relating to Hygiene and Provision of Sanitary Packs to women rural fire brigade volunteer members; as well as a Toileting in the Field policy which, while all encompassing, does make specific recognition of gendered needs.<br><br>PD and SS discussed the data which comes out of the Volunteering for Queensland survey, and whether it may be of use to GCOI. SS affirmed that, while there is not adequate data collected for gender-focussed information, there may be opportunity in the future to look at including gender-based questions in the VfQ surveys.<br><br>**<u>Resolution</u>**<br>The GCOI **agreed** to request and consider data from QFR related to gender and to invite Julie Smith and Abby Blair to present to the GCOI in order to inform development of workplan objectives related to gender related QFR recruitment challenges.<br><br>**<u>Resolution</u>**<br>The GCOI **agreed** to include in the draft workplan that QFR and RFSQ recruitment will be a priority topic, and then branch out to deep dives into women in QFR and leadership roles in RFSQ, as follows:<br>• <u>QFR</u> focus would include a national and international scan of physical testing standards; industrial stakeholder policy positions; other fire and emergency services recruitment testing practices; and QFD's current approach to encouraging women applicants.<br>• <u>RFSQ</u> focus would include election and promotion of women in rural fire brigade leadership roles (ie: First Officer – Eighth Officer positions); data from other rural fire services (may include nationally and internationally); and RFSQ's current approach in this area.<br><br>In addition, the workplan should include tactical policy matters to inform recommendations from GCOI to the Council for future QFD policy and procedures to be developed, including:<br>• Life cycle procurement process of Personal Protective Clothing<br>• Design and modern use of Coveralls<br>• Gender specific policies across the career spectrum of women firefighters<br><br>The GCOI **agreed** that a key outcome from this workplan is development and release of a <u>Policy Discussion Paper on Modern Fire Services and Gender-Specific Practices.</u> |

# Gender Community of Inclusion

# MINUTES

| Item | Subject |
|---|---|
| | <table><tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr><tr><td>**Action No# X** – Request to Mindy Kayes to be made for current QFD Women in Leadership data profile, preferably with analytical advice to assist GCOI identify priorities.<br><br>**Action No# X**– Invite Julie Smith to present to GCOI on their work related to gender-specific recruitment; and Abby Blair to present on data and QFR's current approach to encourage women firefighter applicants.<br><br>**Action No# X**– Request any reports or recommendations from the AFAC Champions of Change PPC Working Group and provide to GCOI for future discussion.<br><br>**Action No# X**– Undertake research and coordination of gender-specific policies and information available from Fire Rescue Victoria; Fire and Rescue New South Wales; and Fire and Emergency New Zealand for GCOI future discussion.</td><td>Paula Douglas<br><br>XXX<br><br>Katrina MacDonald<br><br>Vanessa Madge</td><td>Prior to next meeting<br><br>XXX<br><br>XXX<br><br>XXX</td></tr></table> |
| **3.0** | **General Business** |
| **3.1** | Prior to departing meeting, JC advised members of planned leave, noting that GCOI may reach out to relevant members of the Fire Inspectorate office as necessary during their absence.<br><br>Members discussed timing of future meetings – cognisant of the Everyday Respect Council meeting dates and considered whether to meet prior to after the Council meeting scheduled for 18 September. Given the limited timing with this meeting held on 25 August, members agreed that meeting after 18 September may be more useful, pending more development of a draft work plan.<br><br>Members noted the use of the Teams GCOI Channel to manage files and information relevant to the discussions, proposing that a series of tabulated streams within the Channel may be appropriate for members to add and access information, including an individual tab for the following:<br>• Recruitment information<br>• Leadership information<br>• Gender Research and gender specific policies and practices of other fire and emergency service organisations<br>• Minutes and Administration.<br><br><table><tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr><tr><td>**Action No# X** – Chair to consider next meeting scheduling – preferably after 18 September Everyday Respect Council Meeting.<br>**Action No# X**– GCOI Teams Channel to be configured to include tabs/spaces for information to be added as specified in the discussion at the 25 August meeting.</td><td>Paula Douglas<br><br>XXX</td><td>Prior to next meeting<br><br>XXX</td></tr></table> |

# Gender Community of Inclusion

# MINUTES

| Item | Subject |
|---|---|
| **4.0** | **Meeting finalisation** |
| **4.1** | Next meeting to be scheduled. |
| **5.0** | **Meeting closed** |
| | There being no further business the meeting closed at 12.03pm<br>Next meeting: TBA |

# Gender Community of Inclusion

# Agenda (minutes taken)

| | |
|---|---|
| **Date** | 27 October 2025 |
| **Time** | 1430 - 1530 |
| **Location** | MS Teams; Meeting ID: 421 557 971 189 1<br>Passcode: 8Y85KD63 |
| **Chair** | • Paula Douglas, chair |
| **COI Members** | • Peta-Miller Rose, member and secretariat<br>• Samantha Stream, member<br>• Vanessa Madge, member |
| **Standing Invitees** | • John Cawcutt, Executive Sponsor |
| **Guests/ Presenters** | • Mindy Kayes, ERC advisor |
| **Apologies** | • Katrina McDonald, member |
| **Secretariat** | • Peta-Miller Rose, secretariat |

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| 14:30 | **1.0** | **Preliminary Matters** | | |
| 14:30 | 1.1 | Acknowledgement of Traditional Owners and Elders Past and Present<br><br>PD acknowledged TO | Note | Chair |
| | 1.2 | Chair's Opening Comments<br><br>PD welcomed members present | Note | Chair |
| | 1.3 | Conflict of Interest Declarations<br><br>Nil COI were declared | Note | Chair |
| | 1.4 | Minutes from Previous Meeting – 18/09/2025 | Ratify | Chair |
| | 1.5 | Review of Open Actions – 18/09/2025<br><br>Nil reported | Review | Chair |
| 14:40 | **2.0** | **Standing Agenda Items for Noting** | | |
| 14:40 | 2.1 | Update from ERC<br>- Disability COI has finalised work plan. Aligned to strategic goals of the organisation.<br>- ERC submission template is now available<br>- ERC TOR approved. Next meeting is to be held in January 2026<br><br>Noted by SS, VM and PMR | Note | Paula Douglas, Chair |
| 14:50 | **3.0** | **Matters for Decision / Noting** | | |
| 14:50 | 3.1 | Submitting draft TOR for review and approval at next meeting<br><br>Acknowledged by SS, VM and PMR | Action | Group |





Respect Integrity Courage Loyalty Trust



Queensland Government

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| 14:30 | 1.0 | **Preliminary Matters** | | |
| 14:51 | 3.2 | Setting a meeting schedule, preferences for sustainability.<br><br>PD, SS, VM and PMR agreed to one Thursday per month.<br>PD confirmed meeting schedule will be adjusted and shared | Action | Group |
| 14:55 | 3.2 | Draft work plan<br>- What are our actions and commitments to our 3 priorities?<br>- Are there any observable/measurable actions we can commit to?<br>- Action officers<br><br>*Service Plan alignment is with Objective 2 – a safe, capable and inclusive workforce – both our staff and volunteers – that is representative of the communities we serve*<br><br>1 – Recruitment<br><br>2 – Leadership Development & Retention<br><br>3 – Policy Review (Development & Alignment)<br><br>4 – Cultural Change<br><br>5 – Workforce Wellbeing and Safety<br><br>*Align intent to research, policy, government doc's and policies – note Risk if not actioned* | Action | Group |
| 15:15 | 4.0 | **Meeting Finalisation** | | |
| 15:15 | 4.1 | **Other Business** | Discuss | Chair |
| 15:25 | 4.2 | **Review Actions Taken**<br><br>• **Amend TOR to suit new meeting schedule**<br>• **Create new meeting schedule**<br>• **MK to share QPS resources to SharePoint**<br>• | Confirm | Secretariat |
| 15:30 | **Meeting Close** | | | |
| **Next Meeting:** To be determined by this meeting. | | | | |

# Gender Community of Inclusion

# Agenda *(Minutes taken 24/11/25)*

| | |
|---|---|
| **Date** | 24 November 2025 |
| **Time** | 0930 - 1100 |
| **Location** | MS Teams; Meeting ID: 472 220 516 020 7<br>Passcode: Tv34qK2u |
| **Chair** | • Paula Douglas (PD), chair |
| **COI Members** | • Peta-Miller Rose (PMR), member and secretariat<br>• Vanessa Madge (VM), member<br>• Katrina McDonald (KM), member |
| **Standing Invitees** | • John Cawcutt, Executive Sponsor |
| **Guests/ Presenters** | • Mindy Kayes, (MK) ERC advisor |
| **Apologies** | • John Cawcutt, Executive Sponsor (leave)<br>• Samantha Stream, member (resigned) |
| **Secretariat** | • Peta-Miller Rose, secretariat |

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| 09:30 | **1.0** | **Preliminary Matters** | | |
| 0930 | 1.1 | Acknowledgement of Traditional Owners and Elders Past and Present<br>• Meeting opened at 0939<br>• Members advised meeting recorded/transcribed<br>• PD acknowledged TO, elders past and present | Note | Chair |
| | 1.2 | Chair's Opening Comments<br>• PD advised members of the COI regarding applications being considered following Samantha Streams resignation from QFD<br>• PD advised that this is the first COI given authority to select members of the COI<br>• PD confirmed with MK that welcome to all meetings as ongoing guest. | Note | Chair |
| | 1.3 | Conflict of Interest Declarations<br>PD has declared COI regarding FRFWN for upcoming presentation and will monitor and advise<br>Nil other COIs were declared | Note | Chair |
| | 1.4 | Minutes from Previous Meeting – 27/10/2025<br>VM accepted, PD seconded Minutes | Ratify | Chair |
| | 1.5 | Review of Open Actions – 27/10/2025<br>• TOR amended to suit meeting schedule - CLOSED<br>• Create a meeting schedule - CLOSED<br>• MK to upload QPS files to SharePoint (*Pregnancy and Breastfeeding*) – CLOSED<br>All current open action items as 27/10 closed | Review | Chair |





Respect Integrity Courage Loyalty Trust



Queensland Government

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| 09:30 | 1.0 | **Preliminary Matters** | | |
| 0935 | 2.0 | **Standing Agenda Items for Noting** | | |
| 0935 | 2.1 | Update from ERC<br>- Next ERC is January 13th<br>• PD advised draft work plan to be finalised prior to this meeting<br>• ERC now meeting quarterly | Note | Paula Douglas, Chair |
| 0936 | 3.0 | **Matters for Decision / Noting** | | |
| 0936 | 3.1 | Acknowledge Samantha Stream – resigned from QFD, & next steps<br>• PD has passed on thanks on behalf of group<br>• A new candidate to join the COI is Emma Lewis from CR, Firecom Officer, will be offered the spot in the COI | Action | Group |
| 0937 | 3.2 | Gender COI TOR review drafted – submitted to members for approval<br>• PD gave an update on the updated TOR<br>• All members accepted the amended TOR | Note | Group |
| 0940 | 3.3 | **Draft Work Plan & Review Vision Statement**<br>What are our actions and commitments to our priorities?<br>• *Recruitment*<br>• *Leadership development & retention*<br>• *Policy Review (development & alignment)*<br>• *Cultural Change*<br>• *Workforce Wellbeing and Safety*<br>Are there any observable/measurable actions we can commit to?<br>• PD advised draft work plan to be finalised prior to this meeting<br>• ERC now meeting quarterly<br>• Members reviewed the draft QFD Gender COI Workplan Vision 2025 – 2027<br>• Disclaimer amended to statement (live document amended)<br>• Key Focus amended to remove time frames, adjust Cultural Change to Cultural Safety and Inclusion | Action | Group |
| 1100 | | **SCHEDULE BREAK 1100 - 1300** | | |
| **1300** | **4.0** | **Presentation** | | |
| 1300 | 4.1 | Presentation from TA and F&R FWN recruitment project – findings from past QFR recruitment campaigns.<br>• Workshop Days – transition to BAU | | Jarna Vilayrack<br>Julie Smith |

