



Queensland Fire Department

Annual Report

2025 – 2026

About this report

This annual report provides information about the Queensland Fire Department's financial and non-financial performance for 2025–26. It has been prepared in accordance with the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019* and *Annual report requirements for Queensland Government agencies (2025–2026 reporting period)*.

The annual report includes key highlights and achievements against the objectives and service area detailed in the *Queensland Fire Department Strategic Plan 2025–29* and the 2025–26 Service Delivery Statement.

For more information:

Telephone: (07) 3635 3859

Visit: www.fire.qld.gov.au

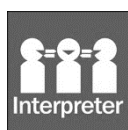
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This annual report is available at www.fire.qld.gov.au/about-us/corporate-knowledge-centre/reports-and-plans/annual-reports or a paper copy can be provided on request by telephoning (07) 3635 3859.

Feedback

Feedback on the annual report can be provided at www.qld.gov.au/government/engage/have-your-say/annual-report-202526-feedback-survey

Other languages and formats



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

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Information relating to current fire and hazardous material related warnings and incidents is available at www.fire.qld.gov.au/Current-Incidents



**DELIVERING
FOR QUEENSLAND**



**Queensland
Government**

Office of the
Commissioner

**Queensland Fire
Department**

14 September 2026

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

Dear Minister

I am pleased to submit for presentation to the Parliament, the 2025–26 annual report and financial statements for the Queensland Fire Department.

I certify that this annual report complies with the:

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

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

Yours sincerely

Stephen Smith AFSM
Commissioner

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Introduction

Commissioner's message

I am pleased to present the Queensland Fire Department (QFD) 2025–26 Annual Report.

In 2025–26, we recognised many strategic achievements as we further settled into our second year as QFD.

In delivering prevention and response to fires and other emergencies and undertaking rescue services, QFD responded to 90,735 incidents across Queensland – an average of 249 incidents per day.

During 2025–26, we delivered 130 new fire trucks across Rural Fire Service Queensland (RFSQ) and Queensland Fire and Rescue (QFR) as part of the rolling fleet program. The new RFSQ trucks are supporting volunteers to deliver essential services to Queensland communities and the new QFR trucks included two specialised off-road trucks improving accessibility to respond to emergency needs in hard-to-reach locations in the Central Region.

In working towards effective responses that minimise the consequences of fire and emergencies, QFR enhanced its Mountain Rescue capability expanding into the Southern Zone, Beenleigh Division, to meet increasing demand and provide broader coverage.

During the 2026 National Volunteer Week we celebrated the launch of the new *Queensland Fire Department Volunteerism Strategy 2026–2030* committing to supporting our volunteers and enriching the volunteering experience.

In June 2026, QFD commemorated the official opening of its state headquarters in Brisbane and a dedication of the Queensland Firefighters' Memorial Wall, remembering and honouring our fallen firefighters with their families and colleagues.

Fires and floods

We experienced moderate fire activity across much of the state in the later months of 2025 and QFD was well prepared.

RFSQ volunteer members and staff, with support from QFR, undertook mitigation activities to keep communities safe. Aircraft and Remotely Piloted Aircraft Systems (RPAS) conducted ecological surveys before mitigation burns, and aircraft assisted with waterbombing.

An updated *Queensland Bushfire Plan* was released, outlining a whole-of-government and whole-of-community plan for managing bushfire.

When the higher risk severe weather period brought storms and flooding, QFD deployed personnel providing Queensland communities with critical support where and when they needed it most. During this period, Queensland experienced monsoons that drenched the north and north-west, cutting roads and isolating towns. Tropical Cyclone Koji brought intense rainfall and destructive winds and QFR pre-deployed crews and assets from the Torres Strait to Mackay.

After devastating floods struck Bundaberg in March 2026, QFD completed damage assessments and washouts with support from helicopters and RPAS. The floods were followed by Tropical Cyclone Narelle in the Far North and Cape York.

As busy as we were in Queensland with fires and floods, we also deployed across state lines, with QFD staff and volunteers putting their hands up to help when bushfires tore through Victoria and Western Australia, while in South Australia, QFR and RFSQ personnel were deployed to assist with the largest backburn in the state's history.

We continued to strengthen our international partnerships by delivering fire investigation training and specialised swiftwater and floodwater training to the Fiji National Fire Authority, enhancing their capabilities and skills.

Focus on training

QFD delivered a wide range of training programs, maintaining our strong focus on firefighter safety and operational excellence, working together with our partner agencies and industry.

RFSQ progressed a range of training reforms enhancing operational readiness, workforce capability and volunteer member safety. Access was expanded to foundational training, including the Brigade Induction and Basic Firefighter programs, as well as increasing regional and digital learning opportunities.

The first cohort of volunteer members graduated from the revamped Crew Leader Skills Program, setting a new benchmark for leadership and professionalism under the Rural Fire Development Framework.

AUS-01 DART was successfully recertified in October 2025. To achieve External Reclassification, a 75-member team worked around the clock over 36 hours rescuing survivors from a simulated earthquake, testing their ability to deploy at short notice to international disasters, set-up operations and undertake continuous field rescue operations.

QFR rolled out Rapid Intervention Team (RIT) training, engaging participants in realistic fireground scenarios and equipping them with the skills needed to respond effectively to a call for assistance from a firefighter in distress. The Senior Officers Development Program and the redevelopment of the Auxiliary Recruit and Education Training Program also provided further skill development opportunities for the service.

We also launched a range of professional development programs to support the knowledge, skill and careers of all our people, including the Business Skills for Leaders Program to improve management and leadership skills across the department.

Committed to community

As always, community is at the heart of everything we do.

With QFD's support, the Queensland Fire Legacy Inc was established, dedicated to delivering practical help for our people and their families through challenging times.

The Road Attitudes and Action Planning program toured southwest Queensland encouraging young people in the regions to be safe behind the wheel.

QFD continued its long-standing partnership with the annual Bike 4 Burns ride with QFD members riding more than 800 kilometres to support the Queensland Children's Hospital Foundation.

Seven QFD members were recognised in the 2026 Australia Day Awards and King's Birthday Honours, receiving the Australian Fire Service Medal, the highest honour for firefighting personnel.

Finally, I thank all our staff and volunteers for your outstanding contributions. From the fireground to operational incidents, Fire Communications Centres, incident control centres, community events and corporate services, you have all shown dedication and commitment to the safety of the people of Queensland.



Stephen Smith AFSM
Commissioner
Queensland Fire Department

14 September 2026



Honouring our fallen

Our people put themselves at risk every time they work on the frontline to keep the community safe. In our department's history, 60 firefighters have made the ultimate sacrifice.

At 10am on 10 October 2025, Queensland Fire Department staff and volunteers from around the state attended ceremonies for Firefighters Remembrance Day. With flags flying at half mast, they paid their respects to the 60 firefighters whose names are etched in the Queensland Fire Department Honour Roll.

On 8 May 2026, the then Acting Commissioner John Cawcutt attended the National Memorial Service in Canberra to honour the sacrifice of Australian fire and emergency services personnel who have died in the line of duty.

On 16 June 2026, the Queensland Fire Department officially dedicated the Firefighters' Memorial Wall at the department's new state headquarters in Albion to honour the memory of fallen firefighters.

We pay our respects to all those who have lost their lives in the line of duty.



Our department

The Queensland Fire Department (QFD) provides world-class fire and rescue services to communities across Queensland, including fire prevention, response, and control. QFD's foremost priority is to respond to fires and emergencies that threaten life, property or the environment by providing support to communities before, during and after their times of need.

QFD is a Queensland Government department under the *Public Sector Act 2022*. QFD was established as a department on 1 July 2024 by *Public Service Departmental Arrangements Notice (No. 5) 2024*.

The *Fire Services Act 1990* (Fire Services Act) establishes two fire services—Queensland Fire and Rescue (QFR) and Rural Fire Service Queensland (RFSQ)—as specific fire services, undertaking dedicated functions to deliver on the legislative purposes of the Fire Services Act. To achieve this, the Fire Services Act requires processes to be established that provide ongoing operational and strategic collaboration and coordination between the fire services, and that continue to recognise the valuable role of employees and volunteers.

Under the Fire Services Act, the fire services' core functions and powers include:

- protecting people, property and the environment from fire, bushfire (grass fires and fires that have broken out in a forest or scrub) and hazardous materials emergencies
- protecting people trapped in vehicles, buildings or otherwise endangered
- providing and promoting fire and bushfire prevention and control advice and education
- supporting other entities providing emergency services to help communities respond to and recover from disasters.

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

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

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

For further information regarding the department's structure and responsibilities refer to pages 17–22.

Legislation administered

In accordance with *Administrative Arrangements Order (No. 1) 2025*, the Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers administers the following Acts and subordinate legislation relative to the fire services portfolio:

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

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

Beyond the Smoke

Beyond the Smoke: Queensland Fire Department's Foundation and Direction for a Safer Tomorrow (2024) serves to lay the foundation for understanding QFD's complex service delivery environment. It is aimed at fostering transparency and cooperation by delineating the department's roles, responsibilities, history, purpose, vision, objectives, services and operating context. Moreover, it underscores the connection between our broader strategy, policy and planning goals, while setting enduring priorities and values.

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

Queensland Fire Department Strategic Plan 2025–29

Our purpose

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

Our vision

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

Our guiding principles

Capable communities

We'll collaborate with communities to enhance fire and emergency preparedness.



Interoperable



We'll bring together people, knowledge, capabilities and equipment to make us and our communities safer.

Intelligence

We'll identify, collect, analyse and communicate relevant data, information, knowledge and wisdom.



Sustainable



We'll balance what we spend, consume and emit with the benefit we provide our community and environment.

Adaptive

We'll quickly, safely and effectively adjust to emerging opportunities and challenges.



QFD respects, protects and promotes human rights, and its obligations under the *Human Rights Act 2019*.

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

Key opportunities

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

Key risks

- A changing climate leading to an increased demand on QFD, greater exposure to risk for our staff and volunteers and reduced ability to deliver our services.
- Sustained high-risk service delivery could lead to physical and/or psychological harm to our staff and volunteers which could result in reduced health and wellbeing and diminished service delivery.
- Increased complexity and scope of service delivery needs may surpass the ability to adapt fleet, infrastructure (including technology) and operational equipment which could inhibit our ability to deliver services.

For information about how the department manages its risks refer to page 104.

Our objectives, strategies and performance indicators 2025–29

Our objectives	Our strategies	Performance indicators #
1. Safe and effective response that minimises the consequences of fires and emergencies	• Safely maintain and enhance our operational response capabilities • Drive seamless and interoperable response across our services and partners • Improve services to high-risk locations and target groups using adaptable, risk based and place-based models of service delivery • Utilise real time analytics and intelligence to support response operations and inform recovery operations	• Response times to structure fires • Percentage of Triple Zero (000) calls answered within 10 seconds • Rate of confinement of fire to room of origin • Preventable fire-related fatalities
2. A safe, capable and inclusive workforce—both our staff and volunteers—that is representative of the communities we serve	• Build a contemporary workforce by attracting and recruiting well, fostering diversity, promoting respectful relationships • Support, train, develop, and respect the experience of our volunteers • Ensure health, safety, and wellbeing of our staff and volunteers	• Firefighter response related injuries • QFD attrition rate within first two years • Percentage of QFD that participated in annual development plan activities
3. Planning, decision-making and QFD-led preparedness activities are informed by current and future risk	• Leverage high-quality evidence and intelligence to determine current and emerging high-risk locations, service demand and resourcing that is fiscally sustainable • Deliver initiatives that raise awareness of and reduce locally relevant risk • Prepare QFD for the opportunities and challenges of a changing climate, contributing to Queensland's sustainable future • Support the planning and delivery of safe and secure major events, including the Brisbane 2032 Olympic and Paralympic Games	• Percentage of QFD-led bush and grass fire mitigation activities completed in high-risk locations • Percentage of homes with interconnected smoke alarms installed
4. We work with communities and landowners, so they understand their local risks and take mitigation action to improve community safety	• Provide proactive and engaging messaging and advice relevant to local risks to inform communities and stakeholders across prevention, preparedness, response and recovery • Build community resilience relevant to fire and chemical/hazardous materials emergencies • Ensure Queensland communities are treated as equal partners and work with them to advance community safety outcomes	• Community preparedness rating for fire-related hazards • Rate of satisfaction with 'warnings and alerts'
5. We work collaboratively to ensure effective service delivery with our partners	• Effectively deliver on our responsibilities as a key stakeholder in the Queensland Disaster Management Arrangements and primary agency for bushfire and chemical/hazardous materials response • Strengthen doctrine, agreements and partnerships that enhance our contributions to emergency and disaster management • Build genuine and constructive partnerships at all levels and work cohesively across boundaries to share information, decisions and outcomes	• Rate of satisfaction with QFD service delivery

Our objectives, strategies and performance indicators 2025–29 (cont'd)

Our objectives	Our strategies	Performance indicators #
6. We make the best use of current and emerging assets and technology	• Optimise capabilities by ensuring assets and technology are aligned with risk and evidenced community need whilst delivering public value and respecting Queenslanders' money • Work together across our services, stakeholders and partners to understand asset and technology opportunities and challenges • Make our information and communication technology simplified, smarter, connected and user friendly	• Percentage of major capital works delivered within timeframes • Percentage of information technology investment allocation across risk mitigation, enabling QFD capabilities and modernisation categories • Percentage of QFR fleet assets outside of planned useful life
7. Organisational enabling capabilities work effectively with our front-line staff, volunteers, partners and community	• Enhance cross-capability cooperation • Utilise a collaborative approach to research and innovation across our capabilities • Continuously improve by learning, adapting, and transforming with our volunteers, staff, stakeholders, partners, and the community	• Percentage of recommendations emanating from reviews implemented within required timeframes
8. We connect and support our staff, volunteers, partners and communities in recovery after fires and emergencies	• Provide recovery operations in disaster impacted communities aligned to our capabilities and in support of our partners and stakeholders	• Percentage of damage assessments following a major event undertaken within required timeframes

Refer to Key performance measures for further information on pages 31–36.

Queensland Government objectives

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

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

Safety where you live

Making Queensland safer with stronger laws, better-equipped courts and more police with better tools, while restoring consequences for actions, fixing our Child Safety system, ensuring early intervention and a bigger focus on rehabilitation, giving victims more rights and better support, and taking critical action to arrest skyrocketing rates of domestic and family violence.

Health services when you need them

Restoring health services when Queenslanders need them most through transparent and targeted investment with real-time data, boosting frontline health services, driving resources where they are needed most, improving our Emergency Departments, reopening regional maternity wards, fast-tracking access to elective surgeries, and helping patients to be seen faster.

A better lifestyle through a stronger economy

Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle and a place to call home, by respecting your money and reinstating the Productivity Commission, growing the economy in our regions, backing small and family business, boosting home ownership, easing pressure on rents, ensuring affordable and reliable energy and public transport, taking care of Queensland's vital existing and emerging industries, delivering more community housing and homelessness services, and boosting women's economic security.

A plan for Queensland's future

Planning for Queensland's future, by building the roads and infrastructure needed for a growing population – including a safer Bruce Highway, putting more teachers in safer schools and preparing young Queenslanders for the future, conserving our pristine environment that draws visitors from across the world, improving water security, and delivering a world-class Olympic and Paralympic Games that leaves a positive legacy for Queenslanders.

QFD contributes to the objectives:

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

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

Our values

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

QFD's shared values are:

Respect	Embrace diversity. Communicate openly. Be kind.
Loyalty	Support each other. Be committed. Work as a team.
Courage	Call it out. Own mistakes. Challenge ourselves.
Integrity	Be accountable. Be honest. Be transparent.
Trust	Empower others. Be open. Be dependable.

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



Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Our environment

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

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

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

QFD continues to monitor external trends that have the potential to shape or influence future service delivery needs to ensure it is well-positioned to continue to meet the challenges shaping the environment.

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

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

QFD responded to these environmental factors through the delivery of its strategic plan.

Importantly, QFD worked collaboratively with public safety agencies, local governments and other non-government and community organisations such as Red Cross, Rotary Australia and The Salvation Army, to enable it to respond to these factors whilst continuing to deliver frontline fire and emergency services.

Further information about how the department responded to these environmental factors is addressed in *Our performance* (refer pages 31–94).

National forums

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

Outlook

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

Key deliverables for QFD during 2026–27 include:

- continue to focus on fire service delivery and support the Queensland Disaster Management Arrangements so that the government is best positioned to meet challenges that the state faces due to variable weather patterns, increases in the regularity and intensity of natural events such as bushfire, and the changing face of communities and community expectations
- continue to maintain a responsive QFR delivering state-of-the-art response, rescue, scientific and specialist capabilities to Queensland communities
- continue to focus on reducing bushfire risk through year-round planning and conducting of mitigation activities; improving community awareness and knowledge in relation to bushfire safety and prevention; and maintaining an ongoing commitment to skilled, efficient, and timely responses to bush and grass fires and other emergencies
- implement the *Queensland Fire Department Volunteerism Strategy 2026–2030*, including providing effective communication and engagement; embedding a 'safety first' culture to ensure volunteer safety and wellbeing is prioritised; ensuring efficient access to essential equipment; fostering an environment of continuous learning and development; and recognising and celebrating volunteer contributions and achievements
- continue to ensure information and communication technology (ICT) supports and enhances frontline service and operational capabilities and minimise risks to ICT assets that could disrupt response to Queensland communities.

Our structure

As of 30 June 2026, QFD comprises the:

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

Office of the Commissioner

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

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

Fire Inspectorate

The Fire Inspectorate, established 1 July 2025, comprises the Office of the Chief Fire Officer, Internal Audit, Legal Services and Lessons Management. These units provide objective assurance and advisory services to improve the department's operations within their areas of authority.

The Chief Fire Officer (CFireO) is appointed under the Fire Services Act to provide independent advice to the Commissioner about the fire services—QFR and RFSQ—including matters relating to service delivery, operational culture, best practice, and innovation and research; and other functions given to the CFireO under the Fire Services Act. The CFireO also leads the Fire Inspectorate.

For further information about the role of the Chief Fire Officer refer to page 102.

Queensland Fire and Rescue

Queensland Fire and Rescue (QFR) is responsible for ensuring the capacity of operational staff to respond in emergent situations as legislated in the Fire Services Act. QFR provides fire prevention, preparedness and response services to fire in the built and landscape environments, as well as

scientific and specialist capabilities to Queensland communities. QFR provides a multi-hazard response which includes structural fires, road crash rescue, bush and grass fires, hazardous materials, and technical rescue including vertical and remote mountain rescue, urban search and rescue (USAR), confined space rescue, trench rescue, Remotely Piloted Aircraft Systems (RPAS) (drones) and swiftwater rescue. QFR works closely with emergency management agencies, such as the Queensland Police Service (QPS), State Emergency Service (SES) and Queensland Ambulance Service, and other stakeholders to deliver a high quality all hazard emergency response service across Queensland.