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| 09:30 | 1.0 | **Preliminary Matters** | | |
| | | • ? Gender Support process to be absorbed into Talent Acquisition without direct push from F&RFWN<br><br>Julie Smith (JS) sees the COIs as a driving force is influencing outcomes<br><br>• Learnings – need for fitness assessment reform – fitness testing is not aligned nationally within any other jurisdiction<br>• Could be seen as an issue when organisation puts public through more vigorous testing than the departments own people (? annual retesting of employees)<br>• Blind selection process – future to look at removing blind process before state panel access applicants *(recommendation 4 in report)*<br><br>Jarna Vilayrack (JV) – planning for 2027 recruitment<br><br>• Options on how diversity information can be collected from each applicant<br>• State Selection Panel won't come into play again until Sept or Oct 2026 so time for consultation and change<br>• Looking at communication with applicants, what language is being used, opportunity to improve process for applicants. Currently a process can be up to 11 months.<br>• Looking at things from a statewide view, not just the SE corner.<br>• Hard to frame outcomes when there is no dedicated resourcing and strategies in place to support.<br><br>PD suggested that KM, VM and PMR be provided with further review of the report, details of what it is that JV and JS would like COI to put forward on behalf of the report.<br><br>• How does the department manage political influence<br>• Political influence and authorising environment is challenged by bodies (union representation)<br>• NSW utilised the University of Wollongong – combatting views between other research and how jurisdictions are doing testing.<br>• 2028 campaign – important to push for changes now to be ready. Now that QFD has the data and the relationships with other jurisdictions, time to take the band aid off and address the issues and face challenges head on. | | |

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| 09:30 | 1.0 | **Preliminary Matters** | | |
| | | • It has been proven that there is no alignment with testings in any of the foundation skills of a fire fighter.<br>• F&R FWN continues as an advisory body in support of COI and department<br>• JS will send copy of Fitness Report and Closure Report to PD | | |
| 1445 | 5.0 | **Meeting Finalisation** | | |
| 1445 | 5.1 | **Other Business**<br><br>PD requested that F&R and RFSQ FWN provide reports to the Gender COI on a quarterly basis | Discuss | Chair |
| 1450 | 5.2 | **Review Actions Taken**<br><br>• JV and JS to provide copies of Fitness Report and Closure Report to PD<br>• JV and JS to provide commentary on what they request (recommendations) the COI pushes to ERC<br><br>*Added to Gender COI TEAMS site – action items* | Confirm | Secretariat |
| 1500 | **Meeting Close** | | | |
| **Next Meeting: 11th** December 0930 – 1500 (Brisbane location TBC) | | | | |

# Gender Equity (Community of Inclusion)

# Minutes

| | | | |
|---|---|---|---|
| **Date** | Thursday 22 January 2026 | **Time** | 10:00 – 13:30 |
| **Location** | **INSERT LOCATION OF MEETING** | | |
| **Chair** | Paula Douglas, Inspector Operations Business Management Support Manager<br>Toowoomba Division / SE Region | | |
| **Committee Members** | • Katrina MacDonald, Director Governance, Risk and Compliance<br>• Peta Miller Rose (Secretariat) – Strategic Capability, Training & Capability<br>• Vanessa Madge – Greater Brisbane Region, Sunshine Coast<br>• John Cawcutt (SLT Sponsor)<br>• Prue Gilbert (External Coach) | | |
| **Standing Invitees** | **(Insert Name and Position Title)**<br>**(Insert Name and Position Title)** | | |
| **Guests/ Presenters** | Leanne Allen, NZFR *New Zealand Fire and Rescue* | | |
| **Apologies** | **(Insert Name and Position Title)**<br>**(Insert Name and Position Title)** | | |
| **Secretariat** | **(Insert Name and Position Title)** | | |

| No# | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting and confirmed that Quorum was achieved<br>• A brief discussion provided an overview of the last three months of work in the Gender Equity space.<br>• Introduced Leanne Allen from NZFR, who will attend some of the meetings to gather data for her research on fitness standards and discrimination. Her intent is to understand the environment and then leverage the information to support development of further work with the Network on recruitment initiatives.<br>• Reiteration of the Communities of Inclusion responsibilities and governance, including their role into the organisation of events such as International Women day, NAIDOC week, Disability week. |
| 1.3 | **Conflicts of Interest declarations** **TBC**<br>Nil conflict of interest were declared. |
| 1.4 | **Minutes from previous meeting -** DAY MONTH YEAR **TBC**<br>• Nil change was requested.<br>**Resolution**<br>The INSERT COMMITTEE/GROUP NAME HERE **approved** the Minutes from meeting held DAY MONTH YEAR. |
| 1.5 | **Review of Open Actions**<br>It was noted there were no further Action in the Action register.<br>**ALSO**<br>Two Actions remain outstanding until the workplan is established |
| **2.0** | **Matters for Decision /Noting** |
| 2.1 | **Governance item: Work Plan**<br>• This is a work in progress that has met some issues. It is linked to the Vision statement, based on key areas of focus. |

<table>
<tr><th>No#</th><th>Item</th></tr>
<tr><td></td><td>

- Draft activities developed for the work plan are in draft provided.
- COI be part of a collective recognition of areas of QFD active in making nominations.
- Highlighted the need to nominate an Assistant Commissioner for International Woman Day Champion of Change award.

<u>Actions (3)</u>

<table>
<tr><th>Action Details</th><th>Assigned to</th><th>Due Date</th></tr>
<tr><td>Action No# (to be used in the Register) – Awards list<br>• Develop a list of all available awards to recognise women</td><td>Must be a Member</td><td>As agreed at meeting</td></tr>
<tr><td>Action No# (to be used in the Register) – Nomination<br>Collectively put forward nominations for honours and awards.</td><td>All</td><td></td></tr>
<tr><td>Action No# (to be used in the Register) – Nomination<br>Policy review items on draft workplan – proposed to take to Everyday Respect Council April 2026 meeting</td><td>K. MacDonald & Doctrine team</td><td></td></tr>
</table>
</td></tr>
<tr><td>2.2</td><td>Next steps<br>• Next meeting has been allocated in calendars. Agenda will be confirmed and distributed one week prior.<br>   o V. Madge will provide an item on recruitment research.<br>• All members to assign tasks for work plan activities, including reasonable timeframes to address. This work will inform the COI future planning and deliveries.</td></tr>
<tr><td>4.0</td><td>Meeting Finalisation</td></tr>
<tr><td>4.1</td><td>Review New Actions<br>Secretariat confirmed the new Actions for. INSERT COMMITTEE/GROUP NAME HERE</td></tr>
<tr><td colspan="2">Meeting close</td></tr>
<tr><td colspan="2">Next meeting:</td></tr>
</table>

# Gender Community of Inclusion
# Agenda (minutes taken)

| | |
|---|---|
| **Date** | 25 Feb 2026 |
| **Time** | 0930 - 1500 |
| **Location** | MS Teams; Meeting ID: 451 341 645 008 9<br>Passcode: ug7YX9Sj |
| **Chair** | • Paula Douglas (PD), chair |
| **Committee Members** | • Katrina McDonald (KM),<br>• Vanessa Madge (VM),<br>• Quinn Cramer (QC),<br>• Peta Miller-Rose (PMR), |
| **Standing Invitees** | • John Cawcutt, Executive Sponsor<br>• Mindy Kayes, (MK) ERC advisor |
| **Guests/ Presenters** | • **Leanne Allen – FENZ**<br>• **Prue Gilbert – Gender COI external coach** |
| **Apologies** | • John Cawcutt |
| **Secretariat** | • Peta Miller-Rose, member |

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| 09:30 | **1.0** | **Preliminary Matters** | | |
| 09:30 | 1.1 | Acknowledgement of Traditional Owners and Elders Past and Present<br>• Chair PD performed acknowledgement; meeting opened at 0934.<br>• Committee members were present online via Microsoft Teams.<br>• Committee members shared their acknowledgement of TOs in their patch.<br>• QC will share the Aus Post links to identifying First Nations.<br>• PD advised that the First Nations COI group has experienced some difficulties and any good news stories or uprising of voices for our intent may assist them in driving forward. | Note | Chair |
| | 1.2 | Chair's Opening Comments<br>• Chair PD opened with acknowledgement of PMR successful in QFD IWD awards with Highly Commended recognition<br>• Chair PD acknowledged QC with the awarding of her AFSM<br>• Chair PD acknowledged the membership and thanked everyone for their support and commitment to our objectives | Note | Chair |
| | 1.3 | Conflict of Interest Declarations<br>• Nil conflicts of interest were declared by members<br>• PD requested assistance from KM in reviewing any risk of FNR and RFSQ leads and representatives of Frontline Women's Networks | Note | Chair |
| | 1.4 | Minutes from Previous Meeting – 22/01/2026<br>Minutes from previous meeting were not able to be accepted as there is still some work to be done. PD, PMR will work on minutes and provide to members. Apologies from secretariat as was on leave for this previous meeting. | Ratify | Chair |

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| | 1.5 | • Review of Open Actions – 22/01/2026<br>• Two open action items have been closed – supply of reports have been confirmed. SharePoint action register updated<br>• KM advised three additional action items from the previous meeting in January to be added. KM will provide email to secretariat of details. Discussion included Review on Policy Guidance, creating nominations for women across QFD, Compiling a list of awards accessible across the state, nation and internationally.<br>• Chair PD asks that nominations from Gender COI be added as a standing agenda item. TO BE ADDED TO ACTION REGISTER. | Review | Secretariat |
| 09:40 | 2.0 | **Standing Agenda Items for Noting** | | |
| 09:40 | 2.1 | Update from ERC – 22/01/2026<br>• Chair PD advised that there was extensive discussion around the roles and responsibilities of the COIs, and it was identified that there was no process in place. COIs identified they had not authority and it was difficult to lead initiatives of 'low hanging fruit' and 'quick wins'.<br>• As COIs we can now raise them to the ERC and they will decide if they take that action on board or the COI will do an appropriate submission.<br>• Regional and remote COI made request that they are included in all state groups where decisions are made that affect regional/remote areas<br>• PD raised ongoing issues with coveralls, and the barriers. PD now has a meeting with the CQFD and Asset Services for alternative options.<br>• PMR raised issues of the change requests for overshirts that have not been actioned since original requests in 2015, 2019 and 2020.<br>• PD stated there is opportunity for escalation via executive sponsor for further discussion around all uniform issues<br>• KM suggested that the ERC be notified of ongoing concerns also<br>• PD advised COI members will be updated post her meeting with CQFD<br><br>Action item added to SharePoint that PD to provide update to all members following meeting with CQFD and Asset Services. | Note | Chair |
| 09:45 | 3.0 | **Matters for Decision / Noting** | | |
| 09:45 | 3.1 | New membership update – Welcome A/Insp Quinn Cramer<br>• Quinn was welcomed to the COI Gender membership.<br>• MK working on a process to welcome/invite new memberships. | Action | Group |
| 09:47 | 3.2 | Finalise workplan and allocate timeframes<br><br>• PD advised that actions will be assigned to members.<br>• Timeframes will be ongoing however PD will present the Workplan to ERC at the April meeting | Action | Group |
| 10:00 | 3.3 | Assign actions to members against workplan<br><br>PD shared the workplan with members to review and allocations to workplan actioned:<br><br>• Recruitment (KM and VM)<br>• Leadership Development and Retention (PMR and QC)<br>• Policy Review, Development and Alignment (KM)<br>• Culture and Inclusion (All) | Action | Group |

| Time | No# | Item | Decision | Member/ Presenter |
|---|---|---|---|---|
| | | • Workforce Wellbeing and Safety (PD)<br>• Research Insight (All)<br>• Stakeholder Engagement (KM)<br><br>Action Item added – PD will finalise workplan and send to all members for approval prior to presenting at ERC | | |
| 10:30 | 4.0 | **Break** – own work on COI actions. (break until 11.30am) | | |
| 11.30 | | All members returned to MS Teams, joined by Prue Gilbert<br>• PG will work with VM and KM on how to break down challenges of recruitment standards. Outcome will be presented to ERC for further discussion. ERC owns the accountability. | | |
| 12:30 | 5.0 | **Presenters** | | |
| 12:30 | 5.1 | Leanne Allen – presentation on research findings with fitness standards for operational firefighters.<br><br>Leanne joined the members online at 1230pm – presentation completed at 1253. Members engaged with Leanne to discuss presentation. Leanne left the meeting at 1310. | NA | |
| 13:30 | 5.0 | **Meeting Finalisation** | | |
| 13:30 | 5.1 | Review work plan and actions – finalise format for next month's meeting<br>• PD will put timelines to workplan and share with members<br>• At next meeting, responsible persons will provide report on progress and document in minutes. | Discuss | Chair |
| 14:45 | 5.2 | Other Business<br>• VM led discussion regarding the identification of talent opportunities<br>• KM stated this has linkages directly to Frontline Women's Networks<br>• QC shared Leanne Allen's presentations to the membership from WAFA 2025<br>• MK will add to ERC agenda five minutes for Gender COI to present updates on the Frontline Women's Networks via chair PD | Discuss | Chair |
| 15:00 | 5.3 | Review Actions Taken<br>• Open Action Items discussed<br>• KM to provide outstanding 3 action items from Jan meeting to PMR for inclusion in Actions register | Confirm | Secretariat |
| 15:15 | **Meeting Close 1346pm** | | | |
| **Next Meeting: 4th Thursday each month reoccurring. (Outlook calendar)** | | | | |

# Communities of Inclusion

# Minutes 2 April 2026

| | |
|---|---|
| **Date** | 2nd April 2026 |
| **Time** | **0900 - 1500** |
| **Location** | Via Microsoft TEAMs |
| **Chair** | Paula Douglas |
| **COI Members** | John Cawcutt, Katrina MacDonald, Quinn Cramer, Vanessa Madge, Peta Miller-Rose |
| **Standing Invitees** | Mindy Kayes |
| **Guests** | NA |
| **Apologies** | John Cawcutt, Katrina MacDonald |
| **Secretariat** | Peta Miller-Rose |

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| 0900 - 1400 | 1. | Individual Workplan Action Items (*time allocated for members to work on their contributions to the Workplan*) | | |
| **1400** | **1** | **Preliminary matters** | | |
| | 1.1 | Acknowledgement of Traditional Owners and Elders | | Chair |
| | 1.2 | Chair's opening comments<br>• Acknowledged the workload that members are under and thanked all for flexibility<br>• Chair acknowledged apologies and noted that workplan deliverables for KM will not be available<br>• Workplan has been presented to ERG<br>• PD reminded members of access to Prue if required | | Chair |
| | 1.3 | Conflicts of Interest<br>• Nil raised | | Chair |
| | 1.4 | Minutes from Previous Meeting<br>• Minutes reviewed and approved | NA | Chair |
| | 1.5 | Values in Action<br>• PD acknowledged Vanessa Madge promotion to Superintendent.<br>• VM – position is based at Specialist Response Cannon Hill | NA | Chair |
| | **2.0** | **Out of Session items** | | |

# Communities of Inclusion

# Minutes 2 April 2026

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| | 2.1 | COI Chairs meeting (meeting with Talent Acquisition representatives regarding recruitment opportunities)<br>• PD advised some of the COI are experiencing challenges<br>• Meeting with TA – PD has asked them to meet with VM and KM regarding their workplan inputs<br>• TA looking to reshape their recruitment processes<br>• TA keen to engage with COIs | | Chair |
| | 3.0 | **Matters for decision/noting** | | |
| | 3.1 | N/A to report | Noting | Chair |
| | 4.0 | **Standing updates for decision/noting** | | |
| | 4.1 | Frontline Women's Network update<br>• Last meeting in March.<br>• Strategy team attended and shared experiences in work environment | Action | Chair |
| | 4.2 | RFSQ Frontline Women's Network update<br>• Survey due to go out in April to all volunteers and staff<br>• Regional networks will not proceed | Action | PMR |

# Communities of Inclusion

# Minutes 2 April 2026

| | | | | |
|---|---|---|---|---|
| | 4.3 | COI members provide updates on actions from the workplan due March 2026<br><br>**Recruitment (VM and KM)**<br>• Undertake research to identify areas for improvement across the recruitment processes, working with People & Culture, and Talent Acquisition relevant to gender equity.<br>• VM – awaiting consultation with KM. Has undertaken research globally and reviewed departmental documentation.<br>• VM awaiting consultation with TA and Culture and KM upon her return<br>• VM will share draft documents in COI folder<br>• VM will work with KM to identify time frames of delivery of research findings<br>**Leadership, development & retention (PMR)**<br>• Undertake research to identify areas for improvement in career progression & retention, working with People & Culture.<br>• PMR provided update on draft document<br>• Meeting held with Workforce Development and Workforce Experience<br>• QC and PMR to continue to work on research outcomes.<br>**Policy review (KM)**<br>• Provide a guideline document for the Communities of Inclusion for the engagement protocols of any relevant departmental doctrine.<br>• Provide guidance and advice in the drafting or reviewing of doctrine as requested through the ERC, to support QFD in considering gender equity in line with the guideline document.<br>• KM not available to attend – nil update<br>**Culture and Inclusion (all)**<br>• Rewards & Recognition: Identify awards that recognise gender and inclusion.<br>• Undertake research across the fire sector in identifying any opportunities to influence positive culture and inclusion.<br>• PD ongoing body of work to be monitored<br>• Research across the fire sector is considered next phase of research<br>**Workforce wellbeing and Safety (PD)**<br>• Identify exclusionary uniform and PPC options with the QFD. | | COI Members |

## Communities of Inclusion

# Minutes 2 April 2026

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| | | • PD gave previous update on PPC<br>• PD will continue to work on options and reminded members of fiscal organisational considerations currently<br>• PD has reached out to Chris Harper in WHS team to commence collaboration and discussions<br>• QC raised concerns of recent Safety Bulletin regarding bin undergarments after contaminants – no mention of bras, especially considering the cost of such.<br>• Member discussion around washing machines in stations and lack of laundering arrangements across both services.<br>**Stakeholder engagement (KM)**<br>• Invite the QFR & RFSQ Frontline Women's Network to engage with the Gender COI to discuss developing a formalised stakeholder relationship.<br>• Not present therefore no update available | | |
| | **5.0** | **General Business** | | |
| | 5.1 | • PD provided update following meeting with Rona McLeod. Discussed complexities of the group and challenges in progressing forward<br>• PD will be providing briefing to JC next week to ensure he remains informed of progress<br>• Still hours allocated to this group to liaise with Prue. PD encouraged that engagement.<br>• PD confirmed VM as the deputy to the chair of Gender COI<br>• PD confirmed wage rights and discussions undertaken<br>• Coming up to 12 months of Gender COI<br>• **ACTION** - PD update from ERC to be added to next agenda (added to tracker)<br>• PD presented working on Days of Significance calendar – approved by members | | Chair |
| | **6.0** | **Meeting finalisation** | | |
| | 6.1 | Review actions to be taken<br>• PD to provide ERC update at next meeting – logged in tracker | | |
| | 6.2 | Meeting Evaluation | | |
| | **7.0** | **Meeting closed 1526** | | |

## Communities of Inclusion

# Minutes 2 April 2026

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| | | Next meeting scheduled for 23rd April (0930 – 1500) | | Secretariat |

# Communities of Inclusion - Gender

# Minutes

| | |
|---|---|
| **Date** | Thursday 23 April 2026 |
| **Time** | **0900 - 1500** |
| **Location** | Via Microsoft TEAMs and in person where possible (Albion HQ) Meeting room TBA |
| **Chair** | Paula Douglas |
| **COI Members** | Katrina MacDonald, Quinn Cramer, Vanessa Madge, Peta Miller-Rose |
| **Standing Invitees** | Mindy Kayes |
| **Guests** | NA |
| **Apologies** | John Cawcutt |
| **Secretariat** | Peta Miller-Rose |

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| **0900 - 1400** | | Individual Workplan Action Items (*time allocated for members to work on their contributions to the Workplan*) | | |
| **1400** | **1** | **Preliminary matters** | | |
| | **1.1** | Acknowledgement of Traditional Owners and Elders | | Quinn Cramer |
| | **1.2** | Chair's opening comments – meeting opened at 1408 | | Chair |
| | **1.3** | Conflicts of Interest – nil COI raised | | Chair |
| | **1.4** | Minutes from Previous Meeting – accepted by members | NA | Chair |

# Communities of Inclusion - Gender

# Minutes

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| | 1.5 | Actions arising from previous minutes –<br>• PD met with ASD – action was in relation to coveralls/PPC enquiry. Met with WG members. U&L has come back to both services with options for coveralls. (three options). With services to go back and consult. Likely that two-piece options will be available for coveralls. (was an ERC item – **CLOSE action**)<br>• Request was made that it be for both F&R and RFSQ.<br>• Awards list – develop a list of all available awards. QC has provided this to all members. (**Keep OPEN.** Consider create map when awards are due/open. **ACTION Item** – add awards as Agenda item moving forward for each meeting.) QC will drop list in SharePoint.<br>• Members noted the confidentiality of awards list as provided.<br>• **ACTION** – Mindy will combine two lists of awards and then add back to SharePoint.<br>• Award nominations – a number of nominations currently being prepared by members.<br>• Guide to accessing COI as a part of Policy review – KM and MK reviewing. This is still **OPEN.** Nil capability in K2 team due to workload of team.<br>• MK suggested review of engagement checklist for COI. MK will work with KM to review. MK to provide engagement checklist.<br>• **CLOSE** Chair update from ERC. | NA | Chair |
| **1410** | **2.0** | **Out of Session items** | | |
| | 2.1 | Nothing to report | | Chair |
| **1415** | **3.0** | **Matters for decision/noting** | | |
| | 3.1 | Nil | Noting | Chair |
| **1420** | **4.0** | **Standing updates for decision/noting** | | |