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

Rural Fire Service Queensland

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

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

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

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

State Operations Directorate

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

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

Strategy and Corporate Services

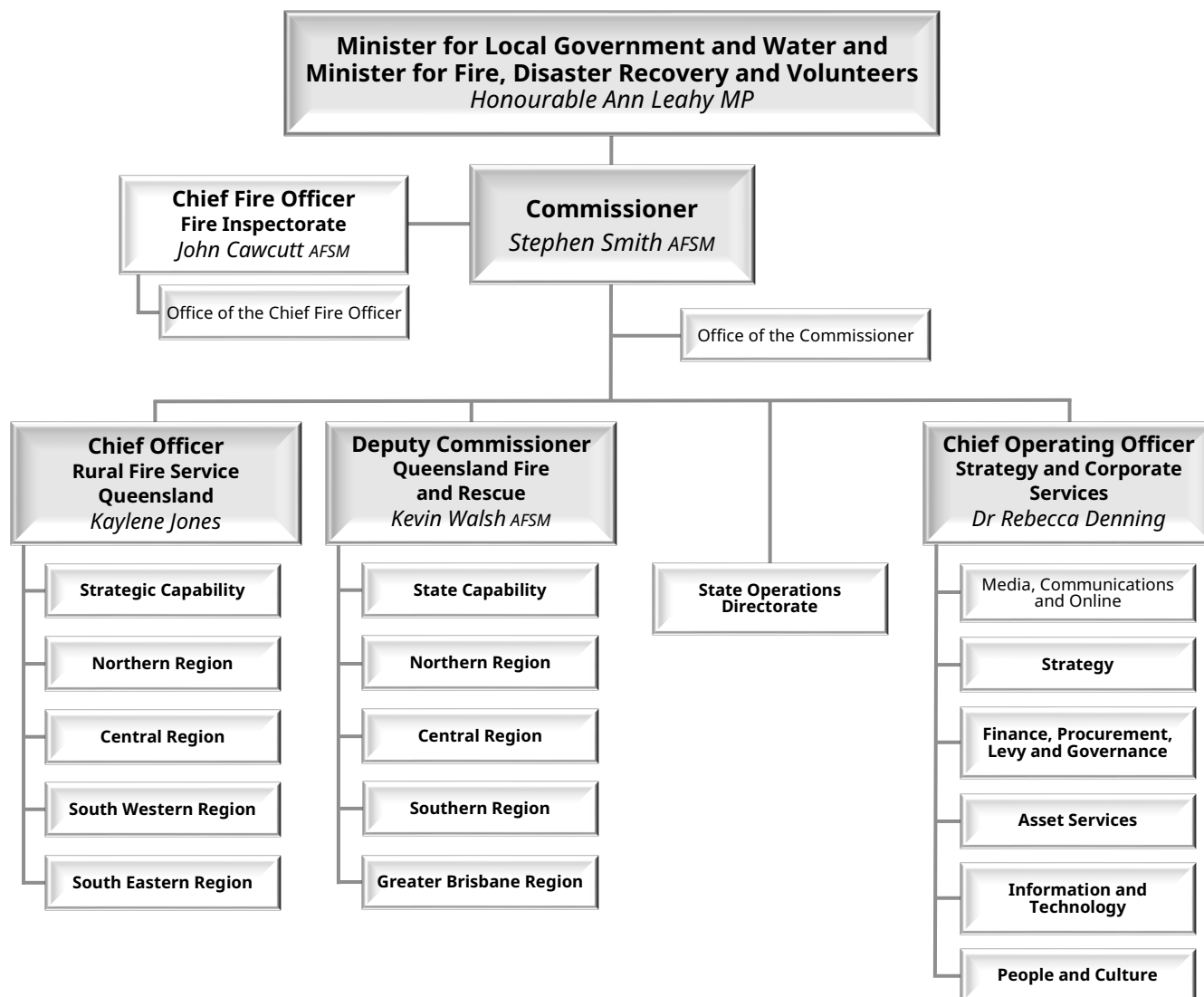
Strategy and Corporate Services is a broad and strategic portfolio which informs the development of strategies, policies and investment planning, and delivers corporate solutions to enable QFD's success.

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

Strategy and Corporate Services is led by a Chief Operating Officer and comprises Strategy; Finance, Procurement, Levy and Governance; Asset Services; Information and Technology; and People and Culture.

Organisational structure

As at 30 June 2026



Key:

AFSM Australian Fire Service Medal
MP Member of Parliament

Machinery-of-government changes commencing 1 July 2026

The following functions will join QFD from the QPS commencing 1 July 2026 due to machinery-of-government changes under the *Public Service Departmental Arrangements Notice (No. 3) 2026*:

- Spatial Information Services
- Data Centre
- Telephone Coordination Unit – Administration Services only
- Command Centre
- Emergency Services Computer Aided Dispatch (ESCAD) Support
- Major Incident Management
- Emergency Vehicle Priority
- Planning and Design Unit
- Cyber Security Response
- Communication Infrastructure Development Centre.

Our locations

Across Queensland, the department delivers its services through:

- four QFR regional offices and eight divisional offices
- 245 QFR stations (including permanent and auxiliary fire and rescue stations)
- four RFSQ regional offices, eight district offices and 25 area offices
- 1,377 volunteer-based rural fire brigades
- seven Fire Communications Centres—located at Brisbane, Cairns, Kawana, Rockhampton, Southport, Toowoomba and Townsville. The Fire Communications Centres form a single integrated network that covers the state, however, each centre has its own service delivery area that in some cases will cover multiple QFR and RFSQ boundaries
- Special Operations Centre located at Cannon Hill in Brisbane
- State Fire Control Centre located at the Emergency Services Complex at Kedron in Brisbane
- four Regional Fire Control Centres located at Townsville, Toowoomba (Charlton), Maryborough and Brisbane

- State Deployment Centre located at Morningside in Brisbane
- eight regional Corporate Services Hubs
- eight mechanical workshops located within the QFR Regions
- three airbases located at Bundaberg; Watts Bridge, Cressbrook; and Toowoomba.

In addition, the QFD State Headquarters at Albion in Brisbane's northern suburbs provides an integrated fit-for-purpose facility, accommodating the offices of the Commissioner; CFireO; Deputy Commissioner, QFR and State Capability; Chief Officer, RFSQ and Strategic Capability; and Chief Operating Officer and Strategy and Corporate Services functions. The Emergency Services Complex at Kedron houses the State Operations Directorate; QFR Greater Brisbane Region Headquarters; and RFSQ South Eastern Region Headquarters.

QFR and RFSQ regional maps are provided on pages 21–22.

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

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

Regions – Queensland Fire and Rescue

As at 30 June 2026



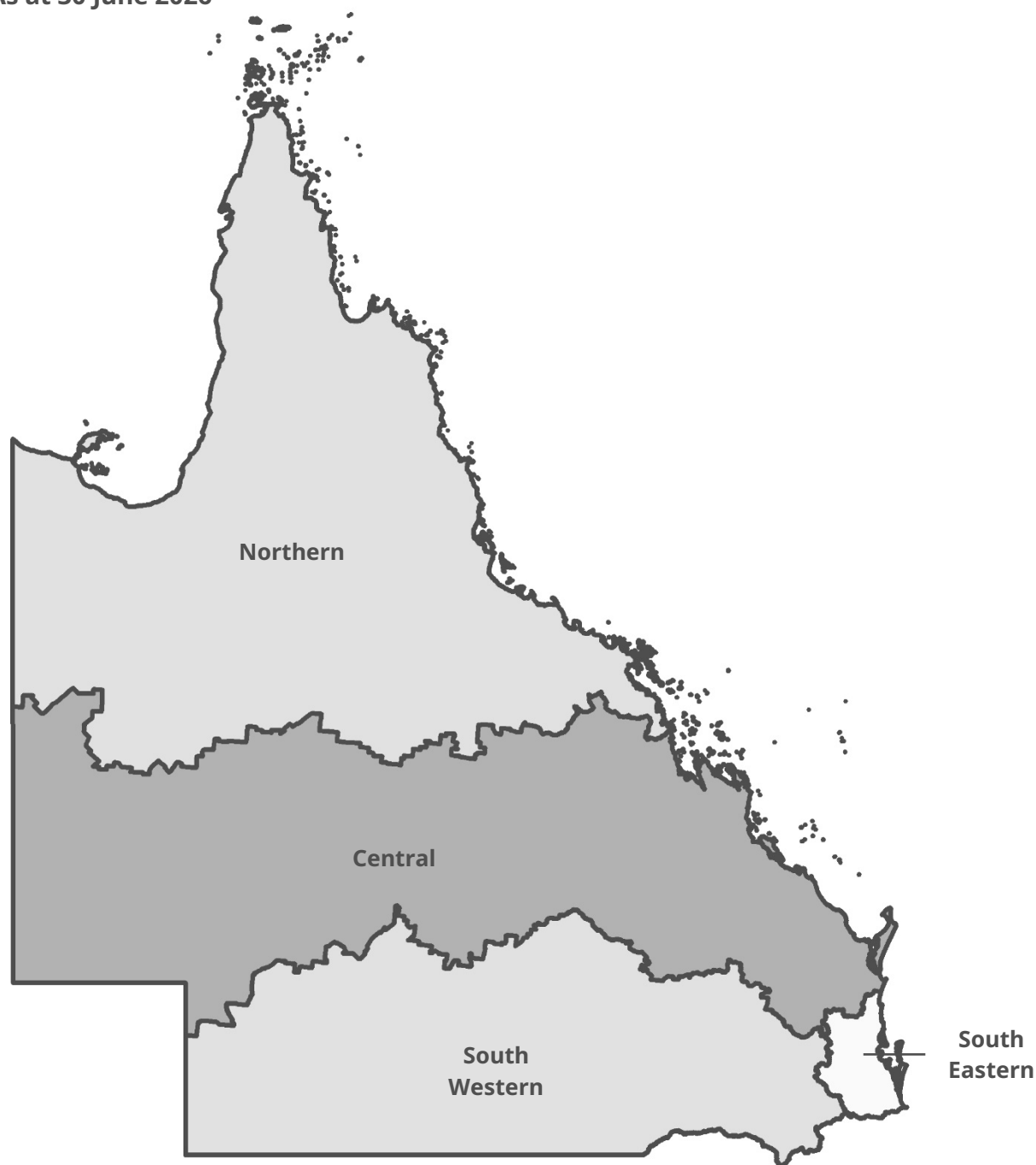
	State Total	Northern	Central	Southern	Greater Brisbane
Regional offices	4	1	1	1	1
Divisional offices	8	2	2	2	2
Fire and rescue stations	245	55	59	74	57

Queensland population 5,712,124

Source: Australian Bureau of Statistics, Catalogue No. 3101.0, National, state and territory population December 2025, published June 2026

Regions – Rural Fire Service Queensland

As at 30 June 2026



	State Total	Northern	Central	South Western	South Eastern
Regional offices	4	1	1	1	1
District offices	8	2	2	2	2
Area offices	25	8	7	5	5
Rural fire brigades	1,377	396	504	334	143

Queensland population 5,712,124

Source: Australian Bureau of Statistics, Catalogue No. 3101.0, National, state and territory population December 2025, published June 2026

Our people

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

QFD comprises 5,919 (headcount) paid staff (4,227.80 FTE) and approximately 27,300 (headcount) dedicated volunteers.

Workforce profile

	FTE	Headcount
Total paid staff for QFD as at 28 June 2026	4,227.80	5,919

Occupation types by FTE	Percentage of total workforce based on FTE
Corporate	10.96%
Frontline and Frontline Support	89.04%
Appointment type by FTE	Percentage of total workforce based on FTE
Permanent	93.35%
Temporary	1.81%
Casual	4.35%
Contract	0.50%
Employment status by headcount	Percentage of total workforce based on headcount
Full-time	67.46%
Part-time	1.79%
Casual	30.75%

Notes:

1. FTE – Full-time equivalent.
2. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned methodology.
3. FTE and headcount data is as at fortnight ending 28 June 2026 as per MOHRI reporting.
4. FTE and headcount includes active, paid employees only.
5. Due to the on-call nature of Auxiliary Firefighters they are represented as 0.1 of an FTE.

Corporate roles deliver services to internal QFD clients. Corporate roles may have occupants who are skilled in Frontline and Frontline Support functions (e.g. secondary roles), but it is not a requirement of the role to possess these skills.

Frontline and Frontline Support includes roles that deliver services, programs and outcomes to the community, or provide essential support enabling the development and delivery of frontline services, programs and outcomes. Delivery can be via Queensland Government centres, telephone, online or in-field.

Target group data

Target group	Number (headcount)	Target 2023–2026 (percentage)	Percentage of total workforce based on headcount <i>unless otherwise indicated</i>
Gender			
Woman	1,128	N/A	19.06%
Man	4,731	N/A	79.93%
Non-binary	16	N/A	0.27%
Another term	0	N/A	0.00%
Not disclosed	44	N/A	0.74%
Diversity groups			
Women	1,128	N/A	19.06%
Aboriginal peoples and Torres Strait Islander peoples	162	4.0%	2.74%
People with disability	80	12.0%	1.35%
CALD—Speak a language other than English at home	196	12.0%	3.31%
Women in leadership roles			
Senior Officers (Classified and s155)	22	50.0%	70.97% <i>Women as a percentage of the total leadership cohort</i>
Senior Executive Service and Chief Executives (Classified and s155)	5	50.0%	20.83% <i>Women as a percentage of the total leadership cohort</i>

Key:

N/A Not applicable

CALD Culturally and linguistically diverse

Notes:

1. Headcount and percentage data is as at fortnight ending 28 June 2026 as per MOHRI reporting.
2. Headcount, percentage of total workforce and percentage of the total leadership cohort is calculated on active, paid employees only.
3. CALD includes Aboriginal and Torres Strait Islander languages and Australian South Sea Islander languages.
4. Women in leadership roles are considered those positions that are Senior Officer and equivalent, and above. For QFD this includes Chief Executive Officer, Senior Executive Service, Senior Officer, *Public Sector Act 2022* Section 155 Senior Executive Service/Senior Officer equivalent, and Chief Superintendent classifications.
5. Target percentages are Public Sector Governance Council approved as at 17 April 2023.

Our volunteers

Volunteers are critical to the successful delivery of frontline services contributing to the strength of the department and are essential in building community capacity and enhancing community resilience. The department is one of the largest volunteer organisations in the state with approximately 27,300 dedicated volunteers in RFSQ, Research and Scientific Branch Volunteer Scientific Officer network and AUS-01 Disaster Assistance Response Team (DART), and Auxiliary Support Officers and Peer Support Officers (PSOs).

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

Rural Fire Service Queensland

RFSQ includes 27,036 volunteer members (9,997 volunteer firefighters and 17,039 volunteer support staff) across 1,377 rural fire brigades.

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

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

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

Scientific Branch Volunteer Scientific Officers

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

During 2025–26, the Scientific Branch responded to a range of incidents, including chemical reactions and spillages; gas and vapor cloud releases; clandestine drug laboratories (in support of the QPS); incidents involving radioactive substances; and fires involving hazardous materials including lithium-ion batteries. These incidents ranged across domestic, industrial and transport settings.

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

As at 30 June 2026, there are 52 scientific volunteers, comprising 48 regional-based Volunteer Scientific Officers and four Brisbane-based Scientific Support Officers from Queensland Health.

AUS-01 DART

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

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

As at 30 June 2026, the AUS-01 DART comprises 24 volunteers including doctors, engineers and canine teams (handlers and canines).

For further information about AUS-01 DART refer to page 89.

Auxiliary Support Officers

Auxiliary Support Officers are volunteers who provide non-operational support to the auxiliary firefighting workforce of QFR. Auxiliary Support Officers may assist with a range of duties including community education and messaging activities, maintenance and repair of station facilities, training activities, administration and recordkeeping.

As at 30 June 2026, there are 20 Auxiliary Support Officers.

Peer Support Officers

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

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

As at 30 June 2026, there are 166 active PSOs.



Financial summary

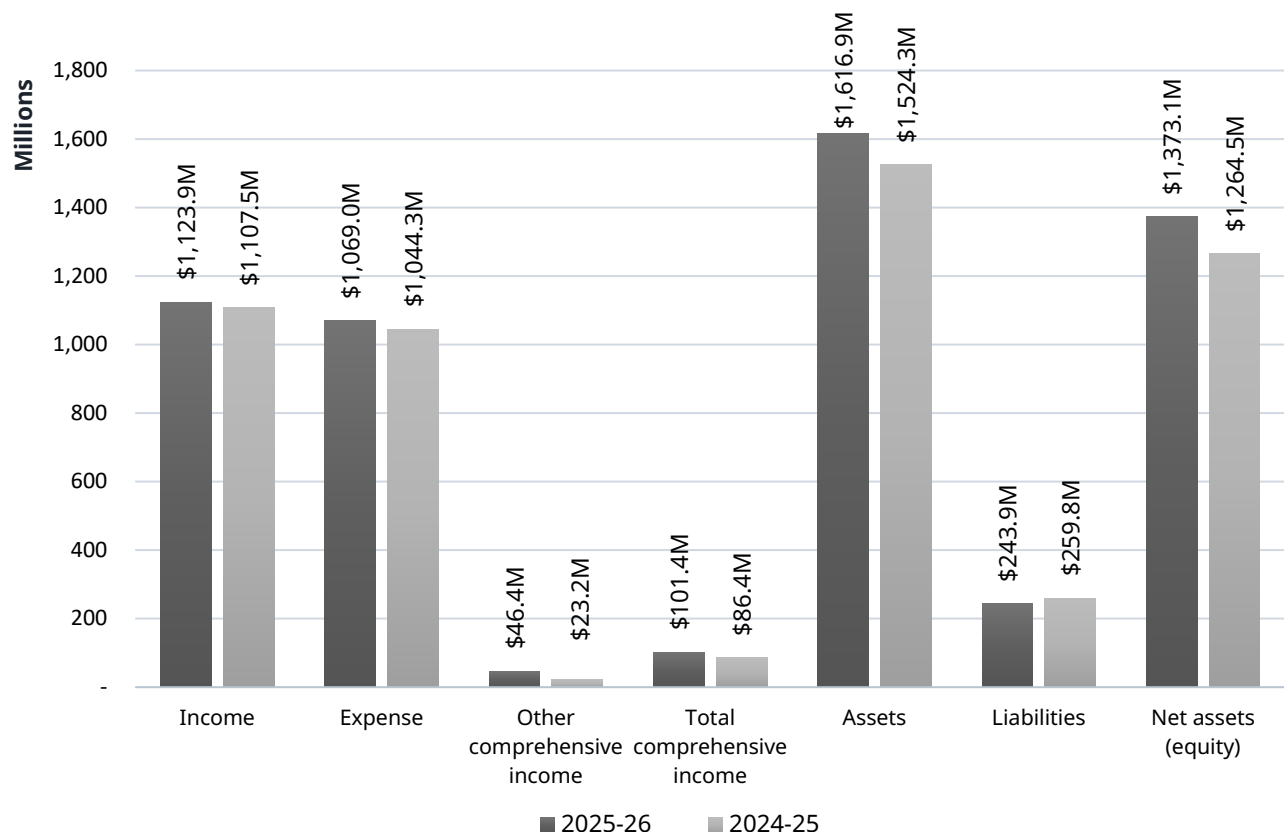
Summary of financial performance

The following table summarises the operating result and financial position for 2025–26 and 2024–25.

The QFD Financial Statements for the year ended 30 June 2026 are available on pages 107–144.

Statement of comprehensive income	2025–26 \$'000	2024–25 \$'000
Total income from continuing operations	1,123,906	1,107,497
Total expenses from continuing operations	1,068,975	1,044,342
Other comprehensive income	46,443	23,222
Total comprehensive income	101,374	86,377
Statement of financial position	2025–26 \$'000	2024–25 \$'000
Total assets	1,616,937	1,524,287
Total liabilities	243,863	259,758
Net assets (equity)	1,373,074	1,264,529

The operating result and financial position are represented below:



Income and expenses from continuing operations

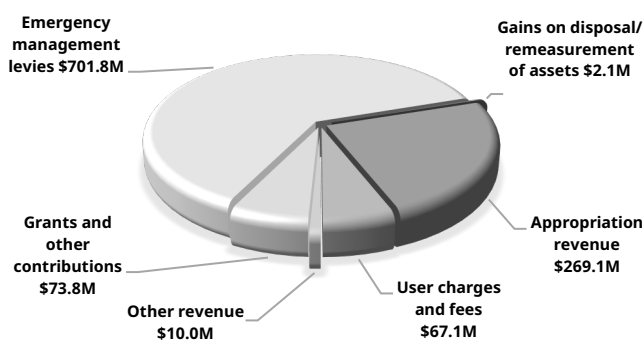
QFD is funded to deliver a wide range of fire and emergency management and recovery services through the Emergency Management Levy paid by prescribed property owners across the state.