# Communities of Inclusion - Gender

# Minutes

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| | 4.1 | ERC update and approval of workplan.<br>• Chair advised ERC approved Gender COI workplan<br>• Sponsor passed on thanks to group and acknowledged body of work gone into workplan.<br>• Allies of Inclusion data base – want to use this for the benefit of joining and connecting with specific groups identified. Request made to ERC. Awaiting further advice.<br>• Values of external coaches discussed. Role of Executive sponsors. COIs caught up with Rona McLean Carmody. Nil issues or challenges raised by Gender COI.<br>• Gender COI members encouraged by chair to utilise external coach as required.<br>• MK has designed an induction for any new Executive Sponsors joining COIs.<br>• Chair suggested KM and VM meet with Rona McLean Carmody regarding opportunities for AFAC/BNHCRCH research for current fitness standards.<br>• We need to include some delivery time frames in our Workplan. Chair will create an **ACTION** for every member with updated timeframes.<br>• Workplan documents will become a part of COI transparency and be made available on the Gateway. | Action | Chair |
| | 4.2 | Frontline Women's Network update – Nil | Action | Chair |
| | 4.3 | RFSQ Frontline Women's Network update<br>• Survey for RFSFWN shared across the entire state. Open until end of May. | Action | PMR |

# Communities of Inclusion - Gender

# Minutes

| | | | | |
|---|---|---|---|---|
| | **4.4** | COI members provide updates on actions from the workplan due April 2026 *(where are leads up to)*<br><br>**Recruitment (VM and KM)**<br>• Undertake research to identify areas for improvement across the recruitment processes, working with People & Culture, and Talent Acquisition relevant to gender equity.<br>• VM has added a paper in the chat for members to review.<br>• Will be meeting with Talent Acquisition. Researching best practice from across the globe.<br>• Beginning of discussions – focus is currently on F&R recruits only in first phase due to focus on low representation in workforce.<br>• Testing methodology a part of the review in recruitment.<br><br>**Leadership, development & retention (QC &PMR)**<br>• Undertake research to identify areas for improvement in career progression & retention, working with People & Culture.<br>• Covers all agencies within QFD<br>• Barriers identified in paper<br>• Evidence based strategies from research<br>• Lived experience recorded<br>• Organisational implications if fail to act<br>• Risk analysis<br>• Mitigation strategies<br>• Executive briefing draft included.<br>• Recommendations included<br>• Research recorded<br>• Will place in SharePoint<br>• Further discussion/update to be had with John Cawcutt<br>• QC and PMR to present to ERC in June<br><br>**Policy review (KM)**<br>• Provide a guideline document for the Communities of Inclusion for the engagement protocols of any relevant departmental doctrine.<br>• To follow as teams currently heavily engaged.<br>• Provide guidance and advice in the drafting or reviewing of doctrine as requested through the | Action | COI Members |

# Communities of Inclusion - Gender

# Minutes

| | | | | |
|---|---|---|---|---|
| | | ERC, to support QFD in considering gender equity in line with the guideline document.<br>• KM has liaised with doctrine team; they have a process in place.<br>• Concerns raised that training documents don't go through the same equitable lens.<br>• There is a draft document as a guide that will be communicated to guide people when reviewing policy and language.<br>• *?? Strategy to ensure inclusive language is a consideration in doctrine and policy review.*<br><br>**Culture and Inclusion (all)**<br>• Rewards & Recognition: Identify awards that recognise gender and inclusion.<br>• List has been provided – privacy considerations. MK working with QC to consolidate information.<br>• Undertake research across the fire sector in identifying any opportunities to influence positive culture and inclusion.<br>• Ongoing review of partnering jurisdictions, AFAC, WAFA etc.<br><br>**Workforce wellbeing and Safety (PD)**<br>• Identify exclusionary uniform and PPC options with the QFD.<br>• Working U&L and Workforce Wellbeing and Safety teams.<br>• Urinary devices in discussion.<br>• Research discussions around access to toilets<br>• PD looking to build a WG around toilet facilities in operational incidents. Project opportunities<br>• WHS have flagged a topic of consideration and looking to influence options.<br>• Will have funding implications.<br>• PD held discussions around uniform alternatives.<br>• Discussions around laundering of under garments and reproductive organs at risk. Research available.<br>• U&L has asked for a change request for under garments to provide protection from contamination.<br>• Discussions and updates to be provide to John Cawcutt. | | |

## Communities of Inclusion - Gender

# Minutes

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| | | **Stakeholder engagement (KM)**<br>• Invite the QFR & RFSQ Frontline Women's Network to engage with the Gender COI to discuss developing a formalised stakeholder relationship.<br>• Further discussions to occur<br>• **ACTION** – PD, QC and PMR to sit with KM to provide dot points on reporting relationship to COI | | |
| | **5.0** | **General Business** | | |
| | **5.1** | Open comments from the group<br>• QC received correspondence regarding pregnant firefighters that move to suitable duties roles. These roles are day work roles and currently don't record hours to their promotion opportunities.<br>• **ACTION -** PD asked QC to prepare notes for progression to ERU and discussions with sponsor | | Chair |
| **15.25** | **6.0** | **Meeting finalisation** | | |
| | **6.1** | Review actions from meeting: *(to be added to SharePoint)*<br>• **CLOSE** Chair discussions with ASD re PPC options<br>• **Keep OPEN** Awards list<br>• **Add ACTION** item – Add Awards as agenda item to future meetings<br>• **ACTION** – MK to combine multiple lists of awards and upload to SharePoint<br>• **Keep OPEN** – KM and MK to work on COI engagement checklist<br>• **CLOSE** – Chair update from ERC<br>• **ACTION** – PD will assign delivery time frames for members against work plan deliverables.<br>• **ACTION** – PD, QC and PRM to work with KM to provide dot points on reporting relationships for FWNs to COI<br>• **ACTION** – QC to prepare notes for progression of issues to ERU regarding pregnant FFs and career progression issues when on day work. | | Secretariat |
| | **6.2** | Meeting Evaluation<br>• Good discussion throughout meeting | | Secretariat |
| | **7.0** | **Meeting closed 1555** | | |

# Communities of Inclusion - Gender

# Minutes

| Time | Item | | Decision / Action | Sponsor |
|---|---|---|---|---|
| **15.30** | | Next meeting scheduled for 28 May 2026 | Noting | Secretariat |

# People of Disability Community of Inclusion

# Minutes

| | |
|---|---|
| **Date** | 23 June 2025 |
| **Time** | 0900 to 1000 |
| **Location** | Insert Location of Meeting (include venue and MS Teams if required) |
| **Chair** | • To be Determined, facilitated by Mindy Kayes |
| **COI Members** | • Marie Bledsoe Senior Consultant, People and Culture Directorate<br>• Annette Gilmore Support Officer (Systems),<br>• Emma Christensen Program Manager, Strategy Directorate<br>• Nesha Saunders Senior Program Officer, State Operations Directorate<br>• Selena Stanley Principal Data Analyst, Strategy Directorate |
| **Standing Invitees** | • Adam Green (SLT Sponsor)<br>• Rona McLean Carmody (Director ERC)<br>• Kelly Lee Project Support Officer, Workforce Development Unit<br>• Mindy Kayes Principal Social Policy Officer, Workforce Development Unit |
| **Guests/ Presenters** | • Name, Position Title<br>• Name, Position Title |
| **Apologies** | • Name, Position Title |
| **Secretariat** | • To be Determined |

| No# | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The SLT Sponsor and ERC Director acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 0900<br>• Confirmed that Quorum was achieved and what a Quorum consists of.<br>• Introduced members and ERC Director formally welcomed all, describing her role across HR, workforce analytics, development, and engagement.<br>• ERC Director confirmed meeting intention of nominating Chair and Secretariat for COI. |
| 1.3 | **Conflicts of Interest declarations**<br>Nil conflict of interest was declared. |
| 1.4 | **Minutes from previous meeting** – Not Applicable<br>• Nil change was requested. |
| 1.5 | **Review of Open Actions**<br>• Action/s to Remain Open:<br>  o Review of terms of Reference – to be completed and confirmed<br>• Action/s that Can be Closed:<br>  o Not applicable<br>**<u>Resolution</u>**<br>The [Insert Name] COI **approved** the closing of Actions XXX and XXX and the additional comments provided. |
| **2.0** | **Matters for Decision /Noting** |

| No# | Item |
|---|---|
| 2.1 | **Purpose and Structure of COI and nomination for Chairperson and Secretariat**<br>Meeting was the first of the "Communities of Inclusion" program.<br>Adam and Rona emphasized the initiative is member-led, non-hierarchical, and focused on practical action.<br>The SLT sponsor role is supportive and advisory, not directive, with an emphasis on enabling, mentoring, and helping with organizational changes or advocacy.<br>The chair is not predetermined and can be any member—regardless of job grade or background.<br>Chair responsibilities include ensuring governance, measurable goals, and representing the group to the Everyday Respect Council.<br>Minimum recommended chair term is 12 months (preferably two years) but with allowance for turnover if needed.<br>Both chair and secretariat roles will be development opportunities, with access to support, an external coach (Dr Dinesh Palipana OAM), and governance team mentorship.<br>Group members were encouraged to express interest or opt-out based on personal comfort and experience; open candid discussion was promoted.<br>Discussions included nuances of representation (whether someone having not lived disability experience could serve as chair) and support for both lived experience and ally perspectives.<br>**<u>Resolution</u>**<br>The People of Disability COI **approved** Marie Bledsoe as nominated Chairperson (with Annette Gilmore as Proxy) and Emma Christensen as Secretariat.<br>**<u>Action</u>** |

| Action Details | Assigned to | Due Date |
|---|---|---|
| **Action No# 1** (to be used in the Register) – Announcement of Position Holders | Mindy Kayes via Rona McLean Carmody | Induction Workshop ? |

| No# | Item |
|---|---|
| 2.2 | **Terms Of Reference**<br>The draft terms of reference had been circulated; some had read and were comfortable with them, others had not yet reviewed.<br>Noted that there is still time to provide feedback before formal endorsement at the upcoming Everyday Respect Council meeting.<br>Clarity was provided that more detail and discussion can occur during the induction; no pressing concerns were raised in the meeting.<br>**<u>Resolution</u>**<br>The People of Disability COI **noted** that the Terms of Reference must be confirmed.<br>**<u>Action</u>** |

| Action Details | Assigned to | Due Date |
|---|---|---|
| **Action No#** 2 (to be used in the Register) – Terms Of Reference review<br>All members will make comments on/provide feedback on Terms of Reference. | All members | 17/07/2025 |
| **Action No# 3** (to be used in the Register) – Terms Of Reference confirmed<br>Chair will collate feedback and produce final Terms of reference for tabling/approval at next meeting | Chair | 30/07/2025 |

| No# | Item |
|---|---|
| **3.0** | **Standing Agenda Items for Noting** |
| **3.1** | **Not applicable at this time** |

| No# | Item |
|---|---|
| **4.0** | **Meeting Finalisation** |
| 4.1 | **Other Business**<br>• Microsoft Teams Channel and SharePoint pages to be created.<br>• Next agenda and meeting to be set<br>• Meeting minutes to be noted from today.<br>• Chair to prepare strategic talking points offline and circulate to members prior to next meeting for planning discussion.<br>**Action** |

| Action Details | Assigned to | Due Date |
|---|---|---|
| **Action No#** 4(to be used in the Register) – Creation of TEAMS and SharePoint | Secretariat | 27/06/2025 |
| **Action No#** 5 (to be used in the Register) – Create 12-month meeting schedule | Secretariat and Chair | 30/08/2025 |
| **Action No#** 6 (to be used in the Register) – **Work Plan draft preparation**<br><br>Chair to prepare strategic talking points offline and circulate to members prior to next meeting for planning discussion. | Chair | 26/6/2025 |

| | |
|---|---|
| 4.2 | **Review New Actions**<br>Secretariat confirmed the new Actions recorded at this People of Disability COI meeting. |
| **Meeting close – 1030** | |
| **Next meeting:** 17 July 2025 TBC confirmed by Secretariat | |