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

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

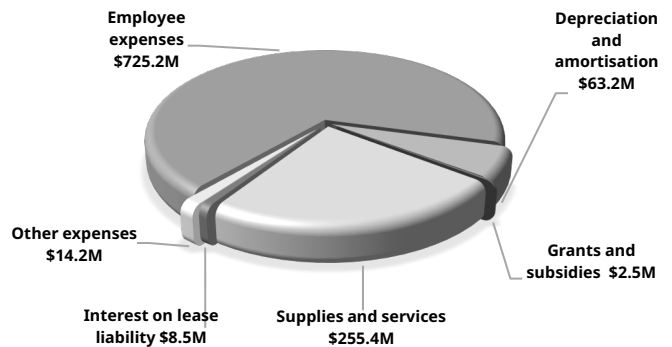
Income

For 2025–26, QFD received income from continuing operations totaling \$1,123.9 million as outlined below.



Expenses

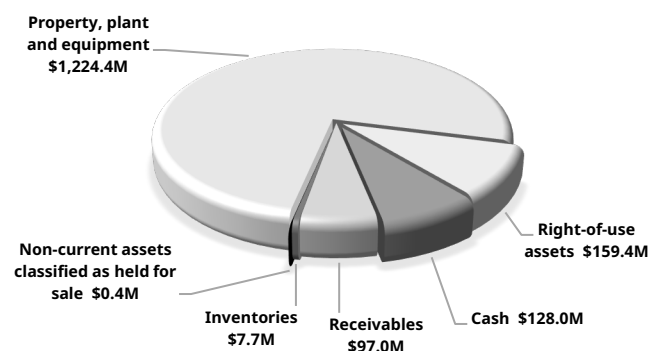
For 2025–26, QFD incurred total expenditure from continuing operations of \$1,069.0 million as outlined below.



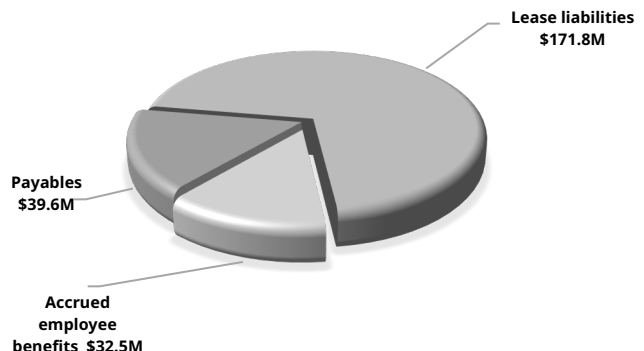
Summary of financial position

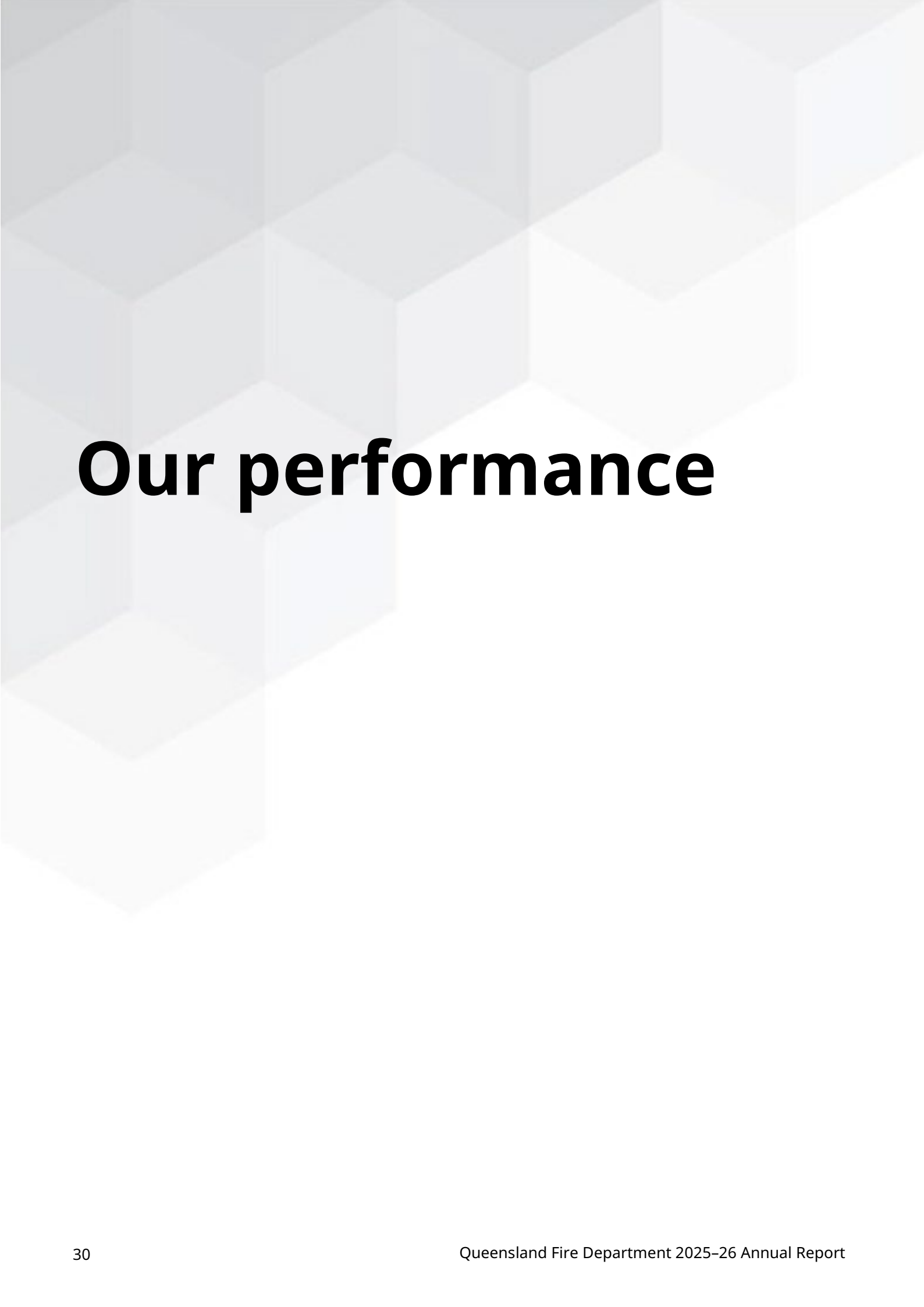
QFD was in a positive financial position at the end of the financial year. The total equity (assets less liabilities) of QFD at the end of 2025–26 was \$1,373.1 million. The financial position predominately comprises:

Assets



Liabilities





Our performance

Key performance measures

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

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

The table below provides an overview of the key performance measures for QFD for 2025–26.

Service area: Fire Services							
Performance measures	Notes	2025-26 SDS	Strategic plan	RoGS	2024-25 Actual	2025-26 Target/ Estimate	2025-26 Actual
Rate of accidental residential structure fires reported (per 100,000 households)	1, 2, 3	✓		✓	46.6	<55	44.0
Response times to structure fires including call taking time:	3, 4, 5	✓	✓	✓			
• 50th percentile	6				8.4 minutes	<7.8 minutes	8.6 minutes
• 90th percentile	7				12.7 minutes	<14 minutes	13.0 minutes
Percentage of building and other structure fires confined to room/object of origin	3, 4, 8	✓	✓	✓	78.7%	≥80%	79.1%
Estimated percentage of households with smoke alarm/detector installed	9, 10	✓			98%	98%	98%
Percentage of building premises inspected and deemed compliant at first inspection	11	✓			57%	50%	54.9%
Rate of Unwanted Alarm Activations per Alarm Signalling Equipment	12	✓			2.6	<4	2.4
Organisational engagement levels of Rural Fire Service Queensland volunteers	13	✓			N/A	80%	77%
Fire services expenditure per person	14	✓			\$196	\$186	\$198
Percentage of Triple Zero (000) calls answered within 10 seconds	15		✓		89%	90%	88.21%
Preventable fire-related fatalities	16		✓		3	N/A	6
Firefighter response related injuries	17		✓		265	N/A	339
Queensland Fire Department attrition rate within first two years	18		✓		N/A	N/A	7.81%
Percentage of QFD staff that participated in annual development plan activities	19		✓		N/A	N/A	N/A
Percentage of QFD-led bush and grass fire mitigation activities completed in high-risk locations	20		✓		60.5%	N/A	52.3%

Service area: Fire Services (cont'd)

Performance measures	Notes	2025-26 SDS	Strategic plan	RoGS	2024-25 Actual	2025-26 Target/ Estimate	2025-26 Actual
Percentage of homes with inter-connected smoke alarms installed	10, 21		✓		52%	N/A	54%
Community preparedness rating for fire-related hazards	10, 22		✓		0.46	N/A	0.42
Rate of satisfaction with 'warnings and alerts'	10, 23		✓		88%	N/A	88%
Rate of satisfaction with QFD service delivery	10, 24		✓		80%	85%	81%
Percentage of major capital works delivered within timeframes	25		✓		27%	N/A	73%
Percentage of information technology investment allocation across risk mitigation, enabling QFD capabilities and modernisation categories	26		✓				
• Risk					49%	N/A	69%
• Enabling					20%	N/A	22%
• Modern					31%	N/A	9%
Percentage of QFR fleet assets outside of planned useful life	27		✓				
• 15-20 years					21.63%	N/A	19.96%
• 20-25 years					16.8%	N/A	15.63%
Percentage of recommendations emanating from reviews implemented within required timeframes	28		✓		79%	N/A	95%
Percentage of damage assessments following a major event undertaken within required timeframes	29		✓		100%	N/A	100%

Key:

N/A	Not available/not applicable
RoGS	Report on Government Services
SDS	Service Delivery Statement
Strategic plan	Queensland Fire Department Strategic Plan 2025-29

Notes:

1. Accidental residential structure fires are those fires in a residential structure that are not deliberately lit and with effective educational programs can be reduced or prevented from occurring. Household data is sourced from the Australian Bureau of Statistics *Household and Family Projections*, Australia, catalogue no. 3236.0, released 28 June 2024. Since 2017–18 (inclusive), Queensland has consistently achieved the SDS Target/Estimate of less than 60 and subsequently has reduced the Target/Estimate to less than 55 commencing 2025–26. Nationally, in 2024–25, the rate of accidental residential structure fires was 71.0 per 100,000 households (2026 RoGS).
2. A residential property is one in which sleeping accommodation is provided for normal living purposes, for example family dwelling, units, flats and apartments.
3. Structure fires are fires in housing and other buildings.
4. Only incidents occurring within the Levy District Boundaries (Class A–D) are included. Excluded are non-emergency calls and those where QFD experienced delays due to extreme weather conditions or where the initial response was by another agency or brigade. Only primary exposure incidents are included. The location of incidents in relation to the levy district boundary is identified using the latitude and longitude of where the incident occurred or originated from.
5. Response times are measured from either alarm time or the point at which the incident is verified as requiring QFD attendance, to the time in which the first responding vehicle arrives at the scene. Response times can be affected by population growth, road congestion, driver behaviour (distraction and inattention to emergency responder), high density urban residential designs, competing demand and weather.
6. This measure reports the time within which 50 per cent of the first responding fire appliances arrive at the scene of a structure fire. The response time at the 50th percentile has fluctuated between 8.1 minutes and 8.6 minutes between 2020–21 and 2025–26, with no discernible trend.
7. This measure reports the time within which 90 per cent of the first responding fire appliances arrive at the scene of a structure fire. The department has a long-established service delivery model for responding to 90 per cent of structure fires within 14 minutes. This benchmark has been in place since 1999, following a recommendation of the 1996 *Queensland Fire Service Review* and subsequent planning and analysis. The results from 2020–21 to 2025–26 have fluctuated between 12.5 minutes and 13.0 minutes, with no discernible trend.
8. Only structure fires where the confinement has been determined are included in the calculations. Queensland's result has remained stable since 2015–16 varying between 78.7 per cent and 83.6 per cent. Nationally in 2024–25, 76.4 per cent of structure fires were confined to the room/object of origin (2026 RoGS).
9. This measure provides an indication of the effectiveness of smoke alarm legislation and awareness raising campaigns represented by the percentage of households with smoke alarms installed.
10. Results are derived from the annual QFD Community Insights Survey which is expected to be published on the QFD and Queensland Government's Open Data websites by 31 December 2026.
11. This measure reports the percentage of building premises inspected and deemed compliant with building fire safety legislation (*Fire Services Act 1990*, *Building Act 1975* and *Building Fire Safety Regulation 2008*) and fire safety procedures on first inspection.
12. This measure indicates the effectiveness of QFD strategies to help reduce the number of unwanted alarm activations. This measure compares the number of system initiated false alarms responded to by QFD fire personnel with the number of connected alarm signalling equipment devices that are monitored by the department. Unwanted alarm activations are defined as any activation of the fire alarm and detection system that could have been avoided. The *Fire Services Act 1990* (section 146N) provides a legislated target of no more than four unwanted alarm activations per alarm signalling equipment per financial year.
13. The calculation methodology for this measure changed in 2025–26. QFD replaced the former annual Volunteering for Queensland survey with a two-phase pulse survey model designed to reduce the burden on volunteers and provide more targeted, service-specific insights. Under this revised approach, two short surveys were delivered, the RFSQ Volunteer Survey (conducted June/July 2026) and the QFD Specialist and Support Volunteer Survey (conducted July 2026). The 2025–26 Actual for this measure is calculated from the results from the RFSQ Volunteer Survey for two questions: 'I am proud to be a RFSQ volunteer' and 'I would recommend volunteering with RFSQ'. For each question, a result is calculated from

Notes (cont'd)

the number of respondents selecting a positive response divided by the number of respondents to the questions. The overall engagement measure is then calculated as a weighted average of the two question results, based on the number of respondents to each question. The *Queensland Fire Department Volunteerism Strategy 2026–2030* (Volunteerism Strategy) was launched in May 2026. The Volunteerism Strategy aims to enhance volunteerism through the guiding principles of sense of belonging, being enabled, and service to the community. During 2025–26, RFSQ progressed initiatives aimed at strengthening recruitment and onboarding, communication and engagement, safety, and access to equipment and training.

14. This measure reports the fire services' expenditure divided by the estimated population of Queensland. Population data is based on the Queensland Treasury population estimates. This measure is a proxy measure for efficiency reported in line with the RoGS methodology. Expenditure includes the department's operating expenditure plus a calculated user cost of capital for property, plant and equipment assets excluding land assets. The variance between the 2025–26 Target/Estimate (\$186) and the 2025–26 Actual (\$198) is mainly due to the operational response for bushfire and severe weather disaster events during 2025–26 and cost increases associated with enterprise bargaining arrangements. The variance between the 2024–25 Target/Estimate (\$183) and the 2024–25 Actual (\$196) is mainly due to the continuing recruitment to provide an additional 500 FTE firefighter positions over six years commencing 2020–21, increased WorkCover premiums resulting from the expanded Presumptive WorkCover Legislation and operational response for bushfire and severe weather disaster events during 2024–25.
15. This measure is calculated from the first presentation of the Triple Zero (000) call from Telstra to the Fire Communications Centre. This measure provides an indication of the extent to which emergency services are accessible and responsive.
16. This measure reports the number of fire-related fatalities within a residential structure fire or landscape fire that has been deemed accidental. Preventable fire-related fatalities are those that could likely have been avoided with reasonable precautions, safety measures or interventions, such as working smoke alarms or unobstructed exits. Fire-related fatalities typically involve heat and flame exposure, smoke inhalation or burn injuries. The 2025–26 Actual (six) is preliminary and may be subject to change based on the outcomes of ongoing investigations. This measure informs targeted prevention strategies including education and awareness.
17. This measure includes paid firefighters (i.e. firefighters, auxiliary firefighters and senior officers) and RFSQ volunteer members and reports injuries reported as occurring 'at emergency scene', this may include injuries sustained at fires, motor vehicle accidents or other emergency scenes. Injuries may be either physical or psychological in nature. Data is sourced from the department's Safety, Health and Environment (SHE) system. All reported injuries are investigated enabling appropriate mitigation strategies to be implemented where necessary.
18. The measure reports the attrition rate for paid permanent QFD employees (based on headcount) that exit the department within the first two years of start date. The attrition rate provides an indication of workforce stability. This measure was amended in the department's 2025–29 strategic plan from the attrition rate for QFR and RFSQ paid employees to ensure that this lens is also applied to corporate services staff. QFD was established on 1 July 2024. For 2025–26, attrition within the first two years of service was primarily driven by resignation.
19. New strategic plan measure aligning with the department's *Our People Strategy 2025–29*. This measure reports the percentage of paid QFD employees who have registered an Achievement and Development Plan within the 12-month period. In 2025–26, QFD rolled out a new achievement and development planning process to all permanent employees in a phased approach. The achievement and development planning process will continue to be promoted across the department in 2026–27 through targeted communication and engagement activities to build awareness, understanding and uptake. QFD expects to expand the process to auxiliary firefighters in 2026–27. Data for the first full 12-month period for permanent employees will be available for 2026–27. The Target/Estimate will be set once the baseline is determined.

Notes (cont'd)

20. QFD led bush and grass fire mitigation activities occur in high-risk locations identified by Area Bushfire Management Groups. Mitigation activities include hazard reduction burns, community engagement activities and fire trail construction or cyclic maintenance of trails. Mitigation strategies can help minimise the impact of bushfires, reducing the risk of injury or loss of life; and reduce the economic costs associated with bushfires which may include damage to infrastructure, homes and the environment. By implementing mitigation activities, communities can better prepare for and respond to bushfires. While mitigation activities were inhibited by weather conditions in 2025–26 and 2024–25, QFD continued to encourage partners and landholders to seize opportunities for hazard reduction burning when conditions allowed to assist Queensland's preparedness for the higher risk bushfire period.
21. Results are derived from the Community Insights Survey question that asks whether 'Install interconnected smoke alarms' were completed, planned, not planned, or not required. Legislative changes introduced in Queensland on 1 January 2017 require dwellings to have interconnected, photoelectric smoke alarms installed in a phased implementation process, with all homes to comply by 1 January 2027. QFD actively promotes the smoke alarm legislation through community education including safety campaigns.
22. Results are derived from two Community Insights Survey questions related to the extent of completion of nine fire-related preparedness activities included in the survey: 'In the last year, have you undertaken any of the following emergency or disaster planning?'; and 'What has been done/planned to be done to your property by you or your landlord to reduce or prevent the impact of an emergency or disaster event?'. Each respondent gets an index score ranging from zero to one that reflects the percentage of the nine fire-related preparedness activities that they have completed, excluding those 'not required'. The overall community preparedness rating for fire-related hazards is the average of the individual index scores. QFD and its partners undertake community safety messaging and education specific to local risk profiles.
23. Results are derived from two Community Insights Survey questions that ask: 'Have you received/used a *warnings and alerts* service delivered by QFD in the last year?'; and for those that answered 'yes', 'How satisfied were you with the service you received?'. The final satisfaction rating is the percentage of respondents who received a *warnings and alerts* service and who answered either 'Very satisfied' or 'Fairly satisfied'.
24. Results are derived from two Community Insights Survey questions relating to the satisfaction ratings of 13 different types of service included in the survey. Respondents were asked for each type of service: 'Have you received/used a service delivered by QFD in the last year?' and for those that answered 'yes', 'How satisfied were you with the service you received?'. The final satisfaction rating is the percentage of respondents who received a service and who scored themselves as being either 'Very satisfied' or 'Fairly satisfied'.
25. This measure provides insights into the efficiency and effectiveness of QFD's planning, budgeting and project management processes. Major capital works includes the construction or refurbishment of existing and new fire and rescue stations (permanent and auxiliary), rural fire brigade stations, communications centres and the refurbishment of the new QFD State Headquarters. Timeframes for each major capital works project are based on the relevant planning pipeline. Delivery of the department's major capital works program may be impacted by factors such as weather conditions, development approval processes, fiscally viable tender outcomes and limited land supply.
26. This measure focuses on an appropriate investment spread for QFD to address information and technology risk, ensure modernisation of existing systems and leveraging information and technology to enable QFD capabilities. A balance of investment in all three categories (risk, enabling and modern) is required to ensure the department's information and technology program continues to meet service demands. In 2025–26, there was an increase in the percentage of projects focused on risk, driven by the introduction of initiatives specifically designed to address critical risk areas. By prioritising these risk-focused projects, QFD is able to identify vulnerabilities and reduce potential impacts effectively.