# People of Disability Community of Inclusion Minutes

| | |
|---|---|
| **Date** | Friday 5 September |
| **Time** | 10.30am - 12:00pm |
| **Location** | MS Teams Meeting |
| **Chair** | • Marie Bledsoe, Senior Consultant, People and Culture Directorate |
| **COI Members** | • Annette Gilmore, Support Officer (Systems),<br>• Nesha Saunders, Senior Program Officer, State Operations Directorate<br>• Selena Stanley, Principal Data Analyst, Strategy Directorate<br>• Emma Christensen, Program Manager, Strategy Directorate<br>• Marie Bledsoe, Senior Consultant, People and Culture Directorate |
| **Standing Invitees** | • Adam Green (SLT Sponsor)<br>• Rona McLean Carmody, (Director ERC)<br>• Kelly Lee, Project Support Officer, Workforce Development Unit<br>• Mindy Kayes, Principal Social Policy Officer, Workforce Development Unit |
| **Guests/ Presenters** | • Dr Dinesh Palipana OAM, |
| **Apologies** | • Nil received |
| **Secretariat** | • Emma Christensen, Program Manager, Strategy Directorate |

| No # | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present.<br>Noting in particular that Meeanjn means "place of the blue water lilies" to the local Turrbal people who have 50 surviving members from their previous 3,000. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 10:32am |
| 1.3 | **Conflicts of Interest declarations**<br>No conflicts of interest were declared. |
| 1.4 | **Minutes from previous meeting**<br>• Ratified by Chair<br>• Secretariat to PDF meeting notes from 23 June 2025 |
| 1.5 | **Review of Open Actions**<br>• Action to Remain Open:<br>  ◦ Work Plan to be developed and agreed upon - all responsible<br>  ◦ Forward plan schedule – monthly calendar invites to be issued – Chair<br>• Action that Can be Closed:<br>  ◦ Nil<br>**Resolution**<br>The People with Disability COI **approved** keeping the actions open, for review at next meeting. |
| **2.0** | **Matters** |
| 2.1 | **Resolution** |

| No # | Item |
|---|---|
| | Terms of Reference status from ERC. Chair provided feedback based on simplified language to ERC which was accepted however ERC are seeking consistency across all COI TOR documents. ERC to update all TOR to be more 'people informed'. Chair to receive updated draft for review.<br>**Action**<br>Action Details: Circulate updated ERC TOR document once received — Assigned to: Chair — Due Date: 30/09/2025 |
| 2.2 | Guest speaker – Dr Dinesh Palipana OAM<br>**Resolution**<br>Dr Palipana lead discussion on the power of storytelling, our purpose, the "why" and getting buy-in through "humanising" ourselves.<br><br>Key points/quotes of significance:<br>• "Our Audience is not us, so there is a higher need to share your story and be vulnerable".<br>• "Challenges cause innovation and often benefit a far wider audience" (i.e. curb dips assist prams, people with mobility limitations or temporary injuries as well as people with disability)<br>• Dinesh shared that he "felt more paralysed when experiencing a period of Depression, that he does now having physical paralysis".<br>• Disability has a broader impact – family dynamics often change or break down. Workplaces need to consider carer's needs as well as clients and employees.<br>• Book shared in relation to having compassion in a health care setting and how human relationships and rapport can create change Compassionomics \| Evidence That Caring Makes a Difference Dinesh reminded us that this applies to all workplaces.<br>**Action** – NIL |
| 2.3 | Strategic alignment - which strategic items/strategies align with COI and can inform and help direct workplan<br>**Resolution**<br>Chair briefly screen shared excel of strategic documents that can be used to ensure COI tasks/goals and planning is relevant.<br>**Action**<br>Action Details: To be continued in further meetings and working group or person to be determined — Assigned to: Chair — Due Date: 30/10/2025 |
| 2.4 | Ideas Board – next steps to 12-month workplan<br>**Resolution**<br>Chair briefly screen shared ideas board, clarified no "wrong way" to enter ideas and welcome all input.<br>**Action**<br>Action Details: Similar entries need to be refined and combined – then inserted into a separate excel for strategy linking — Assigned to: Secretariat — Due Date: 30/10/2025<br>Action Details: Members to advise Chair if there are items of interest or projects they would like to work on specifically. — Assigned to: All — Due Date: 30/10/2025 |
| **3.0** | **Standing Agenda Items for Noting** |
| 3.1 | ELT Sponsor updates – Adam Green |
| **4.0** | **Meeting Finalisation** |

| No # | Item |
|---|---|
| 4.1 | **Other Business**<br>• Chair spoke about importance of Working for QLD survey and offered assistance to members in her capacity as Survey Champion.<br>• Chair mentioned that further consultation has been requested that relates to COI work, from Complaints Management System team. The consultation will be mid-October over a 4-5 week period in regard to Framework and Doctrine accessibility and work will be scheduled to allow for capacity and to avoid conflicting commitments. More information to follow when available.<br><br>**Actions** – NIL |
| 4.2 | **Review New Actions**<br>Secretariat confirmed the new Actions recorded at this People of Disability COI meeting. |
| **Meeting close** | |
| **Next meeting: Friday 10 October 10.30am – 11.30am (virtual)** | |

# People of Disability Community of Inclusion Minutes

| | |
|---|---|
| **Date** | Friday 10 October 2025 |
| **Time** | 10.30am - 11.30am |
| **Location** | MS Teams Meeting |
| **Chair** | • Marie Bledsoe, Senior Consultant, People and Culture Directorate |
| **COI Members** | • Annette Gilmore, Support Officer (Systems), Information and Technology Directorate<br>• Nesha Saunders, Senior Program Officer, State Operations Directorate<br>• Emma Christensen, Program Manager, Strategy Directorate<br>• Marie Bledsoe, Senior Consultant, People and Culture Directorate |
| **Standing Invitees** | • Adam Green, Executive Director, Asset Services Directorate (SLT Sponsor)<br>• Rona McLean Carmody, Director, People and Culture (Director ERC)<br>• Kelly Lee, Project Support Officer, Workforce Development Unit<br>• Mindy Kayes, Principal Social Policy Officer, Workforce Development Unit |
| **Guests/ Presenters** | Nil |
| **Apologies** | • Selena Stanley, Principal Data Analyst, Strategy Directorate<br>• Adam Green, Executive Director, Asset Services Directorate (SLT Sponsor) |
| **Absences (no apology)** | • Rona McLean Carmody, Director, People and Culture (Director ERC)<br>• Kelly Lee, Project Support Officer, Workforce Development Unit<br>• Mindy Kayes, Principal Social Policy Officer, Workforce Development Unit |
| **Secretariat** | • Emma Christensen, Program Manager, Strategy Directorate |

| No # | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 10:30am |
| 1.3 | **Conflicts of Interest declarations**<br>No conflicts of interest were declared. |
| 1.4 | **Minutes from previous meeting**<br>• Ratified by Chair<br>• Secretariat to PDF meeting notes from 5 September 2025. |
| 1.5 | **Review of Open Actions**<br>• Action to Remain Open:<br>  • 7 – Circulate update ERC TOR document once received (Chair). Chair to follow up.<br>  • 10 – Ideas Board: members to advise chair of areas of interest or projects for specific delegation<br>• Action that Can be Closed:<br>  • 8 – Strategic alignment (Chair)<br>  • 9 – Ideas Board, similar entries refined and combined and exported into Excel (Secretariat) |

| No # | Item |
|---|---|
| | **Resolution**<br>The People with Disability COI **approved** keeping the actions open for review at next meeting and closing actions as identified. |
| **2.0** | **Matters** |
| 2.1 | **Future Guest Speakers**<br><br>**Resolution**<br>Secretariat provided overview of upcoming guest speakers, *IncludeAbility* – Equality at Work, Human Rights Commission (Friday 7 November). Strategy Directorate ED and Directors invited to attend, People and Culture (PAC) ELT initially invited however attending a workshop. Chair outlined request and direction from CQFD through ERC that PAC ELT attend COI meetings. PAC ELT will be invited to meeting in December, pending finalisation of guest speaker.<br><br>Secretariat suggested reaching out to friend and colleague, Henry Macphillamy to provide insight and share lived experience as person with visual and hearing impairments. Henry is currently employed as legal counsel for NDIS and was formerly employed by Suncorp. Wealth of knowledge and inspirational person. Secretariat to reach out and ascertain interest/appetite in meeting with the COI and possibly presenting as guest speaker.<br><br>All members encouraged to send through any suggestions for future guest speakers to either Chair or Secretariat for exploration.<br><br>**Action** |

| Action Details | Assigned to | Due Date |
|---|---|---|
| Secretariat to scope Henry Macphillamy as guest speaker for December | Secretariat | 30/10/2025 |

| No # | Item |
|---|---|
| **2.2** | **First 90 Day App**<br><br>**Resolution**<br>Chair approached to consult on new app in development for First 90 Days onboarding tool being developed internally, ability to be used on mobile device.<br><br>COI asked to assist in accessibility and use of platform generally.<br><br>**Action** |

| Action Details | Assigned to | Due Date |
|---|---|---|
| Chair to circulate brief to COI on accessibility requirements as shared with development lead | Chair | 30/10/2025 |

| No # | Item |
|---|---|
| **2.3** | **Inclusive recruitment strategy**<br><br>**Resolution**<br>Chair working on project for inclusive recruitment strategy over next 12-month period. Aligns with COI ideas board including pathways for high school students and outcomes generally aligned to COI strategies.<br><br>**Action** – Nil |

| No # | Item |
|---|---|
| 2.4 | **Strategic alignment, Disability Service Plan**<br><br>**<u>Resolution</u>**<br>Workplan to be finalised – feedback due to Chair by 14 October. Once approved, Chair and Secretariat to develop relevant templates and frameworks over 1 – 2 month period.<br><br>**<u>Action</u>**<br>Action Details: Once workplan finalised, relevant templates and frameworks to be developed for internal use by COI — Assigned to: Secretariat — Due Date: 7/12/2025 |
| 2.5 | **Ideas board**<br><br>**<u>Resolution</u>**<br>Once 2.4 resolved above, next steps determined for group to attend 'working bee' to work through workplan, project plans and map out delegation of workloads and tasks as necessary. Suggested timing of workshop late January 2026.<br><br>**<u>Action</u>**<br>Action Details: Work with COI to identify date for 'working bee' and scope suitable location — Assigned to: Secretariat — Due Date: 30/11/2025 |
| 2.6 | **Everyday Respect Council**<br><br>**<u>Resolution</u>**<br>Chair has saved minutes in Teams chat for all to reference. ERC discussed capacities of COI, limited development of workplans, nature of consulting vs review and ensuring onus of responsibilities.<br><br>Chair to present at next ERC on accessible communication<br><br>**<u>Action</u>** - Nil |
| 3.0 | **Standing Agenda Items for Noting** |
| 3.1 | **ELT Sponsor updates – Adam Green**<br>None received |
| 4.0 | **Meeting Finalisation** |
| 4.1 | **Other Business**<br>• Discussion surrounding International Day of People with Disabilities on 3 September.<br>• COI would like to scope PwD across QFD – seek engagement. Secretariat to reach out to Janine Taylor to ascertain information through Allies of Inclusion (either seek information on members or alternatively use as platform to reach members to contact us directly). Secretariat to also look into MS Forms for 'contact list' for engagement across Department. |

| No # | Item |
|---|---|
| | <table><tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr><tr><td>PwD across QFD: obtain list of members through Allies of Inclusion</td><td>Secretariat</td><td>30/10/2025</td></tr><tr><td>Formulate MS Forms and Comms (possibly gateway) for contacts for PwD across QFD</td><td>Secretariat</td><td>30/10/2025</td></tr><tr><td>Scope Fireside chat development/timeline/process</td><td>Nesha Saunders</td><td>30/10/2025</td></tr></table> |
| 4.2 | **Review New Actions**<br>Secretariat confirmed the new Actions recorded at this People of Disability COI meeting. |
| **Meeting close** | |
| **Next meeting: Friday 7 November 10.30am – 11.30am (virtual)** | |