Notes (cont'd)

27. This measure supports QFD in ensuring the QFR fleet is modern, efficient and capable of meeting the demands of contemporary fire and rescue operations. Fleet assets are the vehicles which support QFR's operational capability delivery to the community. The QFR fleet comprises a range of fleet assets including firefighting trucks, specialised vehicles such as aerial appliances, operational support vehicles and operational spares. 'Planned useful life' is the designated benchmark in years which QFD aims to replace a QFR fleet asset. Planned useful life for the QFR fleet is 15 years excluding aerial appliances which are designated as 20 years. QFD has undertaken extensive fleet analysis of the QFR fleet to identify long term fleet replacement projects to inform future fleet programs. In addition, alternative fleet procurement strategies are continuing to be implemented to address the fleet demographics.
28. This measure considers Queensland Fire and Emergency Services/QFD lead or co-lead recommendations, accepted or accepted-in-principle, from Inspector-General of Emergency Management (IGEM) reviews assigned under the IGEM Monitoring, Evaluation and Reporting program. The timeframe is a rolling three-year period. The Actual is based on the open recommendations at the start of the timeframe, however, excludes those recommendations where ongoing implementation responsibility transferred to another agency under machinery-of-government arrangements in 2023–24. The 2025–26 Actual is based on 22 open recommendations at 1 July 2023, with 21 recommendations implemented at 30 June 2026. The 2024–25 Actual is based on 33 open recommendations at 1 July 2022, with 26 recommendations implemented at 30 June 2025.
29. This measure reports the percentage of damage assessments completed within five days post major event providing an indication of the timeliness and effectiveness of QFD's post disaster response. Prompt damage assessments are fundamental for the immediate direction of resources, prioritisation of recovery efforts, public communication, and coordination with other agencies and stakeholders. Classification of a major event is based on factors including duration, scale, complexity and community impacts. QFD undertakes damage assessments in areas impacted by the event (such as fire, flood and cyclone) and makes an assessment as to the extent of the damage (total, severe, moderate, minor or no damage).

Key highlights and achievements

This section reports on the QFD strategic plan 2025–2029 objectives and is a sample of the department's highlights and achievements from 2025–26.

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

Objective 1

Safe and effective response that minimises the consequences of fires and emergencies.

This objective focuses on ensuring Queensland communities receive a safe, coordinated and effective response to fires and emergencies through continuous improvement of operational capability, interoperability, intelligence and service delivery. During the reporting period, significant progress was made in strengthening QFD's ability to respond to an increasingly complex risk environment.

Key initiatives enhanced operational response capabilities through the implementation of the Station Crewing Model, ensuring resources are better aligned to operational demand while maintaining the safety and wellbeing of firefighters. Delivery of the Structural Firefighting Action Plan has further strengthened operational response by enhancing existing training and the deployment of new equipment such as thermal imaging cameras and rapid intervention kits. QFD's specialised response capabilities also expanded with an increase in trained operators for QFR's motorised swiftwater rescue capability and QFR's mountain rescue capability, improving capacity to respond safely and effectively to complex incidents.

To drive seamless and interoperable service delivery, the department continued to strengthen specialist response functions through the development of an Aviation Strategy, guiding the future use of aviation assets across emergency operations. This was complemented by the expansion of the Remotely Piloted Aircraft Systems (RPAS) (drones) capability, providing enhanced situational awareness and supporting informed operational decision-making.

QFD's commitment to improving bushfire hazard management was reinforced through the review and update of the *Queensland Bushfire Plan*, ensuring preparedness measures remain aligned with emerging risks and contemporary operational practices.

Together with increased use of real-time intelligence and analytics to support incident management, these initiatives have enhanced the department's ability to anticipate risk, deploy resources effectively and minimise the consequences of fires and emergencies for Queensland communities.

Structural Firefighting Action Plan

Following a line of duty death and serious injury at Slacks Creek in May 2023, QFR established the Operational Advisory Group to conduct a high-level review and assessment of its structural firefighting capability.

The Operational Advisory Group released its Structural Firefighting High-Level Assessment Report in October 2023. The report's recommendations and proposed actions were incorporated into a Structural Firefighting Action Plan (the action plan) released in May 2024. The action plan outlined 33 targeted actions to enhance strategy, training, equipment and doctrine (policy, procedures, standards, role manuals and operations doctrine).

QFR prioritised implementation of the action plan and was provided \$5 million in 2024–25 to fund the purchase of additional equipment. To support implementation, QFR also established a robust governance framework—including a steering committee and dedicated working groups—ensuring transparency, accountability and workforce engagement throughout the program.

By 31 March 2026, all actions were successfully implemented, delivering sustainable improvements that strengthen response capabilities. Key achievements include 25 reviews of equipment, procedures, training needs and protocols, which provided critical insights to guide operational improvements.

New equipment was deployed, including 395 additional Thermal Imaging Cameras, 1,650 Structural Firefighting Torches and 362 Rapid Intervention Team (RIT) kits, alongside additional tools such as wire cutters and training props.

Comprehensive training programs were also introduced focusing on firefighter self-rescue and search and rescue operations. These programs incorporate practical, real-life scenario exercises to improve skills and preparedness. A total of 69 pieces of doctrine were reviewed and updated to align with contemporary best practices.

The development of the RIT capability introduced specialised equipment and updated fireground practices for efficient firefighter rescue operations. A comprehensive RIT training program, featuring realistic, high-stress scenarios, garnered national interest. Additionally, the introduction of a universally recognised mayday distress call protocol has enhanced firefighter safety during high-risk operations, with practical training ensuring proficiency in its use.

The action plan's outcomes have been fully integrated into routine operations, supported by the establishment of a Structural Firefighting Committee to drive continuous improvement.

Rapid Intervention Team

QFR is rolling out its groundbreaking Rapid Intervention Team (RIT) capability, a key initiative of the Structural Firefighting Action Plan. This transition from the Breathing Apparatus Safety Team model to RIT represents a significant shift in operational philosophy, training and equipment, aligning QFR with international best practices.

QFD invested in specialised equipment to support this initiative, ensuring firefighters have access to the tools needed for effective and safe operations.

RIT operations training is at the heart of this initiative, equipping firefighters with the advanced skills needed to respond effectively to a call for assistance from a firefighter in distress. The training engages participants in realistic, immersive scenarios that replicate the challenges of the fireground, including live fire, confined spaces and limited visibility, ensuring firefighters are prepared to carry-out complex rescues in high-stress conditions.

The program has received overwhelmingly positive feedback with participants praising its challenging yet rewarding nature. As training continues statewide, QFR is setting a new benchmark for firefighter safety and operational readiness. This pioneering initiative has garnered national recognition, further solidifying QFR's reputation as a leader in fireground safety innovation.

Station Crewing Model

QFD successfully completed the implementation of the Station Crewing Model during 2025–26, replacing the long-standing 19 FTE model for a QFR station with an enhanced 24 FTE model. This modernised approach addresses contemporary workforce needs as well as enabling the crewing of new fire stations and improvements to existing locations. Key benefits of the new model include improved long-term planning for leave and training, enhanced rostering flexibility, reduced workforce fatigue, and consistent service delivery across Queensland. These advancements strengthen resource allocation and ensure that fire and rescue services are tailored to meet local demand and risk.

The new model was trialled through eight-week pilots in each of the eight QFR divisions, conducted from 1 October 2024 to 25 January 2026. The implementation process involved extensive and collaborative consultations with key stakeholders, including the Queensland Professional Firefighters Union, to ensure a seamless transition.

To support the Station Crewing Model, QFD undertook the recruitment of an additional 500 firefighters. This recruitment process commenced in 2020–21 and was successfully concluded in June 2026, with the final recruits beginning their training.

Firefighter recruitment

Commencing in 2020–21, QFR Talent Acquisition and the Firefighter Development Unit successfully led the recruitment and training of an additional 500 firefighters across the state. This increase was part of a commitment to support the implementation of the new QFR station crewing model.

To meet these recruitment needs, QFR Talent Acquisition delivered five recruit firefighter campaigns during this period, while the Firefighter Development Unit transformed the way recruit courses were facilitated. The approach shifted from up to five courses per calendar year, to courses commencing every three weeks, with cohorts of 12–18 recruits. At the peak of this commitment, there were 108 active recruit firefighters, with five courses of 18 recruits, running simultaneously at the Queensland Combined Emergency Services Academy, alongside one course of 18 recruits at the Townsville campus.

From the commencement of the first recruit course to support the recruitment of the additional 500 firefighters on 12 January 2021, to the last course commencing on 4 June 2026, the Firefighter Development Unit delivered a total of 77 recruit courses.

The recruitment of the additional 500 firefighters by 30 June 2026 was made possible through the collaborative efforts of multiple stakeholders, both internal and external, including the Queensland Professional Firefighters Union, from planning to delivery.

Response activities			
QFD responded to 249 incidents per day on average (includes QFR and RFSQ response) during 2025–26			
QFD responded to 90,735 incidents of these QFR was the responsible service for 88,420 incidents and RFSQ was the responsible service for 2,315 incidents including:			
2,575 structure fires including 1,775 residential structure fires	6,467 landscape fires	17,515 mobile property crashes ¹	64,178 other incidents ²

¹ mobile property is defined as property that is designed to be movable, either under its own power or towed, where it is still movable or not, such as cars, planes and ships

² includes other fires and explosions, rescues, hazardous conditions incidents, false alarms and good intent calls, storm and natural disaster response incidents and other situations

Queensland Bushfire Plan

Bushfire is a persistent and growing threat across Queensland. From remote communities and agricultural regions to urban-rural developments and communities, the nature of bushfire risk is shifting and becoming increasingly complex to manage. To meet this challenge and incorporate lessons identified from previous bushfire events, in December 2025 QFD released a revised *Queensland Bushfire Plan*.

The *Queensland Bushfire Plan* establishes Queensland's objectives for bushfire hazard management which are underpinned by three key principles: hazard mitigation, public safety, and collaboration and coordination. The *Queensland Bushfire Plan* provides strategic guidance and direction which will enable Queenslanders to make their contribution to bushfire hazard management. It also brings together QFD and its many partner agencies and stakeholders to ensure bushfire management is supported by strategic direction, sound planning and collaborative leadership.

The revised plan positions bushfire mitigation as a year-round approach and enhances the focus on community engagement. It is critical that Queensland communities are kept informed about their bushfire risk so they can make informed decisions relating to preparing for, and responding to, bushfire.

The *Queensland Bushfire Plan* positions Queensland to meet the changing nature of bushfire management now and into the future. It also supports the activation of QDMA in response to bushfire incidents by providing guidance associated with activation levels. The implementation of the *Queensland Bushfire Plan* has been facilitated through briefings to disaster management groups at the local and district levels.

The *Queensland Bushfire Plan* is available at www.fire.qld.gov.au/about-us/corporate-knowledge-centre/reports-plans-and-reviews

State Bushfire Committee year in review

The State Bushfire Committee manages its purpose and role in accordance with the *Queensland Bushfire Plan*. The State Bushfire Committee considers, guides and enables bushfire PPRR and provides strategic leadership in bushfire management.

The committee is chaired by the Chief Officer, RFSQ and membership may include:

- representatives from local, state and federal governments
- critical infrastructure providers
- government owned corporations
- non-government organisations
- any other entity or person deemed suitable by the committee.

During 2025–26, the State Bushfire Committee met four times. Subjects discussed and/or consultation sought included:

- spatial planning systems
- the establishment of working groups such as Arson, Renewables and Cross Tenure
- Australian Fire Danger Rating System (AFDRS)
- bushfire management arrangements
- fire warden arrangements
- carbon markets
- fire severity and ecological impacts
- agency mitigation activities.

2025–26 Higher risk bushfire period review

The 2025–26 higher risk bushfire period commenced on 1 August 2025 and concluded on 6 February 2026. During this time, QFD attended over 8,300 vegetation fires, providing over 27,950 resource responses.

QFD responded to vegetation fires in numerous parts of Queensland, including multiple fires in Bundaberg, Cooyar, Nine Mile Creek, Inglewood, Weir River and on Moreton Island.

QFD had access to a standing fleet of 14 NAFC contracted aircraft, including a 10,000 litre Large Air Tanker and lead plane, rotary wing helicopters based out of Bundaberg, and a mix of rotary and fixed wing water bombing aircraft and intelligence gathering aircraft based at Toowoomba, for use during the 2025–26 higher risk bushfire period, in addition to more than 200 call-when-needed aircraft.

QFD works closely with stakeholders to reduce bushfire risk including the Department of Transport and Main Roads, Queensland Parks and Wildlife Service, local governments, Local Disaster Management Groups and landholders. This includes supporting hazard reduction burns, issuing Permits to Light Fire and partnering through memorandums of understanding. QFD also engages with communities to promote proactive mitigation and preparedness planning.

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

During the higher risk bushfire period, QFD worked with partner agencies to encourage mitigation activities, with approximately 345 hazard reduction burns completed and 330 community engagement activities undertaken. These activities included targeted engagement in high-risk bushfire prone locations. Ahead of the 2025–26 higher risk bushfire period, RFSQ-led and managed Area Bushfire

Management Committees across Queensland to plan mitigation activities in the four RFSQ regions across the 77 local government areas. Area Bushfire Management Committees were chaired by a RFSQ Area Manager with membership including key landholders and land managers within the area, government representatives (local, state and federal), community groups involved in bushfire management, key industry groups and other entities.

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

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

Bushfire Risk Mitigation Plans were developed for all 77 local government areas in early 2025, ahead of the higher risk bushfire period. QFD commenced fortnightly meetings in February 2025 with Queensland Parks and Wildlife Service, Department of Transport and Main Roads, and HQ Plantations, enabling discussions around collaboration and communication, future prescribed burns and data sharing arrangements.

As part of continuous improvement processes, an operational assurance review of the department's approach to preparedness for the higher risk bushfire period was undertaken. The review highlighted areas of best practice and opportunities for improvement which have informed planning and preparedness activities for the 2026–27 higher risk bushfire period which will commence on 1 August 2026.

Motorised Swiftwater Rescue Craft capability

QFR is a leader in severe weather response through its Swiftwater Rescue capability. The Motorised Swiftwater Rescue Craft (MSRC) element of this capability is a critical asset in responding to Queensland's severe weather. In 2025–26, QFR advanced this capability by training an additional 29 operators. At 30 June 2026, there are 194 MSRC operators supported by 35 strategically located craft, forming a vital part of QFR's broader Swiftwater and Floodwater Rescue operations. These highly skilled operators are trained to respond swiftly and effectively to dangerous swiftwater emergencies.

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

During the 2025–26 higher risk severe weather period, QFR embedded Technical Rescue Liaisons within command structures, including Incident Control Centres, Fire Communications Centres, and Regional Fire Coordination Centres. These officers worked closely with Incident Management Teams to allocate resources effectively, including strategically positioning and repositioning Swiftwater and Floodwater Rescue, and MSRC crews to areas forecast to experience flooding, enabling timely responses to life-threatening situations during major events.

In 2026–27, the department intends to expand its MSRC capability to 49 craft and 218 operators, while maintaining 439 Swiftwater Floodwater Rescue technicians trained to respond to life-threatening emergencies.

QFR showcases rescue boat skills

QFR swiftwater rescue operators were crowned champions at the inaugural Australasian Water Rescue Challenge and Australasian Rescue Boat Challenge held in Penrith in October 2025, hosted by the Australasian Rescue Organisation.

This first-of-its-kind event brought together elite water rescue operators from across Australia and around the world to share knowledge and compete. The QFR Swiftwater Floodwater Rescue team excelled, winning both the water rescue and rescue boat challenges, as well as awards for Capability Excellence, Best Team Leader, Best Medic and Champions of Safety.

The competition featured two key challenges. In the water rescue challenge, teams used swimming and paddling skills to respond to scenarios such as rescuing people trapped on cars, in houses and in stormwater pipes. The rescue boat challenge involved navigating an inflatable boat with a 30-horsepower engine, rescuing casualties from submerged cars and fast-flowing water, and completing a timed obstacle course.

The event also included a professional development day, where QFR shared expertise in raft tethering and MSRC operations. These sessions helped broaden the skills of other agencies and showcased QFR's nation-leading training.

Events like this strengthen collaboration between agencies, ensuring better community service and safer rescues. The competition also highlighted QFR's 25 years of development in water rescue capabilities.

2025–26 Higher risk severe weather period—season review and 2026–27 preparedness

The 2025–26 higher risk severe weather period ran from 31 October 2025 to 30 April 2026. QFD prioritised preparation, rapid planning, mobilisation and effective response during severe weather events, while also working to reduce the impact on communities in the aftermath. The department collaborated closely with key stakeholders, including local governments and community groups, to build resilience and improve operational effectiveness during emergencies.

In preparation for the higher risk severe weather period, QFD undertook a range of initiatives to ensure readiness. This included pre-season briefings with internal and external stakeholders, as well as Queensland and Australian Government partners. These briefings provided disaster management stakeholders with critical information on jurisdictional activities and operational capacity, ensuring they were well-prepared to protect Queenslanders.

During the 2025–26 higher risk severe weather period, QFD responded to three major events: Tropical Cyclone Narelle (March 2026), Tropical Cyclone Koji (January 2026), and the North Queensland Monsoon and Trough (December 2025). To manage these events, QFD activated its State and Regional Fire Control Centres and deployed over 200 personnel to support local crews. Additional resources, including MSRC, were mobilised to high-risk areas as needed, ensuring a coordinated and efficient response. Key activities included swiftwater rescues, damage assessments to support recovery planning, and property washouts.

Technical Rescue Liaisons embedded within command structures ensured the effective deployment of swiftwater floodwater rescue and MSRC resources during major weather events, contributing to timely and effective responses to life-threatening emergencies. QFR's swiftwater rescue technicians completed 158 water rescue incidents and saved or evacuated 169 people during this period.

Crews also attended approximately 4,400 public assistance incidents—including welfare checks and medication deliveries—and conducted 1,688 damage assessments to support recovery efforts categorising properties based on the severity of damage, ranging from minor to

destroyed. To further support recovery efforts, QFD deployed a 90-person flexible habitat system to Bundaberg, providing accommodation for those assisting the SES with clean-up operations.

QFD prioritised preparedness through a range of exercises designed to test and refine skills, equipment and processes. The State Fire Control Centre Severe Weather Exercise, conducted in November 2025, built on lessons identified from previous activations to ensure readiness for large-scale, multi-hazard events. Additionally, QFD participated in Local and District Disaster Management Group exercises across the state, further strengthening its operational readiness and collaboration with partner agencies.

At 30 June 2026, QFD has 223 damage assessment personnel trained in USAR who are available for deployment in the immediate aftermath of major storms and severe weather events. These personnel work closely with the Queensland Reconstruction Authority to provide critical damage information for early and long-term community recovery.