# People with Disability Community of Inclusion Minutes

| | |
|---|---|
| **Date** | Friday 7 November 2025 |
| **Time** | 10.30am - 11.30am |
| **Location** | MS Teams Meeting |
| **Chair** | • Marie Bledsoe, Senior Consultant, People and Culture Directorate |
| **COI Members** | • Marie Bledsoe, Senior Consultant, People and Culture Directorate<br>• Emma Christensen, Program Manager, Strategy Directorate<br>• Selena Stanley, Principal Data Analyst, Strategy Directorate<br>• Annette Gilmore, Support Officer (Systems), ICT<br>• Nesha Saunders, Senior Program Officer, State Operations Directorate |
| **Standing Invitees** | • Rona McLean Carmody (Director, ERC)<br>• Adam Green, Executive Director, Asset Services Directorate (SLT Sponsor)<br>• Kelly Lee, Project Support Officer, Workforce Development Unit<br>• Mindy Kayes, Principal Social Policy Officer, Workforce Development Unit |
| **Guests/ Presenters** | • Rhiannon Walker, Senior Project Officer, IncludeAbility – *Equality at Work*, Australian Human Rights Commission |
| **Guests** *Attended presentation by AHRC* | • Jane Houston, ED Strategy Directorate<br>• Carly Osborne, Director, Strategy Directorate<br>• Jo Walker, A/Director, Strategy Directorate<br>• Shona Cox, Director, Strategy Directorate<br>• Kevin Thom, Director, Strategy Directorate |
| **Apologies** | • Nil received |
| **Absences (no apology)** | • Rona McLean Carmody, Director, People and Culture (Director ERC)<br>• Kelly Lee, Project Support Officer, Workforce Development Unit<br>• Mindy Kayes, Principal Social Policy Officer, Workforce Development Unit |
| **Secretariat** | • Emma Christensen, Program Manager, Strategy Directorate |

| No # | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 10:34am |
| 1.3 | **Conflicts of Interest declarations**<br>No conflicts of interest were declared. |
| 1.4 | **Minutes from previous meeting**<br>• Ratified by Chair<br>• Secretariat to PDF meeting notes from 10 October 2025. |
| 1.5 | **Review of Open Actions**<br>• Action to Remain Open:<br>  • 7 – Circulate update ERC TOR document once received (Chair). Chair to follow up.<br>  • 11 – Emma to scope Henry Macphillamy as guest speaker. Team discussion about potential speakers occurred. To carry over to next meeting/working bee.<br>  • 14 – Working bee (Emma) |

<table>
<tr><th>No #</th><th>Item</th></tr>
<tr><td></td><td>

- 15 – PwD across QFD list through Allies of Inclusion (Emma).
- 16 – Comms and engagement with PwD QFD (Emma).
- 17 – Fireside Chat scope including ERC form (Nesha).
- 18 – Inclusion dates on Gateway (Annette)

**Resolution**

The People with Disability COI **approved** keeping the actions open for review at next meeting and closing actions as identified.
</td></tr>
<tr><td>2.0</td><td>Presentation</td></tr>
<tr><td>2.1</td><td>Intro to Strategy Directorate ED and Directors – joined at 10.45am for AHRC presentation</td></tr>
<tr><td>2.1</td><td>

Guest Presenters – *IncludeAbility* – Equality at Work, Australian Human Rights Commission (ARHC)

**Resolution**

Interactive presentation provided by Rhiannon Walker, Director and Brooke Szucs, Ambassador, *IncludeAbility* – Equality at Work, Human Rights Commission. Refer to recording or transcript.

Marie concluded with recap of upcoming training available to QFD employees (SBS Program) and encouraged SLT members of SD to engage with training and continue developing knowledge with respect to creating inclusive workplaces.

ARHC have resources available and ongoing training/engagement opportunities available. Emma to add to workplan to scope for future engagement opportunities.

| Action Details | Assigned to | Due Date |
|---|---|---|
| Secretariat to upload recording of presentation and share with COI members. | Secretariat | 5/12/2025 |
| Add ARHC future engagement/resources scoping to work plan | Secretariat | 5/12/2025 |
</td></tr>
<tr><td>3.0</td><td>Matters</td></tr>
<tr><td>3.1</td><td>

**Next Steps – Workplan and template development/working bee**

**Resolution**

No time to discuss due to presentation length. To be carried over to next meeting 10/12/2025.

**Action**

| Action Details | Assigned to | Due Date |
|---|---|---|
| Carry over topic to next meeting | Secretariat | 10/12/2025 |
</td></tr>
<tr><td>4.0</td><td>Standing Agenda Items for Noting</td></tr>
<tr><td>4.1</td><td>

**ELT Sponsor updates – Adam Green**

**Resolution**

No time to discuss due to presentation length. To be carried over to next meeting 10/12/2025.

**Action**
</td></tr>
</table>

| No # | Item | | |
|---|---|---|---|
| | Action Details | Assigned to | Due Date |
| | Carry over topic to next meeting | Secretariat | 10/12/2025 |
| **5.0** | **Meeting Finalisation** | | |
| 5.1 | **Other Business**<br><br>**Resolution**<br>No time to discuss due to presentation length. To be carried over to next meeting 10/12/2025.<br><br>**Action** | | |
| | Action Details | Assigned to | Due Date |
| | Carry over topic to next meeting | Secretariat | 10/12/2025 |
| 5.2 | **Review New Actions**<br><br>**No time due to presentation length.** Secretariat to confirm the new Actions recorded at this People of Disability COI meeting in register. | | |
| **Meeting close** | | | |
| **Next meeting: Friday 12 December 10.30am – 11.30am (virtual)** | | | |

# People of Disability Community of Inclusion

# Minutes

| | |
|---|---|
| **Date** | Friday 12 December 2025 |
| **Time** | 09:30-10:00 |
| **Location** | MS Teams |
| **Chair** | • Marie Bledsoe Senior Consultant, People and Culture Directorate |
| **COI Members** | • Nesha Saunders Senior Program Officer, State Operations Directorate<br>• Selena Stanley Principal Data Analyst, Strategy Directorate<br>• Marie Bledsoe Senior Consultant, People and Culture Directorate |
| **Standing Invitees** | • Adam Green (SLT Sponsor)<br>• Rona McLean Carmody (Director ERC)<br>• Dr Dinesh Palipana OAM - External Coach<br>• Kelly Lee Project Support Officer, Workforce Development Unit<br>• Mindy Kayes Principal Social Policy Officer, Workforce Development Unit |
| **Guests/ Presenters** | |
| **Apologies** | • Annette Gilmore Support Officer (Systems),<br>• Emma Christensen Program Manager, Strategy Directorate<br>• Kelly Lee Project Support Officer, Workforce Development Unit<br>• Rona McLean Carmody (Director ERC) |
| **Secretariat** | • Nesha Saunders, Senior Program Officer, SOD (Proxy) |

| No# | Item |
|---|---|
| **1.0** | **Preliminary Matters** |
| 1.1 | The SLT Sponsor and/or Chair acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | **Chair's opening comments**<br>• The Chair opened the meeting at 09:33 |
| 1.3 | **Conflicts of Interest declarations**<br>Nil conflict of interest was declared. |
| 1.4 | **Minutes from previous meeting**<br>• Ratified by Chair |
| 1.5 | **Review of Open Actions**<br>• Action/s to Remain Open:<br>o 11 – Emma to scope Henry McPhillamy as guest speaker. Reschedule to due date 30/01/2026<br>o 15 – PwD across QFD list through Allies of Inclusion .Reschedule due date 15/01/2026<br>o 16 – Comms and engagement with PwD QFD. Reschedule due date 15/01/2026<br>o 17 - Scope Fireside chat development/timeline/process - including ERC Submission Form. Reschedule due date 20/01/2026<br>o 18 – Inclusion dates on Gateway. Annette to provide update<br>• Action/s that Can be Closed:<br>o 7 – Circulate update ERC TOR document. Mindy has sent.<br>o 14 – Working bee scheduled for 23/01/2026 9:00-13:00 |

<table>
<tr><th>No#</th><th>Item</th></tr>
<tr><td></td><td><u>Resolution</u><br>The People with Disabilities COI approved keeping the actions open for review and closing actions as identified.</td></tr>
<tr><td>2.0</td><td>Matters</td></tr>
<tr><td>2.1</td><td>Review of Outcomes Log<br>Chair spoke to Navigation, purpose and recent outcomes. Celebrating hard work of committee that only formed in July and reminding members to advise Chair if they are providing advice to others in this space, as this may be something that can be listed as consultation. SLT Sponsor Adam Green praised outcomes being measured and emphasised importance of numerical/tangible data. Requested something he can present to SLT.<br><u>Resolution</u><br><u>Action</u>
<table>
<tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr>
<tr><td>Action item - Secretariat to export into excel and provide to Chair who will draft a two page summary for SLT review. due date 14 January</td><td>Emma</td><td>14.01.2026</td></tr>
</table></td></tr>
<tr><td>2.2</td><td>Working Bee<br>Friday 23rd 9am-1pm confirmed again for Working Bee and task allocation workshop in line with drafted 2 year workplan. Dinesh to be invited to attend and assist. Room to be confirmed on level 1 in new HQ Albion. If Room not available, Adam Green suggested back up for Level 6 option<br><u>Resolution</u><br><u>Action</u>
<table>
<tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr>
<tr><td>Invite Dinesh and provide details of meeting location</td><td>Marie</td><td>??</td></tr>
</table></td></tr>
<tr><td>3.0</td><td>Standing Agenda Items for Noting</td></tr>
<tr><td>3.1</td><td>Adam Green SLT sponsor on leave until 02/03/2026, he will confirm who is acting in role and forward workshop invitation and advise Chair so they can be back briefed.</td></tr>
<tr><td>4.0</td><td>Meeting Finalisation</td></tr>
<tr><td>4.1</td><td>Other Business
<ul>
<li>PSC has relaunch Workplace Adjustments Hub this week, after the initial launch in April was offline for review. As QFD does not have it's own policy or procedure we default to whole of government model and use PSC doctrine. Guides are on the hub for employees and managers as well as a new application form. Chair has shared link via email.</li>
<li>Selena to present to the Committee on the Conference she attended and trial a presentation that will be used for the SLT</li>
</ul>
<u>Actions from other business</u>
<table>
<tr><td>Action Details</td><td>Assigned to</td><td>Due Date</td></tr>
<tr><td>Selena to be added to agenda for next meeting for presentation</td><td></td><td></td></tr>
</table></td></tr>
<tr><td>4.2</td><td>Review New Actions<br>Formal action to be noted from 2.1 Secretariat (Emma) to export into excel and provide to Chair who will draft a two page summary for SLT review. Due date 14 January</td></tr>
</table>

| No# | Item |
|---|---|
| | |
| **Meeting close – 10:01** | |
| **Next meeting:** Friday 16 January 10:30am (MS Teams) | |