QFD continues to strengthen its incident management capability, delivering 22 AIIMS-aligned training courses to 186 personnel in 2025–26, with a further 80 personnel completing competency maintenance workshops to ensure their skills remain current. This training ensures that personnel are equipped to manage complex incidents effectively and work seamlessly with other emergency services. Contextualised training materials for an assessment only pathway for Operations, Planning and Logistics roles are being developed and are expected to be rolled out to eligible personnel in the 2027 calendar year.

Floods in the north

In late December 2025, monsoons swept across Queensland, drenching the north and north-west and saturating catchments after weeks of heavy rain with floodwaters cutting roads and isolating towns, followed by Tropical Cyclone Koji forming in January 2026.

The monsoons arrived unusually early due to warmer-than-average water temperatures in December 2025 which increased the risk of severe weather. Tropical Cyclone Koji, initially predicted to be a category 1 cyclone, unexpectedly intensified to a category 2 cyclone, bringing destructive winds and heavy rainfall.

QFR acted swiftly, pre-deploying 12 swiftwater rescue teams and establishing Incident Control Centres in Cairns, Mount Isa and Townsville, and a Forward Control Point in Mackay. As the cyclone shifted course toward the Burdekin, Whitsundays and Mackay, QFR deployed 21 teams within 36 hours supported by a combination of teams and resources including Emergency Response Vehicles, RPAS, MSRC, Inflatable Work Platforms and six aircraft.

At the peak of the event, QFR worked with 35 Local and District Disaster Management Groups to coordinate responses and meet community needs. In Clermont, which experienced once-in-a-century rainfall, QFR conducted damage assessments and responded to 20 property washout requests.

Through collaboration with disaster management groups and other agencies, QFR provided critical support to affected communities and assisted in recovery efforts.

Aviation strategy

The *QFD Aviation Strategy 2026–2036* (Aviation Strategy) was finalised in May 2026. The intent of the Aviation Strategy is to enhance operational efficiencies and the effectiveness of QFD's aviation capabilities—crewed aviation and RPAS—to deliver a contemporary, interoperable capability that improves situational awareness, protects the safety of the community and firefighters, while recognising the need for fiscally responsible outcomes. The Aviation Strategy incorporates participation in research and trialling technologies or capabilities—such as Beyond Visual Line of Sight operations, artificial intelligence (AI) enabled analytics and centralised data-sharing platforms—to modernise QFD's emergency response and disaster management approaches.

The Aviation Strategy leverages the strengths of crewed aviation for large-scale operations, such as aerial firefighting and broad area reconnaissance, and RPAS for precision or high-risk tasks, including hazard mapping, real-time intelligence gathering and search functions.

Covering the period from 2026 to 2036, the Aviation Strategy includes a planned mid-term review to assess progress, incorporate emerging technologies and adapt to evolving challenges. This ensures it remains dynamic and responsive to Queensland's growing emergency response and disaster management needs. By fostering innovation and resilience, the Aviation Strategy reflects a commitment to protecting communities through advanced, integrated aviation solutions.

Implementation plans are being developed to support the Aviation Strategy.

Aerial firefighting

Queensland has access to over 200 call-when-needed aircraft (planes and helicopters) and NAFC contracted aircraft. These aircraft can perform water-bombing, airborne coordination, line scanning or intelligence gathering functions in support of ground crews during bushfires and other emergency events. QFD will use aircraft through these commercial providers during bushfires and other emergency events to assist with transport of rescue crews and cargo, and resupply within affected communities.

The 2025–26 higher risk bushfire period, which commenced on 1 August 2025 and concluded on 1 March 2026, saw an average amount of aerial firefighting activity when compared to previous higher risk bushfire periods, with over 2,950 flying hours from over 890 dispatches for aerial firefighting activities. NAFC contracted aircraft and call-when-needed ad hoc engagement assets were used across the state.

The 2025–26 higher risk severe weather period, which commenced 31 October 2025 and concluded on 30 April 2026, overlapped with ongoing bushfire activity, resulting in water-bombing aircraft and aircraft transporting swiftwater rescue crews operating in Queensland at different locations, at the same time, with over 195 flying hours from over 45 dispatches.

Pre-positioning of aircraft for response to cyclone impact along with flood inundated area support occurring at the same time as bushfire response is not common but has occurred historically in Queensland and is becoming a feature of the QFD aviation capability.

During the reporting period, QFD's crewed aviation capability planned and facilitated four Airbase Operator courses, one Airbase Manager course and one Air Observer course.

A review of the performance and operational effectiveness of the department's aviation capability was completed within the reporting period with no significant findings identified.

Expansion of Remotely Piloted Aircraft Systems

The department's RPAS (drones) capability supports bushfire surveillance and mapping, fire investigation, structural firefighting, flood mapping, search and rescue, and damage assessments following disaster events. During the reporting period, RPAS support also included cyclone impact assessments and real-time fireground intelligence.

During 2025–26, seven QFD RPAS induction courses were held for new RPAS pilots with 45 pilots completing the course. In addition, three QFD RPAS night visual line of sight courses were held for existing pilots with 28 pilots completing this course.

As at 30 June 2026, there are 154 active QFD RPAS pilots across QFR and RFSQ, and 103 Civil Aviation Safety Authority registered QFD RPAS aircraft strategically located throughout the state. These drones are equipped with advanced features such as thermal imaging, high-resolution cameras and live-streaming capabilities.

The integration of drones into critical systems and the continuing shift toward drones with longer endurance and AI-supported analytics, ensures this capability remains at the forefront of modern emergency response.

Tower crane exercise at Toowoomba Hospital

Firefighters and Queensland Ambulance Service paramedics tackled a challenging tower crane rescue exercise at the construction site of the new Toowoomba Hospital in December 2025.

The scenario involved a crane driver suffering a heart attack requiring first responders to carry over 100 kilograms of equipment up the 40-metre crane to reach the casualty. Crews navigated tight spaces and limited anchor points reflecting the conditions at many construction sites in the area.

The exercise involved six QFR rescue technicians, an Inspector and four paramedics. Teams rehearsed stabilising the casualty, setting up high-angle rope systems, and safely lowering the casualty to the ground.

RPAS were used to provide paramedics with a clear view of the situation before accessing the casualty. The entire rescue took approximately two hours, with crews overcoming challenges such as confined spaces in the crane's ladders, cage and cabin.

This exercise strengthened collaboration between QFR, the Queensland Ambulance Service and local construction companies, ensuring all parties are prepared for real-life emergencies. It also provided valuable insights into the unique challenges of crane rescues helping to refine processes and build relationships for future incidents.

Strategic preparedness exercise

Following the delivery of Exercise Phoenix in June 2025 to the QFD Commissioner, and QFR and RFSQ senior executives, the exercise was delivered to the senior leadership team of each QFR and RFSQ region. The aim of the exercise was to explore QFD's strategic readiness, decision-making and coordination in response to a catastrophic bushfire impacting a major urban area on a scale like that experienced in Los Angeles in January 2025.

These regional exercises were held in Toowoomba, Maryborough, Townsville and Brisbane during July and August 2025. An exercise evaluation report has been prepared that identifies opportunities for improvement which will inform the development of an action plan.

Exercise Capricorn Surge—a tsunami exercise

In July 2025, QFD supported Exercise Capricorn Surge, a disaster management exercise led by the Gladstone Local Disaster Management Group. The exercise simulated a tsunami impacting Queensland's Capricorn Coast which is amongst the top 10 most at-risk locations for tsunami in Queensland. For the exercise, the tsunami was triggered by undersea earthquakes in the south-west Pacific Ocean.

QFD collaborated with Geoscience Australia and the Gladstone Regional Council to develop and test evacuation mapping based on scientific tsunami inundation modelling. This mapping, informed by Geoscience Australia's Probabilistic Tsunami Hazard Assessment data, provided critical insights into potential inundation zones and evacuation routes, enhancing the safety of the community and emergency responders.

The exercise highlighted the importance of accurate evacuation mapping, particularly given the short arrival time of a tsunami. Preliminary evacuation zones were tested, revealing valuable lessons for refining future plans. The exercise also underscored the need to consider the potential impacts of sea level rise on low-lying areas, providing insights for long-term planning for technical rescue, damage assessment and incident management.

By supporting the Gladstone Local Disaster Management Group and collaborating with key partners, QFD demonstrated its commitment to protecting lives and property. Exercise Capricorn Surge showcased the importance of cohesive disaster response and the value of innovative, evidence-based planning. The project was funded through the Australian Government's Coastal and Estuarine Risk Mitigation Program.

Mountain Rescue Capability

Mountain Rescue remains one of QFR's most specialised and technically demanding rescue disciplines, providing essential support to communities and visitors in some of the state's most challenging environments.

With the growth of outdoor recreation and adventure tourism—particularly within South East Queensland's Glass House Mountains and surrounding hinterland regions—demand for specialist mountain rescue services has increased significantly.

Previously, Mountain Rescue training and capability development focused on personnel responding in the Glass House Mountains region. However, in 2025–26, QFR expanded this critical capability into the Southern Zone, Beenleigh Division, to meet increasing demand and provide broader coverage. During this period, an additional eight operators were trained, bringing the total at 30 June 2026 to 25 operators and 21 technicians statewide.

These personnel are equipped with advanced rope rescue systems, specialist access techniques, RPAS and specialised communications technology to locate, access, stabilise and recover individuals from steep, remote and difficult-to-access locations where conventional methods are not possible. These operations are conducted in close collaboration with emergency service partners, including the Queensland Ambulance Service, QPS and land management agencies, ensuring a coordinated and effective response to complex incidents.

Mount Tibrogargan Incident Rescue

On 1 June 2026 at 1700 hours, QFR's Mountain Rescue crews were deployed to the eastern face of Mt Tibrogargan, located within the Glass House Mountains National Park, to assist a hiker with reported minor injuries. Initial contact confirmed the hiker was mobile, and Mountain Rescue crews proceeded with standard first-aid and retrieval equipment. Concurrently, RPAS were launched to provide aerial illumination for the night operation.

The situation escalated when the hiker abandoned their location and attempted further climbing, becoming stranded in a precarious position. RPAS tracking was critical in locating the hiker. The rescue transitioned into a high-risk technical operation. A Mountain Rescue technician performed a lead climb to secure the hiker with a safety line. Mountain Rescue crews then rigged a horizontal traverse line across the cliff face using pre-drilled anchors.

As light rain began to fall, conditions deteriorated rapidly, creating a hazardous, slick environment. The hiker and a Mountain Rescue crew member were belayed down the tourist track under continuous drone lighting. The gruelling six-hour operation involved 10 Mountain Rescue personnel and required exceptional technical skill and endurance. Despite the challenges, the hiker was safely returned to the ground.

Incident management training

In May 2026, the QFD State Operations Directorate, in conjunction with an external training provider, facilitated three Functional Role Competency Maintenance Workshops across the functions of Incident Controller, Operations, Planning, Logistics and Public Information. These are the first competency maintenance workshops that have been facilitated by the department and are the first step in the commencement of the department's AIIMS Functional Role Competency Maintenance program.

The workshops provided an opportunity for participants to refresh and practise their skills in a simulated exercise environment. During the one-day refresher workshops, participants completed two simulated incident management exercises in their nominated functional role.

A total of 76 participants attended the workshops across the three days including 69 QFD staff and volunteers, and seven Queensland Parks and Wildlife Service staff. The workshops were supported by 22 QFD staff and volunteers and two Queensland Parks and Wildlife Service staff who assisted with exercise facilitation, specialist capability advice and mentoring. Participants were provided with the opportunity to complete a pre-workshop and post-workshop survey. Survey outcomes show positive trends in the confidence, ability and understanding of participants post-workshop compared to pre-workshop.

Transforming volunteer training across Queensland

RFSQ has continued to strengthen operational preparedness and capability across the state by improving access to contemporary, flexible and locally delivered training for volunteer members and staff.

Throughout 2025–26, RFSQ progressed a range of training reform initiatives focused on enhancing operational readiness, workforce capability and volunteer member safety, ensuring personnel are equipped with the skills required to respond safely and effectively to bushfires, grassfires and other emergency events. These initiatives included:

- expanded access to foundational and specialist training
- increased regional delivery opportunities
- improved digital learning capability
- the continued modernisation of training pathways aligned to operational risk and community need.

RFSQ also advanced strategic workforce capability initiatives designed to support sustainable volunteer participation and strengthen frontline response capacity across Queensland. By improving accessibility, consistency and quality of training delivery, RFSQ has enhanced the ability of volunteer members and staff to maintain critical operational competencies, supporting skilled, efficient and timely emergency response outcomes.

Mass casualty exercise in Warwick

A large-scale training exercise held in Warwick in November 2025, simulated a mass-casualty event following a train derailment. Emergency services personnel responded to a challenging scenario involving a steam train full of passengers crashing into the wreckage of an earlier collision between a car and a train.

QFR worked alongside QPS, Queensland Ambulance Service, SES, Southern Downs Steam Railway, and Darling Downs Health to manage communications, logistics, triage and rescue efforts.

More than 130 people participated in the exercise, including three auxiliary firefighter crews, one permanent firefighter crew, and a Sierra support vehicle from QFR responding from a fire station 400 metres away. The exercise involved two parts: a train colliding with a car entrapping three people, and a passenger train with 60 casualties crashing into the first train, hitting a building and starting a fire.

Firefighters used breathing apparatus, thermal imaging and hydraulic equipment to rescue and evacuate 60 casualties to a triage area 100 metres away. The Queensland Ambulance Service transported 15 injured people to Warwick Hospital, where medical staff set up triage and reallocated emergency department resources.

The exercise highlighted the importance of collaboration and clear communication between agencies, strengthening emergency response networks across the Southern Downs.

Objective 2

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

Building and sustaining a skilled, diverse and inclusive workforce remains fundamental to delivering effective emergency services. Throughout 2025–26, the department progressed a range of initiatives to strengthen its workforce, support our people and volunteers, and foster a safe and respectful workplace culture that reflects the communities we serve.

The QFD *Our People Strategy 2025–2029* commenced on 1 July 2025 supported by a roadmap to attract, retain and develop a contemporary workforce equipped to meet current and future service delivery demands. This was complemented by a review and redevelopment of the auxiliary firefighter recruitment and training processes, ensuring recruitment pathways are more accessible, responsive and aligned with operational capability requirements.

The launch of the *Queensland Fire Department Volunteerism Strategy 2026–2030* further reinforces our commitment to supporting our volunteers, recognising the vital role volunteers play in protecting communities across the state.

Significant progress was also made in creating a safe, inclusive and respectful workplace. The implementation of the Courageous Respect Everyday leadership development program has strengthened organisational culture by promoting respectful behaviours, inclusion and shared accountability.

The continued implementation of recommendations arising from the Complaints Management Review (September 2024) has enhanced the way workplace concerns are managed, supporting greater transparency, fairness and continuous improvement.

Investment in workforce capability continued through the progression of compulsory training for RFSQ volunteer members, ensuring volunteers maintain the knowledge, skills and competencies required to safely and effectively respond to emergencies.

Further initiatives that support delivery of this objective are included under
Strategic workforce planning and performance (refer pages 92–94)

Our People Strategy

The QFD *Our People Strategy 2025–2029* (Our People Strategy) was approved by the ELT in June 2025 and commenced on 1 July 2025.

The Our People Strategy supports strategic workforce planning to ensure everyone can contribute to QFD's vision and purpose and provide world-class fire and rescue services to Queensland communities.

For further information refer to page 92.

Queensland Fire Department Volunteerism Strategy 2026–2030

Volunteers provide valuable contributions to fire and emergency PPRR across the different service streams of QFD with approximately 27,300 dedicated volunteers across the state including RFSQ volunteer members, the Research and Scientific Branch Volunteer Scientific Officer network, AUS-01 DART, Auxiliary Support Officers and PSOs. Volunteer membership is diverse in age, gender, geographic locations, professional training, life experience and abilities: all combining to provide a world-class fire and emergency response service to communities across Queensland.

In May 2026, during National Volunteer Week, the department launched the *Queensland Fire Department Volunteerism Strategy 2026–2030* (Volunteerism Strategy).

The Volunteerism Strategy aims to enhance volunteerism through the guiding principles of sense of belonging, being enabled, and service to community. The Volunteerism Strategy has linkages to the department's strategic plan and *Our People Strategy 2025–2029*, and the Queensland Government's response to the Parliamentary Inquiry into Volunteering in Queensland (December 2025).

The Volunteerism Strategy has seven key focus areas identified by volunteers and stakeholders over two years of consultation, with calls to focus on strengthening recruitment and onboarding,

communication and engagement, safety, access to equipment, training, recognition and enhancing stakeholder partnerships.

The Volunteerism Strategy is a demonstration of the department's commitment to enhancing support for volunteers, enabling them to serve the community safely and effectively.

The Volunteerism Strategy is available at www.fire.qld.gov.au/sites/default/files/2026-05/QFD-Volunteerism-Strategy-2026-2030.pdf

Inquiry into Volunteering in Queensland

The Queensland Government's response to the Inquiry into Volunteering in Queensland was released in December 2025. The Queensland Government supports all the Inquiry recommendations in principle.

The Inquiry highlighted the experiences, barriers and challenges faced by the volunteer sector, including emergency service volunteers, and explored opportunities to enhance and expand emergency response volunteering in Queensland.

Under the theme of *Enhancing the volunteer experience across government, supporting those who support us*, QFD is committed to delivering Queensland Government Response 17, investigating ways to build positive culture and enhance the volunteering experience for RFSQ volunteer members.

The *Queensland Fire Department Volunteerism Strategy 2026–2030*, launched in May 2026, is part of the department's commitment to being a model volunteer organisation and to working across government to better support and respect volunteers.

RFSQ is progressing initiatives that contribute to Response 17 including enhancing onboarding, Blue Card processing, training (including incident management training and leadership development), communication, consultation, volunteer pathways, infrastructure, and asset and fleet management.

Complaints management

As part of QFD's commitment to strong and effective complaints management, the Complaints Management Review Implementation Program continued to progress implementation of the 33 recommendations that were accepted in principle from an independent review of the department's complaints management system (September 2024).

During 2025–26, the independent assurer completed two assurance reports confirming the significant work delivered by QFD. As at 30 June 2026, three of the 33 recommendations have been successfully closed and 17 progressed to a moderate or significant extent.

Key achievements since the implementation program commenced in 2024–25 include:

- setting clearer expectations and providing additional support for skills improvement, through the implementation of the Positive Performance Management Policy (December 2024)
- developing two innovative new programs to improve management and leadership skills, namely the Business Skills for Leaders Program and Courageous Respect Everyday Program which were launched in November 2025
- launching the QFD Inclusion Curriculum and the Mandatory Training Programs for all staff in October 2025, setting clear expectations of workplace behaviour and conduct at QFD
- significant progress in the oversight of active complaints, through the introduction of key performance indicators and targets, as well as monthly reporting to ELT and the Senior Leadership Team
- finalising the Sexual and Gender-based Harassment – Prevention and Response Policy (March 2026) and accompanying prevention plan.

QFD is committed to continuing these improvements, with the Complaints Management Review Implementation Program final progress report expected to be completed in December 2026.

Courageous respect everyday

The Courageous Respect Everyday leadership development program was introduced within QFD in November 2025. The program aims to embed behaviour and culture change and is expected to be delivered to the department's more than 1,000 leaders by 31 December 2027.

The program is supported by the Everyday Respect Council and the Communities of Inclusion and Allies of Inclusion networks. For further information about the Everyday Respect Council and the Communities of Inclusion refer to page 92.

QFD's Allies of Inclusion program aims to provide a visible, distributed network of people from across the department, including volunteers, who are committed to workplaces which are respectful and inclusive, where experiences and perspectives are invited and respected, and a culture of belonging is fostered.

In addition, the department's *Act, Connect & Prevent – Recognise and respond to workplace sexual harassment and related conduct* sexual harassment prevention e-Learning training package, along with a sexual harassment prevention plan and a Psychosocial Framework, were launched in March 2026. These initiatives are aimed at creating a culture of safety, inclusion and respect and to ensure the department's paid staff and volunteers are supported.

Certified Agreement

The *Queensland Fire Department Certified Agreement 2025* was certified by the Queensland Industrial Relations Commission on 14 April 2026 following a successful ballot delivering remuneration and entitlement conditions for the department's frontline operational staff.

Fire and Emergency Services Support Network

The Fire and Emergency Services Support Network (FESSN) continues to be a vital component of the department's commitment to the health, safety and wellbeing of its employees, volunteers and their families.

FESSN facilitates a comprehensive, multi-nodal support system, coordinated by a team of qualified professionals, that addresses the complex and varied psychological needs of those working in high-pressure first responder environments including operational and support personnel. Services include professional counselling, psychological first aid, crisis intervention, wellbeing education, training for leaders and post-incident support, as well as the facilitation of referrals to external mental health support providers. Services are tailored to meet the needs of employees and volunteers and are accessible across metropolitan, regional and remote areas of Queensland.

FESSN operates through multiple access points via telephone, in-person, online and on-site response, ensuring timely, flexible and confidential support. This approach ensures that no matter where employees and volunteers are located or what challenges they face, appropriate help is within reach. The network also engages in proactive outreach, delivering wellbeing workshops, critical incident response debriefings and ongoing education aimed at building resilience, reducing stigma and encouraging early help-seeking behaviours.

The benefits to QFD employees and volunteers include improved mental health, enhanced coping strategies, reduced stress, and a stronger sense of support and belonging. Families of employees and volunteers are also supported, recognising the broader impact emergency service roles can have on home life.

In July 2025 QFD finalised the review and project plan of its FESSN services to ensure they are contemporary and fit-for-purpose. As a result of the review, FESSN is focussing on initiatives aimed at building resilience, psychological preparedness and wellbeing. This work is expected to be completed by 31 December 2027.

By supporting individual's psychological health, the department continues to strengthen its capacity to deliver safe, reliable, and effective emergency services to the people of Queensland.

Supporting domestic and family violence awareness

QFD continued its commitment to the prevention of domestic and family violence during Domestic and Family Violence Prevention Month in May 2026 with fundraising and participation in the 2026 Darkness to Daylight challenge with the live event held in June 2026. Darkness to Daylight is an annual event which challenges people to run or walk 110 kilometres in honour of those who have lost their lives due to domestic and family violence. This was the thirteenth-year departmental staff and volunteers have supported the event.

QFD also supported Polished Man in October 2025 with morning teas and polish stations. Polished Man encourages people to take a stand against domestic and family violence by raising funds and making the symbolic gesture of polishing a fingernail on each hand. QFR Senior Firefighter Mark Paton helps raise awareness as an ambassador for the program.

Per- and Poly- Fluoro Alkyl Substances

QFD is committed to addressing the legacy challenges associated with Per- and Poly- Fluoro Alkyl Substances (PFAS) contamination from historical firefighting foam use practices. Prior to 2003, QFD infrequently used firefighting foams containing PFAS to respond to liquid fuel fires and for training. In 2003, QFD ceased purchasing, using and storing PFAS foams and transitioned entirely to PFAS-free alternatives. The department has invested significant resources to investigate areas of risk and to develop a departmental strategy that ensures compliance with environmental regulations and protects Queensland firefighters and communities.

In 2025–26, QFD formalised a PFAS Strategy and Action Plan that articulates a range of initiatives implemented by QFD to manage PFAS risks, as well as future actions. The strategy is the first of its kind for the Queensland Government.

A key action in the strategy is the ongoing blood testing and medical support for firefighters potentially exposed to PFAS while undertaking their duties. In 2025–26, six QFD staff consulted a doctor, with five undertaking blood testing.

QFD continued its progress to undertake PFAS contamination investigations at six priority sites in Proserpine, Airlie Beach, Ayr, Home Hill, Gladstone and Toowoomba. Remediation Plans have been prepared for Ayr, Proserpine and Gladstone Fire and Rescue Stations.

QFD also completed PFAS investigation reports for several fire station developments as part of the due diligence process to determine suitable site locations for new or replacement stations.

QFD continues to engage with other key government departments through the PFAS Interdepartmental Committee in a whole-of-government approach to addressing PFAS contamination.

Learning and Development Framework

QFD's Learning and Development Framework, introduced in 2024–25, underpins the department's commitment to building a skilled and adaptable workforce through mandatory training, leadership development and role-specific learning. The aim of the Learning and Development Framework is to provide a structured approach to building the skills, knowledge and capabilities of the department's workforce. It seeks to foster continuous learning, support career progression and ensure employees are equipped to meet current and future challenges.

In 2025–26, the Learning and Development Framework was used as the conceptual foundation for the development of service specific learning and development frameworks within QFR, including a roadmap aligning capability requirements to each rank level. This exploratory work will continue to be expanded in 2026–27, ensuring a strategic and consistent approach to workforce development.

Positive performance management framework

QFD continues to enable positive performance management within the department by embedding systems and practices to support onboarding and the development of its employees.

In 2025–26, the department rolled out a new achievement and development planning process to all permanent employees in a phased approach, supported by new plan templates, guidance materials and reporting mechanisms. The new process was informed by significant consultation with relevant stakeholders and has been promoted across the department through targeted communication and engagement activities to build awareness, understanding and uptake. The department expects to expand this process to auxiliary firefighters in 2026–27.

Induction, Onboarding and Transition Project

The QFD Induction, Onboarding and Transition Project drives a consistent, standardised approach to onboarding new starters during their first 90 days in the department. This initiative focuses on enhancing role clarity, building workforce confidence and supporting managers by streamlining induction processes.

Key achievements during the reporting period include the development of tailored onboarding plans for corporate roles and operational positions, with an initial pilot program commenced for Fire Communications Officer roles. A trial was conducted with this cohort to pilot an innovative online, app-based delivery system, leveraging tools such as Power Automate and aXcelerate (the department's student management system) to provide accessible, role-specific, and location-specific onboarding content.

These advancements ensure that employees new to a role are equipped with the knowledge, skills and support they need to succeed, while reducing the administrative burden on managers. It is expected that this project will be fully implemented during 2026–27.

Registered training organisation

The QFD Registered Training Organisation was re-registered in 2025–26 after an audit by the Australian Skills Quality Authority, ensuring that Queensland's firefighters continue to receive first class training to do their job.

Operational Senior Officers Development Program—Inspectors

The QFR Senior Officers Development Program was launched in November 2025 with a pilot course for Inspectors in Townsville, involving 11 participants from across the state. Designed to prepare senior officers for today's complex operational environment, the program equips participants with essential leadership, command and management skills.

The pilot program focused on defining the responsibilities of Inspectors and preparing them for broader managerial roles. Participants developed skills in strategic thinking, emotional intelligence, team management and stakeholder engagement. Subject matter experts delivered training on resource management, organisational governance, policy development and financial oversight. Interactive sessions and scenario-based exercises enhanced technical skills and decision-making in high-pressure situations. Feedback from the pilot will inform refinements to the program, which is set to officially launch in November 2026 ensuring it meets the needs of QFR's senior officers and strengthens leadership across the department.

This program complements existing professional development opportunities and initiatives, creating a clear and structured leadership pathway from Station Officer to Chief Superintendent. It aligns with the broader QFD development frameworks ensuring a consistent and effective approach to leadership growth across all senior ranks.

Auxiliary firefighter recruitment and training

In 2025–26, QFR undertook a comprehensive review and redevelopment of the Auxiliary Recruit and Education Training Program to ensure it remains fit-for-purpose. This initiative aims to equip auxiliary firefighters with the skills and knowledge required to respond effectively to incidents within their local communities.

As part of this redevelopment, QFR introduced the Auxiliary Firefighter Training Program (AFTP), a modernised framework designed to support the ongoing development of auxiliary firefighter training.

The foundational recruit training program, known as AFTP1, is a mandatory requirement for all new auxiliary firefighters. It ensures recruits gain essential skills to respond to incidents under the supervision of their Captain, Lieutenant and fellow firefighters. The program is delivered in three structured phases:

- phase 1 combines online learning with on-station training led by the recruit's Captain and/or Lieutenant, focussing on developing foundational firefighting skills and introducing recruits to various types of emergency responses.
- phase 2 consists of 10 days of face-to-face training, where recruits develop critical operational skills such as using breathing apparatus and communication equipment, practical firefighting techniques, basic pump operations, bushfire awareness, and scenario-based training. After completing this phase, recruits graduate as Grade 1 Firefighters and are ready to join crews in responding to emergencies.
- phase 3 builds on earlier training with advanced skills, including road crash rescue, using specialised firefighting equipment and managing complex emergencies. Upon completion, firefighters are promoted to Grade 2 Firefighters.

The AFTP1 is being piloted in the QFR Townsville and Rockhampton Divisions, with an additional pilot course underway in Cairns which will be completed in September 2026. Feedback from these pilots will be used to refine the training packages to ensure they meet the needs of auxiliary firefighters and their communities. The program is scheduled for full implementation across Queensland in the 2027 calendar year.

During the reporting period, QFR Talent Acquisition worked closely with internal and external stakeholders to review and enhance the Auxiliary Recruitment and Selection processes. This collaborative effort resulted in a series of documents that outline the recruitment process, provide detailed information to applicants, and offer guidance for regional teams undertaking the recruitment process. The resources are designed to standardise the Auxiliary Recruitment and Selection process across Queensland, ensuring fairness, transparency and consistency, while remaining flexible to accommodate regional needs and evolving operational priorities. The resources are expected to be finalised by August 2026, with the internal documents to be published on the staff intranet and the applicant guide to be published on the QFD website for applicants to access prior to applying or during the recruitment process. These documents will provide clear and consistent guidance for all stakeholders, improving candidate engagement, and streamlining the recruitment of auxiliary firefighters statewide.

Rural Fire Development Framework

During 2025–26, RFSQ expanded workforce capability through enhanced trainer development initiatives including statewide train-the-trainer workshops, professional development and mentoring opportunities for trainers, and increased peer-led capability development activities. These initiatives strengthened instructional capability across the volunteer training workforce and supported consistent, locally delivered training outcomes aligned to operational and community risk.

RFSQ also continued to improve accessibility to foundational training pathways, including Brigade Induction and Basic Firefighter programs, ensuring volunteer members are appropriately prepared, supported and equipped to safely contribute to frontline operations and community resilience.

RFSQ further strengthened operational leadership capability through the ongoing delivery of Firefighter Advanced Skills and Crew Leader development programs across Queensland. Members from rural fire brigades statewide successfully completed Crew Leader qualifications, increasing frontline leadership capacity and supporting succession planning within brigades. Qualified Crew Leaders actively mentor and develop the next generation of brigade leaders, reinforcing a sustainable volunteer capability model built on local knowledge, peer support and operational experience.

The continued expansion of volunteers training volunteers has strengthened member engagement, increased regional capability ownership and enhanced the long-term resilience and sustainability of the RFSQ workforce.

Compulsory training—RFSQ

RFSQ progressed the introduction of compulsory training requirements to strengthen workforce safety, operational capability and consistency across the volunteer emergency service members.

The initiative establishes a contemporary and consistent baseline of operational capability required for volunteer members to safely participate in frontline activities and support emergency operations—while also recognising the significant life skills, experience and existing capabilities volunteer members bring from their professions, industries and local communities. Through a flexible and supportive training approach, RFSQ has focused on recognising prior knowledge and practical experience—ensuring volunteer members are able to build upon existing skills while meeting operational and safety requirements aligned to QFD standards, legislative obligations and contemporary operational doctrine.

The design, rollout and delivery of Brigade Induction and Basic Firefighter training, within 2025–26, was supported through expanded local delivery models, peer-led learning and enhanced trainer capability initiatives—making training more accessible and relevant to volunteer members across diverse communities and operational environments.

By combining formal training with recognition of members' real-world experience and community-based skills, RFSQ continues to build a capable, inclusive and future-ready volunteer workforce. This approach strengthens interoperability, supports volunteer retention and succession planning, and ensures rural fire brigades remain equipped to respond safely and effectively to increasingly complex emergency events.

New look for RFSQ volunteer member recruitment

New RFSQ volunteer member recruitment resources were published on the department's intranet for volunteer members to use to design locally targeted recruitment drives during 2025–26.

The resources include the RFSQ Volunteer Recruitment and Attraction Guide which outlines the key steps for attracting, recruiting and retaining members in the service. An accompanying Volunteer Recruitment Drive Planner is also available to help volunteer members map out their local recruitment drive and share the plan with their rural fire brigade.

Brigades also have access to a range of flyers, corflute signs, posters, recruitment cards and social media tiles to support their recruitment drives. This collateral follows new Queensland Government brand guidelines and was developed utilising feedback from the Recruitment Drive Pilot held in July and August 2025. Imagery is contemporary and displays the depth of the RFSQ community, with a variety of roles featured. Rural fire brigades can edit the templates to include their local details and information on brigade open days.

The approach behind the recruitment toolkit aligns with the department's Volunteerism Strategy guiding principle 'being enabled' and fulfills QFD's commitment to supporting volunteer members to conduct tailored recruitment drives, empowering local ownership.

RFSQ volunteer onboarding enhanced

RFSQ continued to implement a range of measures during 2025–26 to streamline and enhance the volunteer recruitment experience, contributing to significant improvements in processing times.

The RFSQ Pathways Team provides comprehensive support for the recruitment of operational staff and volunteer members. Internal processes for managing Criminal History Checks and Blue Card applications were refined, reducing handling times and improving efficiency.

To support best practices, ongoing education and guidance are provided to district and area staff, ensuring consistent application of onboarding requirements at the local brigade level.

Efforts are also underway to improve the efficiency of onboarding with a digital solution being explored to further enhance the experience for volunteers.

Since 2023–24, the average time for a volunteer application to progress from district-level approval to full onboarding completion has reduced from 76 days to 34 days in 2025–26, representing an overall improvement of approximately 55 per cent.

Rural Fire Service Queensland Advisory Committee year in review

The Rural Fire Service Queensland Advisory Committee (RFSQAC), established under the *Fire Services Act 1990*, provides advice to the RFSQ Chief Officer on matters relating to the performance of the functions of RFSQ, including the administration and management of rural fire brigades.

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

During 2025–26, the RFSQAC met four times to discuss, provide input and action key matters to enhance RFSQ and its engagement with volunteer members across the state including:

- fleet and equipment such as personal protective equipment and clothing
- brigade finances
- fire warden arrangements
- renewable energies
- QFD Volunteerism Strategy 2026–2030
- Volunteering for Queensland survey including survey results and engagement plan
- training and capability
- Primary Producer Brigades
- brigade classifications.

During the reporting period, eight District Advisory Committees were established to strengthen volunteer engagement. The District Advisory Committees include volunteer representatives from each RFSQ area, a RFBAQ representative, and senior local RFSQ staff. The role of the committees is to provide advice to the RFSQAC regarding enhancing the capability, culture and operations of RFSQ. The committees also provide a vital role in shaping local strategies, fostering collaboration across the state and providing valuable insight to support decision-making at all levels.

RFSQ Week awards

RFSQ Week is a statewide celebration that recognises and celebrates the commitment of the approximately 27,000 RFSQ volunteer members and their dedication to help keep Queensland communities safe.

In its thirteenth year, RFSQ Week 2025 took place from 27 July to 2 August 2025. Events were held across the four RFSQ regions and included a state launch event, truck handovers, award ceremonies and community open days.

During RFSQ Week 2025, outstanding volunteer members and rural fire brigades received awards for their unwavering dedication to the service including awards for the State Volunteer of the Year, Regional Volunteer of the Year, Regional Young Volunteer of the Year, State Brigade of the Year and, a new award introduced for 2025, the Regional Brigade of the Year. For details of the award recipients refer to page 150.

Objective 3

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

Effective planning and preparedness are essential to ensuring QFD can anticipate, adapt to and respond to the evolving risks facing Queensland communities. During the reporting period, the department continued to strengthen its evidence-based approach to planning and decision-making by enhancing its understanding of current and emerging risks, supporting community resilience and improving organisational preparedness.

A key focus has been the continued development of predictive modelling capabilities to provide deeper insights into risk patterns, emerging hazards and operational demand. Enhanced analytical tools support informed decision-making—enabling resources, prevention activities and preparedness initiatives to be targeted where they will have the greatest impact. This work also strengthened QFD’s ability to identify high-risk locations and anticipate future service delivery needs.

Recognising the changing risk landscape, QFD implemented initiatives to address the increasing incidence of lithium-ion battery fires through targeted community education, operational guidance and risk mitigation activities. These efforts support greater public awareness while enhancing the department’s capability to respond safely and effectively to this growing hazard.

Preparedness for the 2026–27 higher risk bushfire period remained a priority informed by an operational assurance review on the department’s approach to preparedness for the higher risk bushfire period. The review highlighted areas of best practice and opportunities for improvement.

By leveraging high-quality intelligence, delivering targeted risk reduction initiatives and strengthening preparedness across a range of hazards, QFD continues to enhance its ability to protect communities, support informed decision-making and build resilience in an increasingly complex operating environment.

Intelligence based decision-making

The Intelligence and Predictive Services team, within the State Operations Directorate, played a critical role in enhancing the department's ability to plan, make informed decisions and lead preparedness activities during 2025–26. The intelligence and predictions functions provided critical intelligence reports and seasonal outlooks for bushfire and severe weather events enabling proactive and informed responses.

The intelligence function also supported deployments to NSW, Victoria and South Australia and supported bushfire responses. These deployments were underpinned by detailed risk assessments, predictive modelling and situational awareness reports, which were instrumental in guiding operational strategies.

Key activities included:

- the delivery of a suite of training programs such as the Entry Level Intelligence Officers Training, Intermediate Level Intelligence Officers Training and Open-Source Intelligence Training. These programs equipped participants with foundational and advanced skills in intelligence gathering, analysis and the use of publicly available information for situational awareness. Participants included QFD employees (frontline and corporate) from across the state and representatives from local, state and Australian government agencies such as the National Emergency Management Agency. This broad intake fostered an Intelligence Community of Practice, strengthening inter-agency collaboration and information-sharing during events.
- the delivery of training such as Fire Weather 1, Overall Fuel Hazard Assessment and Curing Assessment. These programs equipped participants, including QFD employees from across the state, with foundational knowledge to understand how local weather effects may impact fire behaviour, and with the tools to assess the fuel class and curing state which are critical inputs to fire predictive models.
- the development of the QFD Bushfire Winter Seasonal Outlook and a QFD Severe Weather Seasonal Outlook providing a comprehensive risk assessment to inform strategic planning and resource allocation.

- support to Area Fire Management Committees, disaster management groups and Indigenous Ranger groups with provision of seasonal weather and bushfire outlooks, weather forecasts and predictive modelling and advice on fuel state.

These activities ensure the department and its partners are well-prepared for the higher risk bushfire and higher risk severe weather periods.

Fire Behaviour Analysts and Predictive Services enhancements

Qualifying as a Fire Behaviour Analyst (FBAN) is a rigorous process requiring exceptional commitment—particularly as it is often undertaken as a secondary role by QFD staff—as well as in the personal time of the department's dedicated volunteers and auxiliary firefighters. Achieving FBAN status reflects the high level of effort and determination required to meet the demanding standards of this specialist qualification.

FBANs are integral to QFD's intelligence capability, providing critical insights that inform operational decision-making during higher risk bushfire periods. Their expertise ensures that planning, decision-making and preparedness activities are guided by current and future risks of the hazard. In 2025–26, QFD recognised two new qualified FBANs. Beyond their technical proficiency in fire behaviour prediction and analysis, these individuals demonstrate leadership and mentorship, supporting the development of FBANs in training and strengthening QFD's predictive services capability.