# People of Disability Community of Inclusion Minutes

| | |
|---|---|
| Date | Friday 13 February 2026 |
| Time | 09.30am – 10.30am |
| Location | MS Teams |
| Chair | Marie Bledsoe, Senior Consultant, People and Culture Directorate |
| COI Members | • Marie Bledsoe, Senior Consultant, People and Culture Directorate<br>• Emma Christensen, Program Manager, Strategy Directorate<br>• Selena Stanley, Principal Data Analyst, Strategy Directorate<br>• Annette Gilmore, Support Officer (Systems), ICT |
| Standing Invitees | • Rona McLean Carmody (Director, ERC) – *Did not attend, no apology*<br>• Mindy Kayes, Principal Social Policy Officer, Workforce Development Unit - *Did not attend, no apology* |
| Guests/ Presenters | |
| Apologies | • Nesha Saunders, Senior Program Officer, State Operations Directorate (on leave)<br>• Adam Green, Executive Director, Asset Services Directorate (SLT Sponsor) |
| Secretariat | Emma Christensen, Program Manager, Strategy Directorate |

| No # | Item |
|---|---|
| 1.0 | Preliminary Matters |
| 1.1 | The Chair acknowledged the Traditional Owners and Elders past and present. |
| 1.2 | Chair's opening comments<br>• The Chair opened the meeting at 09:40 |
| 1.3 | Conflicts of Interest declarations<br>• Nil conflict of interest was declared. |
| 1.4 | Minutes from previous meeting<br>• Ratified by Secretariat |
| 1.5 | Review of Open Actions<br>• Action/s to Remain Open:<br>o 15 – PwD across QFD list through Allies of Inclusion. To be discussed below as part of ERC update.<br>o 16 – Comms and engagement with PwD QFD. As above point 15.<br>o 17 - Scope Fireside chat development/timeline/process - including ERC Submission Form. Keep open for Nesha to talk to.<br>o 18 – Inclusion dates on Gateway.<br>o 14 – Working bee to be rescheduled |

| No # | Item |
|---|---|
| | • Action/s that Can be Closed:<br>  ○ 11 – Emma to scope Henry McPhillamy as guest speaker. Closed due to recent illness. All to keep guest speakers on radar for future sessions.<br>  ○ 13 – Workplan and templates to be circulated once developed – closed pending working bee/BAU<br><br>Resolution<br>The People with Disabilities COI approved keeping the actions open for review and closing actions as identified. |
| 2.0 | Matters |
| 2.1 | ERC Recap<br>1. Pre-Meeting: Chairs convened prior to the main ERC meeting.<br>2. Attendance: CQFD and COO representatives.<br>3. First Nations Group: Concerns raised over consulting with sister agencies; COI chairs emphasised a unified approach. Question raised: Is this merely a "tick-the-box" exercise?<br>4. Update by COI PwD - Consultations and Engagements:<br>  ○ 10 Policies & Framework Consultations - What does it mean? Disability inclusion embedded at design stage<br>  ○ 10 Formal Consultations Completed - Where? Both Strategic and operational business areas<br>  ○ 12 Engagement Activities Delivered - Who? Workforce, leadership and stakeholder engagement<br>  ○ Themes outside statistics - ongoing partnerships, process improvement, governance reporting.<br>5. Resource Allocation discussion let by COI PwD:<br>  ○ 150+ hours delivered over 6 months. (based on 5 PwD COI members allocating 5 hours per month + additional)<br>  ○ Average expenditure on wages if calculated loosely $10,954.22+ (oncosts not included)<br>  ○ Combining all COI - approximate salary of AO5 minus oncosts<br>6. Challenges:<br>  ○ Theme 1: Internal two-way feedback. There is no formal organisational directive to respond to advisory consultation and inform the COI the outcome of advice.<br>  ○ Theme 2: Invisibility. Since launching in July 2025 there has been no organisational updates covering ERC or COI actions, progress or milestones.<br>  ○ Theme 3: Broader organisational engagement. The COI has attempted to tap into QFD analytics and ALLY teams to no success - wanting to circulate safe and confidential "opt-in" communication options for staff that want to hear or learn more.<br>Resolution<br>The People with Disabilities COI noted the outcomes of the discussion with the other COI and ERC.<br>Actions |

| No # | Item |
|---|---|
| | Action Details / Assigned to / Due Date |

| Action Details | Assigned to | Due Date |
|---|---|---|
| Share the Impact Report presented at ERC | Chair | 14/02/26 |
| Distribute meeting minutes and note upcoming ERC dates: 10 April, 7 July, 13 October | Chair | 14/02/26 |
| Nesha to practise presentation with the group (potential CoreByte inclusion). | Selena | 13/03/26 |
| Draft communications on engagement "opt-in" to be prepared with Marie. | Chair | 18/0/3/26 |

**2.2** Review of outcomes log

Confirmed as per point 2.1.

Resolution

Nil required

Action

| Action Details | Assigned to | Due Date |
|---|---|---|
| | | |

**2.3** Next steps

Emma to reschedule working bee for when we are all at HQ.

Resolution

Nil required

Action

| Action Details | Assigned to | Due Date |
|---|---|---|
| Reschedule working bee | Emma | 18/03/2026 |

**3.0** Standing Agenda Items for Noting

**3.1** ELT member, Adam Green apology for meeting

**4.0** Meeting Finalisation

**4.1** Other Business

Nil

Actions from other business

| Action Details | Assigned to | Due Date |
|---|---|---|
| | | |

**4.2** Review New Actions

| No # | Item |
|---|---|
| | As captured above |
| Meeting close – 10:01 | |
| Next meeting: Friday 13 March (MS Teams) | |

# Communities of Inclusion Rural & Remote

# MINUTES

| | |
|---|---|
| **Date** | 22nd July 2025 |
| **Time** | **8.58-1.30pm** |
| **Location** | Brisbane Airport Conference Room- Ibis Hotel |
| **Members** | Cherilyn Bickers, Scott Castree, Michael O'Neil, Shakira Westdorp, Denicka Danaher, Tamzin Hasani. |
| **Standing Invitees** | Mindy Kayes |
| **Guests** | |
| **Apologies** | Liz Schmidt |
| **Secretariat** | Denicka Danaher |

| Item | Subject | Action |
|---|---|---|
| **1.0** | **Preliminary matters** | |
| **1.1** | **Acknowledgement of Traditional Owners and Elders** | |
| **1.2** | **Welcome and apologies.**<br>The Chair:<br>1. Acknowledged the Traditional Owners and Elders, past and present.<br>2. Opened the meeting at 8:58am<br>3. Welcomed all attendees.<br>4. Noted the committee had achieved a quorum to hold the meeting.<br>5. Setting group expectations | <br><br>SW<br><br>SW<br>SW<br>SW<br>SW |
| **1.3** | **Conflicts of interest**<br>The Project Board noted no conflict of interests were declared. | <br>SW |
| **2.0** | **Matters for decision/noting** | |
| **2.1** | <u>Incentives:</u><br>• Inclusiveness across the organisation, organisational & corporate incentives to be paid across the board<br>• RR aggregate incentives to be accessed for all employees for housing, including retention bonuses - across all organisational roles within the organisation<br>• RR travel days- additional leave for traveling to and from the nearest major city- 4 days per financial year<br>• Funding for RR 4-year career plan- cert IV in TAE, completion of BA, cert II in WHS – training opportunities for rural area that will benefit the region<br>•<br><u>Other Government agencies and incentives:</u><br>• Remote location bonuses & retention payments other gov agencies payments and incentives- discussion of figures- payments over 12 months,5 years, 10 years etc | |

# Communities of Inclusion Rural & Remote

# MINUTES

| Item | Subject | Action |
|---|---|---|
| | • Metrics data availability for staff in rural & remote areas- this is measurable by area turnover and current vacancies.<br>• Understanding and managing the mindset that the organisation currently sits in just the *South East corner*<br>• Connecting positive promotion and upsell of relocation for recruitment via videos to employee in remote areas include schooling, housing, spousal opportunities and childcare, extracurricular activities etc<br>• Linking QFD with other gov departments - i.e. Qld Health<br>• Recruitment time frames- mindful of times recruits are sent into areas.<br>Auxiliary & Volunteer issues:<br>• Auxiliary medical process's ability to complete via telehealth<br>• De-centralization of training processes - within Auxiliaries and Rurals.<br>•<br>General Business:<br>• Encourage change and mindset in remote areas<br>• Star link<br>• Remote area vehicle tracking discussion<br>• RR onboarding and induction<br><br>Preferred Communication methods:<br>• SharePoint? Teams? Email? Thoughts and expectations<br><br>**Resolution**<br>The Project Board: | |
| **3.0** | **Standing updates for noting/discussion** | |
| 3.1 | **Workplan development Rural & Remote:**<br>• Organizational Mindset<br>  o Changing mindsets<br>  o State working group should include RRR<br>  o Mindset of top down<br>• Recruitment<br>  o localised recruitment<br>  o Media recruitment video<br>  o Rural & remote incentive to be included across corporate<br>  o Time frame of recruitment and onboarding<br>  o Reimbursement of relocation to RRR for voluntary relocation<br>• Retention<br>  o Whole of government approach<br>  o Regional leadership networks- links<br>  o Access to early real estate options<br>  o Incentives working group | |

# Communities of Inclusion Rural & Remote

# MINUTES

| Item | Subject | Action |
|---|---|---|
| | o Decentralization of training<br><br>• Lifestyle<br>o RRR Travel Management Plan & location sharing<br>o Mental health<br>o Cross gov positions for spouse.<br>o Education and childcare<br>**Resolution**<br>**Develop workplan for COI workgroup aligning with the 4 major parameters as listed above.** | |
| **4.0** | **General business** | |
| **4.1** | Clarification of COI group name<br>**Resolution**<br>**Discussion surrounding Rural & Remote COI Group. Potential to include "Regional" within working group title?**<br>-Regional, Rural and Remote Communities of Inclusion- | |
| **5.0** | **Meeting finalisation** | |
| **6.0** | **Meeting closed** | |
| | There being no further business the meeting closed at 12.23pm 22nd July 2025<br>Next meeting: TBC | |