Significant advancements in predictive services were also achieved with Regional Predictive Services Officers re-oriented to take on enhanced responsibilities for maintaining, upskilling, coordinating and communicating with FBANs in their regions. Improvements in forecasting FBAN availability have enhanced certainty around capability engagement. Additionally, training on the Spark wildfire simulation platform commenced, preparing for its full operationalisation in 2026–27. These initiatives collectively enable incident, regional and state controllers to achieve decision advantage during critical operations.

Predictive modelling

QFD continues to develop its predictive modelling capability for bushfire and flood by leveraging cutting-edge technology, advanced analytics and strong collaborations to inform stakeholders of future risks and enable effective decision-making.

During 2025–26, the department:

- initiated user acceptance testing of the CSIRO Spark wildfire simulation platform and instigated a trial to automate fire simulations from satellite derived hotspot information
- actively participated in forums—such as AFAC's Predictive Services Group and the Flood and Severe Weather Intelligence Technical Group, and the Emergency Management Spatial Information Network Australia—to advance its bushfire and severe weather predictive modelling capability through improved tools, data and systems
- collaborated with research institutions on the development of new technologies to allow enhanced predictions of wildfire behaviour
- initiated a project to install 10 fixed weather stations across the state to improve the local accuracy of weather forecasts and deployed portable weather stations to support operations
- collaborated with disaster management partners in the development of flood mapping capability to support preparedness and response
- leveraged innovative tools and products to improve situational awareness and provide insights into bushfire ignition from lightning strikes.

Addressing lithium-ion battery risks

As Queensland transitions to cleaner energy systems, lithium-ion batteries are becoming integral to everyday life, powering devices such as electric vehicles, e-scooters and e-bikes, and household energy systems. While these technologies support climate mitigation and resilience, they also introduce unique fire and hazard risks that emergency services must address.

QFD has examined how these risks can be addressed in *Charging into Risk: Community understanding of lithium-ion battery fires and community's expectations of emergency services' climate adaptation leadership* (Charging into Risk). This work aligns with the department's climate action plan 2022–26 by supporting the emergency management sector to reduce climate risks and harness emerging opportunities.

Charging into Risk drew on findings from the department's 2025 Community Insights Survey, which revealed that while many Queenslanders were aware of the fire risks associated with lithium-ion batteries, far fewer felt confident about safe charging, storage or disposal practices. It highlighted a critical gap between general awareness and practical safety behaviours, particularly among younger adults, renters and non-English speaking people.

By identifying these gaps, this work has provided a foundation for targeted risk communication and education campaigns. It also reinforced the need to integrate lithium-ion battery risks into emergency planning, operational doctrine and community resilience strategies.

Charging into Risk showcases QFD's leadership in understanding emerging hazards and supporting Queensland's transition to a climate-resilient future.

E-mobility device fires

During 2025–26, QFD’s State Fire Investigation Unit (FIU) continued to play a leading role in identifying and responding to the emerging risks associated with lithium-ion battery fires involving e-mobility devices such as e-scooters and e-bikes.

Through enhanced incident data capture, analysis and fire investigation practices, the State FIU helped improve understanding of the increasing frequency and severity of these incidents across Queensland. QFD data identified 237 lithium-ion battery-related incidents during 2024–25, where the ignition was caused by a lithium-ion battery, with recreational personal mobility devices such as e-scooters and e-bikes accounting for a significant proportion of fires. Investigators also identified that devices that had been modified or tampered with were contributing to numerous incidents.

This intelligence directly informed operational risk awareness, community safety messaging and inter-agency engagement at both state and national levels. The State FIU contributed technical expertise and incident data to the Australian Competition and Consumer Commission’s national lithium-ion battery consumer education engagement strategy and supported the Queensland Government’s Parliamentary Inquiry into e-mobility safety and use in Queensland (March 2026).

The importance of this work remains high, with lithium-ion battery fires linked to multiple fatalities and numerous serious injuries in Queensland in recent years. Through evidence-based investigation, improved data collection, and collaborative engagement, the State FIU continues to strengthen community safety outcomes while supporting operational preparedness for this rapidly evolving fire risk.

2026–27 Higher risk bushfire period preparedness

QFD has a robust bushfire management framework in place, supported by year-round mitigation activities, strategic planning, and strong partnerships with landholders, land management agencies and local governments, recognising that effective bushfire management—including mitigation, preparedness and response—is a shared responsibility.

QFD's approach to preparedness for the 2026–27 higher risk bushfire period, scheduled to commence on 1 August 2026, was informed by the outcomes of a significant operational assurance review. The review highlighted areas of best practice and opportunities for improvement which informed the refinement of systems, processes and plans.

Mitigation activities, including hazard reduction burns and community education programs are ongoing and have been prioritised in high-risk areas. These activities are critical to reducing fuel loads, increasing community awareness and improving community safety outcomes.

During the period 1 January to 30 June 2026, RFSQ supported partner agencies with more than 320 hazard reduction burns in high-risk bushfire localities.

Landholders, local governments, and partner agencies also independently implemented mitigation strategies to minimise fire risk within their areas of responsibility.

QFD also delivered more than 195 community engagement activities between 1 January and 30 June 2026, including targeted engagement in high-risk bushfire-prone locations.

RFSQ is working with Area Bushfire Management Committees to develop Bushfire Risk Mitigation Plans for all 77 local government areas in 2026–27. These plans define higher risk bushfire hazard locations that are a focus for mitigation activities to reduce these identified risks within a local government area and include coordination strategies to support a bushfire response.

RFSQ will undertake bushfire preparedness assessments across all RFSQ regions in July 2026. These assessments provide an opportunity to evaluate current state preparedness and identify immediate improvements that may be available. The assessments are critical to ensuring the state is equipped to respond effectively to the significant community safety risk posed by bushfires.

Research, partnerships and collaboration

QFD remains an active and engaged partner of Natural Hazards Research Australia (NHRA), Australia's national centre for natural hazard resilience and disaster risk reduction. During 2025–26, the department was involved in 21 NHRA-funded research projects, with three reaching completion including:

- NHRA internship – Landholder legal responsibility for bushfire mitigation

QFD partnered with NHRA to be one of the first government agencies to pilot the NHRA's Internship Program. QFD secured a PhD (Doctor of Philosophy) candidate from the Melbourne Law School, University of Melbourne, to undertake research examining the extent to which landholders in Queensland (both state and non-state landholders) have a legal responsibility for managing bushfire hazards on their property (bushfire mitigation).

The research report, published in May 2026, provides a current state analysis of the overarching legal framework that landowners operate within to effect bushfire mitigation outcomes. This includes the legislation that directly and indirectly contributes to bushfire mitigation outcomes, relevant Queensland case law and an interjurisdictional analysis of bushfire mitigation related fire legislation. The report provides an important evidence base which is valuable for all agencies with a role in bushfire prevention and land management. The report is available at www.naturalhazards.com.au/resources/publications/report/landholder-legal-responsibility-bushfire-mitigation-queensland

NHRA-funded projects that QFD is involved in that are underway include:

- Bushfire risk at the rural-urban interface—this project is exploring the changing characteristics of vegetation in disturbed areas in the rural-urban interface, and improving understanding of extreme fire behaviours in fragmented interface fuels
- Managing first responders' heat stress risk—this project is investigating the multifaceted nature of heat stress experienced by first

responders, integrating diverse dimensions encompassing physiological, environmental, and occupational factors.

Further information on these and other NHRA projects is available at www.naturalhazards.com.au/research/research-projects

QFD has also continued its active involvement in the broader research community, including supporting the research functions of the Office of the Inspector-General of Emergency Management (IGEM). The department had representatives on the IGEM Research Advisory Panel and the working group for the 2025 Queensland Disaster Management Research Forum, with personnel presenting on topics including managing earthquake risk and the Australian Women-in-Fire Prescribed Fire Training Exchange which was held in Far North Queensland in May 2025.

RFSQ resource-to-risk

During 2025–26, RFSQ undertook significant work to analyse operational demand, environmental risk factors, brigade capability and volunteer capacity to support a more contemporary and evidence-based approach to preparedness planning.

A pilot program was undertaken in March to June 2026 across RFSQ Northern Region involving a diverse range of rural fire brigades operating in different risk, geographic and service delivery environments. The pilot program data will provide valuable operational insights into brigade capability, resource allocation, workforce sustainability and local preparedness requirements, while also testing the practical application of resource-to-risk methodology across varied operational contexts. Outcomes from the pilot will identify key learnings, opportunities and areas for refinement to further strengthen the resource-to-risk program prior to broader implementation.

This initiative represents an important step towards establishing a more strategic, scalable and sustainable capability planning model that supports future-focused preparedness and enhances Queensland's ability to respond to increasingly complex emergency events.

Objective 4

We work with communities and landowners, so they understand their local risks and take mitigation action to improve community safety.

Empowering communities to understand and manage local risks is central to reducing the impacts of fires and emergencies. Throughout 2025–26, QFD continued to strengthen community resilience by delivering targeted education, promoting risk awareness and working collaboratively with communities and landowners to improve safety outcomes across the prevention, preparedness, response and recovery (PPRR) spectrum.

A key focus was the delivery of community education programs designed to increase awareness of fire and road safety. QFD also led significant community engagement activities to support the implementation of changes to smoke alarm legislation. Through targeted communication, education and stakeholder engagement, Queenslanders were provided with clear guidance on legislative requirements and the importance of early warning systems in protecting lives and property. These activities helped improve public understanding of fire safety responsibilities and encouraged greater compliance with enhanced safety standards.

Community preparedness was further strengthened through the continued delivery of the Australian Fire Danger Rating System (AFDRS), providing consistent and accessible information about fire risk. By helping communities better understand changing fire conditions and the actions they should take, the system supports informed decision-making and encourages timely risk mitigation.

Through proactive engagement, evidence-based education and meaningful partnerships with communities and landowners, QFD continues to foster shared responsibility for community safety—empowering Queenslanders to better understand their local risks and take informed action to reduce the impacts of fires and emergencies.

Delivering the Australian Fire Danger Rating System

QFD continued to support delivery of the AFDRS during 2025–26, providing nationally consistent fire danger information to support community preparedness, operational planning and response.

The AFDRS combines fire weather and fuel information to produce fire danger ratings and fire behaviour information. In Queensland, this supports decision-making across diverse landscapes and helps ensure operational planning reflects local conditions.

QFD maintained key Queensland data inputs, supported operational use of AFDRS products, and contributed to national governance and technical forums during the reporting period. The department also progressed work to improve AFDRS fuel state updates, including updating fuel maps for Queensland to strengthen the quality of information used in fire danger calculations.

QFD also continued delivery of the AFDRS signs project, which commenced in 2022–23, supporting the placement of roadside signs at locations across Queensland. Sign locations are identified using risk profiles, high-traffic areas, site selection criteria and local knowledge, to achieve the highest impact and benefit for Queensland communities.

Phase 1 of the project delivered 130 signs by 30 June 2024. A further 170 signs are being installed as part of Phase 2, with 106 signs installed at 30 June 2026. Phase 2 is expected to be delivered by 31 October 2026, completing this initiative.

QFD will continue to support AFDRS through data maintenance, improved fuel state mapping, national collaboration, signage delivery and ongoing improvement of fire behaviour intelligence capability to strengthen preparedness and public safety.

Public information and warnings

QFD has issued bushfire warnings to Queensland communities for many years. In August 2025, this extended to the department issuing warnings for hazardous materials and other types of fire incidents. QFD warnings are issued for fire and hazardous materials incidents where community members need to take some form of protective action.

A total of 1,787 QFD warnings were issued during 2025–26 including 1,738 bushfire warnings, and 49 urban fire and hazardous materials warnings. These warnings align with the Australian Warning System providing consistency with community-focused warnings for other hazards like storm, flood, cyclone and extreme heatwaves.

Warnings are published on the *Current warnings and incidents* page on the QFD website (www.fire.qld.gov.au/Current-Incidents) and QFD social media, are issued to an email distribution list (including disaster management stakeholders, journalists and QFD staff and volunteers), and provided via data feeds to a range of third-party platforms.

A major review of QFD warning templates was completed with key changes including simpler language, updated call-to-action statements and refinements to the use of *Advice – Avoid Smoke* warnings to maximise community action when smoke could have health impacts.

A new back-end warning system was also developed as part of a broader Fire Incident Management System project. This new system streamlines the creation, approval and publishing of QFD warnings.

Bushfire preparedness level review

RFSQ's preparedness for the 2025–26 higher risk bushfire period was underpinned by established governance and interoperability arrangements, including the *Queensland Bushfire Plan* and the Interagency Protocol for Fire Management between QFD and the Department of the Environment, Tourism, Science and Innovation. These frameworks ensured coordinated planning and operational alignment across agencies, particularly in relation to joint Incident Management Teams, incident transfer processes and the use of specialist capabilities. Strategic oversight was provided by the State Bushfire Committee which met quarterly and enabled unified decision-making on state-level strategies and risk-based priorities.

At the regional and local levels, Area Bushfire Management Committees across all four RFSQ regions, delivered Bushfire Risk Mitigation Plans for all 77 local government areas and provided a structured forum for mitigation planning, preparedness coordination, and advice to Local Disaster Management Groups. Interagency readiness was further strengthened through regular engagement with the Queensland Parks and Wildlife Service, Department of Transport and Main Roads, and HQ Plantations to support prescribed burning, data sharing and operational collaboration.

QFD entered the 2025–26 higher risk bushfire period (refer page 42) well advanced in its coordination of mitigation activities being undertaken by state land managers and rural fire brigades, supported by year-round hazard reduction activities and community engagement.

Smoke alarm legislation engagement

With all Queensland dwellings required to have interconnected, photoelectric smoke alarms installed by 1 January 2027 under legislative changes introduced in Queensland in January 2017, QFD created a Smoke Alarm Stakeholder Engagement Toolkit to amplify critical safety messaging.

Informed by a targeted and risk-based engagement strategy, the kit supports stakeholders, including Caravanning Queensland, Bunnings Australia, RSL Queensland and the Insurance Council of Australia, to clearly and easily disseminate key messages, supported by a library of digital and print assets that are contemporary and accessible.

Community safety advertising campaigns

QFD used research-led community safety advertising campaigns, community engagement activities and proactive media and social media messages to help deliver on the department's purpose to pre-empt, prevent, mitigate and manage the consequences of fires and other emergencies on Queensland communities.

These community safety advertising campaigns align to the Queensland Government's objective for the community of 'Safety where you live' and continue to be a key focus for QFD.

Campaigns during the reporting period included:

Bushfire Safety: the 2025 Bushfire Safety paid advertising campaign, *Respect it or Regret it*, ran from 27 July to 11 October 2025. The campaign aimed to change behaviours around risk identification and acceptance, bushfire preparedness, and monitoring conditions. The campaign encouraged Queenslanders who are living in locations at higher risk of bushfires and grassfires to shift their risk perceptions and complete bushfire preparedness activities along with a bushfire survival plan available on the department's website (bushfire-survival-plan.qfes.qld.gov.au).

Paid advertisements were placed on YouTube, digital display, outdoor billboards (large and small format), social media (Meta, Snapchat and Reddit), Google Demand Generation and Google Search. Radio was used to reach First Nations and culturally and linguistically diverse (CALD) audiences with advertisements translated into Mandarin, Punjabi, Vietnamese and Arabic. Social media advertisements were translated into Simplified Chinese, Punjabi, Spanish, Nepali and Portuguese for CALD audiences.

Research conducted after the 2025 paid advertising campaign indicated a positive shift in preparedness attitudes and behaviours with one in three residents (36 per cent) in the action or maintenance stages of preparedness—an increase from 26 per cent in 2024. This shift signals that more Queenslanders are moving beyond awareness into tangible preparedness behaviours.

More than 100 face-to-face community engagement activities were conducted across the state during the term of the paid advertising campaign. These activities targeted high-risk communities and included local events, community pop-ups, stakeholder presentations, door knocking and community workshops—such as a bushfire workshop delivered in partnership with the Central Queensland Multicultural Association Inc. Other local stakeholder networks, including the Toowoomba Multicultural Partnerships Network, Toowoomba Regional Council Cultural Diversity Network, Sunshine Coast Multicultural Network and Logan Multicultural Collaborative, received information and resources to share with their CALD audiences.

From 1 July to 30 November 2025, QFD's organic social media accounts had more than 220 bushfire related social posts on Instagram, Facebook and X, with more than 4.5 million people reached. Traditional media was also used to reach the public resulting in 3,029 bushfire related media items during this period.

Home Fire Safety: The 2025 Home Fire Safety paid advertising campaign was an adaptation of the 2024 *Plan to survive* campaign and ran from 4 June to 26 July 2025, a historically high-risk period with increased use of heating appliances over winter. The campaign encouraged all Queensland households to prepare for a house fire by complying with smoke alarm legislation, and discussing and practising a home fire escape plan available on the department's website (www.fire.qld.gov.au/plantosurvive).

The primary audience was Queensland residents with a focus on owner-occupiers and households more vulnerable to house fires such as young families. The secondary audience of Queensland caravan and motorhome owners were targeted with unique messages about the smoke alarm legislation requirements for mobile homes.

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Paid advertisements were promoted on free-to-air television including National Indigenous Television, digital television, radio (metropolitan, regional, First Nations and CALD), outdoor billboards, YouTube, digital audio, high impact digital display, standard digital display, social media (Meta and TikTok), and Google Search. Radio advertisements were translated into Mandarin, Vietnamese, Punjabi and Cantonese for CALD audiences.

Paid social media advertisements targeted homeowners, young families, caravan and motorhome owners, and First Nations audiences, and were translated into Simplified Chinese, Punjabi, Vietnamese, Spanish and Arabic for CALD audiences.

Research conducted after the 2025 paid advertising campaign indicated that owner-occupiers forming intentions to comply with the smoke alarm legislation requirements by 1 January 2027 had significantly increased from 2024 with 43 per cent of non-compliant households expecting to comply by the end of 2025, and 41 per cent by January 2027. The campaign was successful in driving action with 62 per cent of respondents who saw the campaign taking action to check their smoke alarms.

More than 300 face-to-face community engagements were undertaken across the state during the paid advertising campaign period including displays and demonstrations at caravanning expos, fire and rescue station open days and senior home safety information sessions. CALD audiences were supported with translated resources for the Home Fire Safety Visual Guide and Lithium-Ion Battery Safety. QFD's Regional Community Engagement Coordinators also shared campaign information and distributed resources to various local stakeholder networks including the Toowoomba Multicultural Partnerships Network, Toowoomba Regional Council Cultural Diversity Network, Sunshine Coast Multicultural Network and Logan Multicultural Collaborative.

From 1 April to 31 July 2025, QFD's organic social media accounts had 37 home fire-related social posts on Instagram, Facebook and X and more than 665,000 people were reached across these accounts.

Traditional media was also used to reach the public resulting in 517 media items about home fire during this period.

Smoke Alarms: QFD plays a vital role in educating the community about smoke alarms, and the search engine marketing (SEM) Smoke Alarms campaign played a key role in linking Queenslanders searching on Google to accurate information about the smoke alarm legislation requirements on the department's website (www.fire.qld.gov.au/prepare/fire/smoke-alarms).

The campaign ran from 15 August 2025 to 30 June 2026, helping owner-occupiers, landlords, property managers and investors get the right information to take action and comply with the smoke alarm legislation as soon as possible.

Media and social media

QFD disseminates important safety messaging to the Queensland community through its social media channels. It also relies on the strong relationships it has with journalists and media outlets across Queensland to promote safety messaging and build positive community sentiment before, during and after significant incidents.