# Communities of Inclusion Rural & Remote

# MINUTES

| | |
|---|---|
| **Date** | 13th November 2025 |
| **Time** | **1:00-2:00pm** |
| **Location** | Via Teams |
| **Members** | Shakira Westdorp (SW), Cherilyn Bickers, (CB), Scott Castree, (SC), Michael O'Neil (MO), Denicka Danaher (DD), Louise Snowdon (LS) |
| **Standing Invitees** | Mindy Kayes |
| **Guests** | Mayor Liz Schmidt, Linda Hendricks - Everyday Respect Council |
| **Apologies** | |
| **Secretariat** | Denicka Danaher |

| Item | Subject | Action |
|---|---|---|
| **1.0** | **Preliminary matters** | |
| **1.1** | **Acknowledgement of Traditional Owners and Elders** | |
| **1.2** | **Welcome and apologies.**<br>The Chair:<br>1. Acknowledged the Traditional Owners and Elders, past and present.<br>2. Opened the meeting at 1:00pm<br>3. Welcomed all attendees.<br>4. Noted the committee had achieved a quorum to hold the meeting.<br>5. Setting group expectations | SW<br>SW<br>SW<br>SW<br>SW |
| **1.3** | **Conflicts of interest**<br>The Project Board noted no conflict of interests were declared. | SW |
| **2.0** | **Matters for decision/noting** | |
| **2.1** | • **Welcome to Louise Snowdon**<br>• **Welcome to Linda Hendricks**<br>• **Discussion regarding email received by Scott regarding Remote area policy enquiries**<br>• - staff requesting consultation of changes made to certified agreement in rural and remote areas. This includes the following:<br>- Removal of Retention Bonus- further clarification sought<br>- Housing allowance & Taxation implications – new certified agreement states staff will be moved to the new taxed allowance<br>- staff requesting consultation with R & R members<br>- recognition of existing R & R employees- seeking assurance that proposed retention scheme will recognise time already worked in R & R areas. | SW<br>SW<br>SC<br>SC<br>SC<br>SC<br>SC<br>SC |

# Communities of Inclusion Rural & Remote

# MINUTES

| Item | Subject | Action |
|---|---|---|
| | • **Workplan discussion submission points:**<br>• Inclusion and representation on statewide working groups/ panels<br>• Equal opportunities to participate in training and development<br>• Investigate and research internal advertising campaign for R&R vacancies<br>- advertising methods? Everyday Respect Council, real life scenarios, video<br><br>• Investigate auxiliary to permanent pathway- ongoing.<br>• Improved communications across R & R areas<br>- discussion surrounding desperate need of star link to be rolled out across the whole of QFD for connectivity and safety purposes.<br>- star link is sitting at procurement level currently.<br><br>• Awaiting clarification of the COI scope, delegation, authority and communication lines.<br><br>• WFQ survey results follow up- survey results will be shared organisational wide<br><br>• Mandatory Training for QFD Inclusion curriculum discussion surrounding follow up of Volunteer mandatory training- ongoing | SW<br>SW<br><br><br>SW<br>All Group<br><br><br>SW<br><br>DD<br><br>SW |
| 3.0 | **Standing updates for noting/discussion/Ongoing**<br>- | |
| 3.1 | **Resolution** | |
| 4.0 | **General business** | |
| 4.1 | **Resolution** | |
| 5.0 | **Meeting finalisation** | |
| 6.0 | **Meeting closed** | |
| | There being no further business the meeting closed at 2.05pm 2025<br>Next meeting: Wednesday 21st January 1:00pm | |

# Communities of Inclusion Rural & Remote

# MINUTES

| | |
|---|---|
| **Date** | 21st January 2026 |
| **Time** | **1:00-2:00pm** |
| **Location** | Via Teams |
| **Members** | Shakira Westdorp (SW), Cherilyn Bickers, (CB), Scott Castree, (SC), Michael O'Neil (MO), Denicka Danaher (DD), Louise Snowdon (LS) |
| **Standing Invitees** | Mindy Kayes |
| **Guests** | Mayor Liz Schmidt, Linda Hendricks - Everyday Respect Council |
| **Apologies** | |
| **Secretariat** | Denicka Danaher |

| Item | Subject | Action |
|---|---|---|
| **1.0** | **Preliminary matters** | |
| **1.1** | **Acknowledgement of Traditional Owners and Elders** | |
| **1.2** | **Welcome and apologies.**<br>The Chair:<br>1. Acknowledged the Traditional Owners and Elders, past and present.<br>2. Opened the meeting at 1:00pm<br>3. Welcomed all attendees.<br>4. Noted the committee had achieved a quorum to hold the meeting.<br>5. Setting group expectations | SW<br>SW<br>SW<br>SW<br>SW |
| **1.3** | **Conflicts of interest**<br>The Project Board noted no conflict of interests were declared. | SW |
| **2.0** | **Matters for decision/noting** | |
| **2.1** | • **Welcome to Louise Snowdon**<br>• **Welcome to Linda Hendricks**<br>• **Discussion regarding email received by Scott regarding Remote area policy enquiries**<br>• - staff requesting consultation of changes made to certified agreement in rural and remote areas. This includes the following:<br>- Removal of Retention Bonus- further clarification sought<br>- Housing allowance & Taxation implications – new certified agreement states staff will be moved to the new taxed allowance<br>- staff requesting consultation with R & R members<br>- recognition of existing R & R employees- seeking assurance that proposed retention scheme will recognise time already worked in R & R areas. | SW<br>SW<br>SC<br>SC<br>SC<br>SC<br>SC<br>SC |





Queensland Government

# Communities of Inclusion Rural & Remote

# MINUTES

| Item | Subject | Action |
|---|---|---|
| | • **Workplan discussion submission points:**<br>• Inclusion and representation on statewide working groups/ panels<br>• Equal opportunities to participate in training and development<br>• Investigate and research internal advertising campaign for R&R vacancies<br>- advertising methods? Everyday Respect Council, real life scenarios, video<br><br>• Investigate auxiliary to permanent pathway- ongoing.<br>• Improved communications across R & R areas<br>- discussion surrounding desperate need of star link to be rolled out across the whole of QFD for connectivity and safety purposes.<br>- star link is sitting at procurement level currently.<br><br>• Awaiting clarification of the COI scope, delegation, authority and communication lines.<br><br>• WFQ survey results follow up- survey results will be shared organisational wide<br><br>• Mandatory Training for QFD Inclusion curriculum discussion surrounding follow up of Volunteer mandatory training- ongoing | SW<br>SW<br><br><br><br>SW<br>All Group<br><br><br><br>SW<br><br>DD<br><br>SW |
| **3.0** | **Standing updates for noting/discussion/Ongoing**<br>- | |
| **3.1** | **<u>Resolution</u>** | |
| **4.0** | **General business** | |
| **4.1** | **<u>Resolution</u>** | |
| **5.0** | **Meeting finalisation** | |
| **6.0** | **Meeting closed** | |
| | There being no further business the meeting closed at 2.05pm 2025<br>Next meeting: Wednesday 21st January 1:00pm | |

# Communities of Inclusion Rural & Remote

# MINUTES

| | |
|---|---|
| **Date** | 21st January 2026 |
| **Time** | **1:00-2:00pm** |
| **Location** | Via Teams |
| **Members** | Shakira Westdorp (SW), Cherilyn Bickers, (CB), Scott Castree, (SC), Michael O'Neil (MO), Denicka Danaher (DD), |
| **Standing Invitees** | Mindy Kayes |
| **Guests** | |
| **Apologies** | Mayor Liz Schmidt (MLS), Louise Snowdon (LS) |
| **Secretariat** | Denicka Danaher |

| Item | Subject | Action |
|---|---|---|
| **1.0** | **Preliminary matters** | |
| **1.1** | **Acknowledgement of Traditional Owners and Elders** | |
| **1.2** | **Welcome and apologies.**<br>The Chair:<br>1. Acknowledged the Traditional Owners and Elders, past and present.<br>2. Opened the meeting at 1:00pm<br>3. Welcomed all attendees.<br>4. Noted the committee had achieved a quorum to hold the meeting.<br>5. Setting group expectations | SW<br>SW<br>SW<br>SW<br>SW |
| **1.3** | **Conflicts of interest**<br>The Project Board noted no conflict of interests were declared. | SW |
| **2.0** | **Matters for decision/noting** | |
| **2.1** | **Remote area policy enquiries**<br>- Discussed with IR able to give feedback to other group members | SW<br>SW |
| **3.0** | **Standing updates for noting/discussion/Ongoing**<br>- | |
| **3.1** | **<u>Resolution</u>** | |
| **4.0** | **General business** | |
| **4.1** | Further clarification sought on R&R working group requirements<br>- Payments & award conditions are out of scop of RRWG<br>- Survey to reach out to RR staff? - *follow up*<br>- Understanding the information pathways, gathering RRWG info discussion & communication requirements | SC/MO/SW<br>SW<br>MO<br>SW |

# Communities of Inclusion Rural & Remote

# MINUTES

| Item | Subject | Action |
|---|---|---|
| | - **Understanding our roles as RRWG members- awaiting feedback from ERC on 22.01.26- delegation of authority for RRWG members- *follow up***<br>- Inclusion curriculum now available on Axcelerate<br>- Station and crewing model safety discussions<br>- School based recruitment, mapping career pathways<br>- Inclusion of RFS volunteers for 5 days leave- align with aux<br>- | All group<br>All group<br>SW<br>MO/SW<br>All Group |
| **5.0** | **Meeting finalisation** | |
| **6.0** | **Meeting closed** | |
| | There being no further business the meeting closed at 2.00pm 21.01.2026<br>Next meeting: Wednesday 21st January 1:00pm | |

# Communities of Inclusion Rural & Remote

# MINUTES

| | |
|---|---|
| **Date** | 1st May 2026 |
| **Time** | **1:00-2:00pm** |
| **Location** | Via Teams |
| **Members** | Shakira Westdorp (SW), Scott Castree, (SC), Michael O'Neil (MO), Denicka Danaher (DD), Louise Snowdon (LS), Mayor Liz Schmidt (MLS) |
| **Standing Invitees** | Mindy Kayes |
| **Guests** | |
| **Apologies** | |
| **Secretariat** | Denicka Danaher |

| Item | Subject | Action |
|---|---|---|
| **1.0** | **Preliminary matters** | |
| **1.1** | **Acknowledgement of Traditional Owners and Elders** | |
| **1.2** | **Welcome and apologies.**<br>The Chair:<br>1. Acknowledged the Traditional Owners and Elders, past and present.<br>2. Opened the meeting at 1:00pm<br>3. Welcomed all attendees<br>- Mindy Kaye joined for discussion of ERC Submissions | SW<br>SW<br>SW |
| **1.3** | **Conflicts of interest**<br>The Project Board noted no conflict of interests were declared. | SW |
| **2.0** | **Matters for decision/noting** | |
| **2.1** | **Remote area policy enquiries**<br>- External partnership collaboration for remote area employment to be submitted to ERC<br>- AUX to permanent pathway identify benefits and submission to ERC<br>- QFD Service Delivery Model<br>- Flexible Surge Workforce discussion<br>- Operational staff release for Incidents | SW<br>MT<br>LS<br>LS<br>SW |
| **3.0** | **Standing updates for noting/discussion/Ongoing**<br>- ERC Submissions | |
| **3.1** | <u>**Resolution**</u> | |
| **4.0** | **General business** | |

# Communities of Inclusion Rural & Remote

# MINUTES

| Item | Subject | Action |
|---|---|---|
| 4.1 | - Discussion on template for submission to ERC<br>- Raise group tasks for submissions for ERC<br>- SFCC deployment and incident management capability<br>- Engagement with LG's within RnR -potential for presentation with LGAQ & FNROC groups | MK<br>All Group<br>LS<br>SW &LSc |
| **5.0** | **Meeting finalisation** | |
| **6.0** | **Meeting closed** | |
| | There being no further business the meeting closed at 1.36pm 01.05.26<br>Next meeting: 27th June 2026 | |