During 2025–26, the QFD Facebook page reached more than 25.6 million people, an increase of more than six million people compared to the previous financial year, and received more than 283,600 content engagements. QFD gained more than 15,000 new followers and at 30 June 2026 had more than 586,400 followers.

QFD's Instagram accounts, including the dedicated account for the Commissioner, reached more than 2.7 million people during 2025–26. The two platforms gained more than 5,000 new followers during the reporting period and at 30 June 2026 had more than 61,400 followers. The total number of content engagements was more than 13,600.

QFD's X account had more than 234,150 impressions and more than 9,200 engagements.

Working with the Queensland media, QFD received almost 20,000 media mentions which included stories about operational incidents, preparation for severe weather and bushfire events, new equipment and station announcements, and community education activities.

Road Attitudes and Action Planning

With young drivers aged between 16 and 24 involved in one quarter of the road fatalities on Queensland roads, the Road Attitudes and Action Planning (RAAP) program is a free, road safety education program highlighting the risks and consequences of driver decision-making to the youth cohort. The program is delivered by specially trained operational firefighters who have extensive experience responding to road crashes.

During 2025–26, QFD continued to deliver the RAAP program across the state engaging with 248 educational establishments, reaching more than 26,500 young people across 306 presentations, including 49 presentations to more than 1,000 young people in alternate settings such as PCYC and TAFE.

Five regional and remote tours created access to a further 685 students, ensuring strong road safety messaging and driver/passenger behaviour-change strategies were accessible to regional and remote youth.

An additional 33 presentations for 158 young people were delivered in Youth Justice settings where RAAP presenters supported youth offenders seeking repair and reconciliation with victims.

At 30 June 2026, there are 293 trained and active QFD RAAP presenters throughout Queensland.

Fight Fire Fascination

Fight Fire Fascination (FFF) is a free fire safety education program that supports young people, aged three to 17, who have demonstrated unsafe fire behaviour. Specially trained firefighters teach respectful fire behaviour and fundamental fire safety skills. At 30 June 2026, 39 trained FFF practitioners are active across the state.

During the reporting period, FFF practitioners completed 38 cases with young people involved in high-risk fire setting behaviours, including eight cases supporting youth offenders in the restorative justice system. In partnership with the Department of Youth Justice and Victim Support, referrals for FFF support in Restorative Justice Conferencing for 2025–26 saw an increase of 31 per cent on referral rates from 2024–25.

To measure the community benefit of the FFF fire safety education program, a research study by Victoria University was progressed through 2025–26 with the report finalised and expected to be published by 31 December 2026. Funded by NHRA, the study evaluated the efficacy and impact of FFF as the first of three NHRA funded projects that will inform the development of a national evaluation framework.

Smoke Alarm Subsidy Scheme

In the event of a fire, the deaf and hard of hearing members of our community rely on specialised devices to notify them of the emergency. To make these lifesaving home fire-safety devices affordable, QFD sponsors the Smoke Alarm Subsidy Scheme through Deaf Connect.

During 2025–26, 133 devices were funded through the subsidy scheme.

Fire Ed

QFD continued to deliver the Fire Ed program for year one students during 2025–26, with 2,340 sessions conducted in schools across Queensland by operational firefighters, providing critical fire safety education to more than 73,000 children.

The department also continued to support and deliver Fire Ed for Children with Neurodiversity, a modified program developed to better meet the learning needs of children with neurodiversity.

Safehome

QFD continued to deliver personalised visits by operational firefighters with Queensland residents to discuss fire safety hazards in and around their home under the Safehome program.

With 369 visits conducted across Queensland during 2025–26, residents were provided with customised advice on reducing hazards, including information on smoke alarm requirements, home fire escape planning and lithium-ion battery safety.

Supporting older Queenslanders to stay fire safe

During 2025–26, the department continued to strengthen partnerships with Queensland Government agencies, community organisations and local groups to help older Queenslanders stay safe from fire and better understand smoke alarm legislative requirements.

Recognising that older people can face increased fire safety risks, QFD works collaboratively with the Department of Families, Seniors, Disability Services and Child Safety, and community organisations—such as Neighbourhood Centres, local governments, retirement villages and community groups—to deliver tailored education and engagement activities focused on home fire safety, bushfire preparedness and smoke alarm compliance.

QFD delivered over 55 safety information sessions for older Queenslanders reaching over 2,200 people, raising awareness of key safety risks and encouraging practical actions to improve safety in and around the home. QFD also participated in 12 Seniors Expos, providing presentations, interactive information stalls and opportunities for one-on-one conversations with community members.

To further extend the reach of these important messages, QFD contributes fire safety and smoke alarm content to the Queensland Seniors Connect newsletter, which is distributed to approximately 370,000 inboxes each quarter.

Live Fire Experience

QFD's Fire Engineering Section and Live Fire Campus convened four 'Live Fire Experience' days during 2025–26 for external stakeholders involved in building fire safety.

The 'Live Fire Experience' event is designed to provide industry fire engineers, designers, regulators, building certifiers and students with real-life practical experience of fires and firefighting operations.

The event's program aims to increase participants' level of knowledge and understanding in fire safety and operations, leading to improved building fire safety outcomes. Importantly this event provides attendees with an invaluable perspective that cannot be replicated by any other means, as the practical experience of fire is real and authentic. Participants are exposed to the use of breathing apparatus, poor visibility conditions associated to moving through smoke-affected areas, and enclosure fire behaviour with ceiling flames rolling overhead inside a compartment.

Almost 50 industry stakeholders attended the events and QFD received extremely positive feedback from attendees, emphasising the value of the experience.

Caravanning and outdoor expos

QFD delivered community engagement activities at major caravanning and outdoor expos across the state to support changes to Queensland's smoke alarm legislation requirements. From 1 July 2024, all newly registered or transferred caravans and motorhomes must have a photoelectric smoke alarm installed on the ceiling. From 1 January 2027, all other registered caravans and motorhomes must have photoelectric smoke alarms installed.

During the reporting period, QFD attended expos in Rockhampton, Maryborough, Toowoomba, Brisbane and the Gold Coast, engaging with more than 2,775 community members. This initiative focused on raising awareness of the 1 January 2027 smoke alarm compliance deadline for registered caravans and motorhomes, as well as broader travel and camping safety topics including fire escape plans, caravan fire prevention, safe device charging practices and bushfire warnings.

Visitors explored caravan safety displays, participated in family friendly activities and accessed caravan safety checklists. Key messaging was further amplified through featured exhibitor promotions, social media posts, website articles, event advertising and live public announcements throughout each expo, ensuring fire safety information reached current and future caravan owners across Queensland.

The expos provided valuable opportunities to clarify common misconceptions about smoke alarm requirements and help caravan owners understand their obligations under the legislation.

Delivering safety messaging

QFD improved its commitment to building community resilience through the development of targeted messaging and campaign related assets. The department's Strategic Content Services (SCONS) Unit delivered over 115 digital content projects for QFD and its public safety partners—the QPS and Office of the IGEM. This content included the production of over 1,100 minutes of news and video content and over 2,000 images to support organisational priorities.

RFSQ also engaged SCONS to produce a series of livestreamed Volunteer Online Forums broadcast from rural fire brigades across Queensland to routinely connect brigades and leadership.

Community safety was further promoted through the development of public-facing media and social media content, highlighting the technical capabilities of swiftwater and mountain rescue, the Large Air Tanker launch ahead of the 2026–27 higher risk bushfire period, and new QFR firefighter safe-extraction procedures.

Recruitment activities were also supported through the development of targeted material and digital content to supplement recruitment drives for auxiliary and permanent firefighters, RFSQ volunteer members, corporate staff and Fire Communications Officers. As part of this drive, over 400 new image, design and video assets were created to enable business units across the department to better promote their services.

Objective 5

We work collaboratively to ensure effective service delivery with our partners.

Strong partnerships are fundamental to delivering coordinated, effective and resilient emergency services. QFD continued to strengthen collaboration across all levels of government, emergency services, community organisations and key stakeholders to enhance disaster management, improve service delivery and achieve better outcomes for Queensland communities.

QFD maintained its important role within Queensland's disaster management arrangements (QDMA) by working collaboratively with partners to support coordinated planning, preparedness, response and recovery activities. This collective approach ensures expertise, resources and information are effectively shared to support informed decision-making and strengthen the state's ability to manage emergencies and disasters.

Progress was made in strengthening the legislative and operational frameworks that support emergency service delivery. Amendments to the *Fire Services Act 1990* provide greater clarity around the circumstances in which rural fire brigades can assist communities and other entities during events and disasters. These amendments strengthen QFD's ability to respond to community needs while reinforcing its role as a trusted partner in supporting Queensland communities.

Collaboration with key government and community partners continued with support of the PCYC service-level agreement relating to the Emergency Services Cadets Program. QFD also contributed to the Queensland Government's whole-of-government *G'day Little Queenslanders* program, helping connect families with government services and strengthening community engagement.

By fostering genuine partnerships, strengthening governance and legislative arrangements, and working collaboratively across organisational boundaries, QFD continues to enhance its contribution to emergency management, and deliver integrated services that improve safety, resilience and outcomes for Queenslanders.

Leaning into disaster management

The department continues to be committed to strengthening Queensland's disaster resilience by actively supporting Local Disaster Management Groups and District Disaster Management Groups across the state through its membership on those groups. Recognising the increasingly complex hazard landscape, QFD is equipping its officers to play vital roles within QDMA and supporting continuous improvement across the sector.

During 2025–26, QFD enhanced its internal procedures and training programs to ensure more officers have the knowledge and skills to deliver exceptional service within the QDMA. These efforts are building a strong foundation for QFD officers to contribute effectively to disaster management planning, response and recovery.

QFD also supported numerous disaster management exercises in collaboration with Local Disaster Management Group and District Disaster Management Group partners. This support included active participation providing operational expertise, the provision of technical hazard and risk information to inform exercise scenarios and mentoring emerging leaders in disaster management. These activities strengthened partnerships and enhanced the capability of disaster management groups to respond to the challenges posed by Queensland's dynamic hazard environment.

In addition, QFD engaged with QDMA partners in the review and refinement of disaster management doctrine. This collaborative approach ensures that Queensland's disaster management framework remains robust, adaptive and fit-for-purpose.

Through these initiatives, QFD is demonstrating its leadership and commitment to disaster management, ensuring its officers and partners are well-prepared to protect Queensland communities in the face of evolving risks.

Helping communities and other entities—strengthening legislation

Rural fire brigades support communities to prepare for, respond to, and recover from a range of non-fire events, including severe weather events. In response to several severe weather events, it was identified that clarity regarding the circumstances in which rural fire brigades could help communities and other entities during these types of events was required.

Amendments to the *Fire Services Act 1990*, which commenced in September 2025, inserted a new section '139A Helping communities or other entities' into the Act to clarify that brigades can help their community or another entity in relation to an event or a disaster: if directed by the QFD Commissioner, if a request for help from the community is received, or on their own initiative.

These activities may include blocking a road to isolate an area in the vicinity of a fallen powerline, directing traffic away from a flooded creek, or using a chainsaw to remove a fallen tree on a property that is causing a hazard.

Where a brigade does act on its own initiative, any actions taken by the brigade are to be either notified to the Commissioner up-front or, where that is not possible, as soon as possible after the action has been taken. This is for safety and administrative reasons.

Australia Day Achievement Awards

In January 2026, the QFD Australia Day Achievement Awards celebrated 51 outstanding individuals who went above and beyond in delivering fire and emergency services across the state. Proudly supported by QSuper for the past 18 years, these awards highlight the dedication and selflessness of Queensland's frontline and support services workers. As ceremonies took place statewide, inspiring stories emerged of those who tirelessly prioritise the safety and wellbeing of their communities, reflecting the deep commitment shared by both the award recipients and QSuper to supporting Queenslanders.

Strengthening valuable partnerships and sponsorships

QFD collaborates with strategic partners across government, corporate and community sectors to deliver enduring benefits to the workforce, services and community. Within the whole-of-government sponsorship frameworks, the department's Partnerships and Sponsorship Unit delivers partnership programs to provide mutual benefit outcomes and governance requirements, ensuring fiscal sustainability and policy alignment.

In 2025–26, QFD managed and delivered key incoming sponsorships worth \$122,295 and outgoing arrangements worth \$62,565.

To support the promotion of the smoke alarm legislative requirements for homes and registered caravans (refer page 73), the Partnerships and Sponsorship Unit developed relationships with key stakeholders—including Caravanning Queensland, Bunnings, RSL Queensland and the Insurance Council of Australia—amplifying the call-to-action for the Queensland community to comply with the legislative smoke alarm requirements by 1 January 2027.

In 2025–26, Energy Queensland strengthened its partnership with RFSQ by contributing \$75,000 towards essential equipment to support training and emergency response activities including wildfire simulation tables, fine fuel moisture meters and fire weather kits.

In May 2026, the Bike 4 Burns charity ride celebrated its 20th year, and participating riders cycled 800 kilometres over five days from Bundaberg to Brisbane raising approximately \$105,000 for young burns patients. The commitment of Bike 4 Burns riders continues to reshape the recovery journey for children and families navigating the challenges of burn injuries. With QFD as a foundational partner, the provision of a vehicle, equipment and support personnel were made possible.

The Run Army fun-run was held in Brisbane in March and Townsville in April 2026. QFD staff, volunteers and their families participated in the event—raising over \$5,300 for Firefighters Cancer Foundation Australia, as QFD's chosen charity.

QFD also provided sponsorship support to workforce-led sporting activities including the 2026 QFR Bears and Australian Defence Force Lions annual Anzac Day Cup.

Queensland Fire Legacy Inc

QFD supported the establishment of a new independent charity, Queensland Fire Legacy Inc (QFL), through a modest sponsorship and by assisting with engagement and establishment processes. This support has helped the charity establish robust governance practices and align its purpose and operations with the needs of the department and its people.

QFL aims to provide meaningful financial and practical support to current and retired staff and volunteers, and their families, where an injury has resulted in permanent disability, where there is a devastating diagnosis of an incurable or terminal condition—including the health conditions in the presumptive legislation—or where there has been a death as a result of service.

The new charity is registered with the Australian Charities and Not-for-profits Commission and can receive donations that are tax-deductible for the donor through deductible gift recipient status with the Australian Taxation Office.

Emergency Services Cadets Program

QFD continues to work in partnership with the QPS to deliver Queensland Government support of the PCYC service-level agreement. This agreement ensures the delivery of the Emergency Services Cadets Program which is aimed at building community resilience through the fostering of the next generation of emergency services personnel aged 12 to 17 years. QFD provides support to this program through annual funding, events, support staff, volunteers and facilities for the use of cadet units. Activities at events and cadet gatherings include first-aid, search and rescue, swiftwater theory, road safety, team building and problem solving.

In the reporting period, PCYC successfully initiated one new cadet unit in Cloncurry and identified opportunities to establish four more cadet units across the state.

At 30 June 2026, QFD provides 11 facilities for the use of PCYC Emergency Services Cadet units.

Servicing key public safety partners

As a key partner in public safety messaging, QFD maintained a Service Agreement with the QPS and Office of the Inspector-General Emergency Management through the department's Strategic Content Services (SCONS) Unit. This Service Agreement delivered 20 digital content projects to support public safety information, community education and recruitment priorities during the reporting period. This included content to address significant recruitment activities across the QPS Protective Services Group and to promote the Safer Networks Together Project, a collaborative initiative to enhance commuter safety in South East Queensland.

Through the broadcasting capability of SCONS, the Queensland Disaster Management Committee's public messaging was facilitated during severe weather events—including livestreaming the committee's press conferences from the Emergency Services Complex in Brisbane during severe flooding events in North Queensland in January 2026, and Tropical Cyclone Narelle in March 2026. These press conferences delivered critical public safety messaging to over 600,000 viewers through public safety partners' social media channels.

Engaging families through *G'day Little Queenslanders*

The department supported the Queensland Government's whole-of-government approach to connecting families with government services through the *G'day Little Queenslanders* program. Led by the Department of the Premier and Cabinet and delivered in partnership with a range of government agencies, the event program aimed to connect new parents and families with essential information, resources and services.

Between October 2025 and June 2026, QFD attended nine *G'day Little Queenslanders* events across the state, which attracted approximately 13,750 attendees. Through interactive displays, family-friendly activities and emergency vehicle tours, the department engaged with thousands of parents, carers and children in a welcoming and accessible environment. QFD officers held approximately 1,650 conversations with attendees on topics such as smoke alarm legislation and maintenance, home fire escape planning, rechargeable lithium-ion battery safety, Triple Zero (000), bushfire preparedness and recruitment opportunities.

By working alongside other government agencies, QFD contributed to the success of the program while helping families access trusted fire safety information.

Bushfire safety for workers

To ensure QFD is equipped with contemporary bushfire safety education resources that support a highly transient population, departmental representatives collaborated on a national Bushfire Safety for Workers Project. The initiative was funded by AFAC as a Country Fire Authority Victoria-led project. Bringing together representatives from every state in Australia, the project focussed on the development of nationally consistent digital education resources that will be accessible online.

Objective 6

We make the best use of current and emerging assets and technology.

Investing in contemporary assets, infrastructure and technology is essential to ensuring QFD remains capable, adaptable and equipped to meet the evolving needs of Queensland communities.

QFD continued to strengthen its operational capability through strategic investment in facilities, fleet, technology and digital innovation—ensuring resources are aligned with risk, operational demand and evidence-based community need.

Significant progress was made in delivering a planned and substantive capital works program, supporting the renewal and enhancement of critical operational infrastructure across the state. This included continued investment in facilities that enable safe and effective service delivery, highlighted by the development of the new QFD State Headquarters building in Brisbane. These projects provide modern workplaces that support collaboration and operational excellence.

QFD also strengthened the long-term sustainability of its operational fleet through the establishment of a strategic partnership for the delivery of fire trucks.

Communication capabilities will be enhanced with preparations completed for the rollout of satellite communications technology to rural fire brigade vehicles.

Investment in digital capability continued through the ongoing delivery of artificial intelligence (AI) foundations training, building workforce awareness and capability to responsibly leverage emerging technologies. This was complemented by the ongoing implementation of a cyber security program to strengthen organisational resilience, protect critical systems and support the secure delivery of digital services.

Connectivity for rural fire brigade vehicles

The Fleet Connectivity Initiative aims to enhance communication capabilities by deploying satellite communications technology to rural fire brigade vehicles across Queensland. This initiative is designed to ensure resilient and reliable communication remains available when terrestrial networks fail or are otherwise inaccessible.

As part of the project, over 400 vehicles will be equipped with Starlink connectivity. The solution will be implemented in a scalable and upgradable format, enabling volunteer members to maintain effective communication and coordination during operational activities, as well as access critical intelligence in real time.

The first installation was on a Doomadgee Rural Fire Brigade truck on 30 June 2026.

Capital program

QFD undertakes a substantial program of capital works planned in advance based on operational priorities, funding and planning pipelines for associated staffing increases and fleet delivery.

In 2025–26, the following significant capital works initiatives were completed with the facilities commencing operations:

- the new Greater Springfield QFR permanent fire and rescue station located at Augustine Heights
- the new Northern Peninsula Area Emergency Services facility (joint with the SES)
- the new Whetstone rural fire brigade station
- the new QFD State Headquarters building and the Firefighters' Memorial Wall located at Albion in Brisbane.

In addition, Gympie South (replacing Gympie) QFR permanent and auxiliary fire and rescue station was completed and is expected to be operational in July 2026.

Further significant capital works initiatives were progressed and will continue into 2026–27 including the:

- Beerwah and District replacement rural fire brigade station
- Beerwah replacement permanent fire and rescue station
- Bell Town replacement rural fire brigade station
- Biddaddaba new rural fire brigade station
- Biggenden new rural fire brigade station
- Boonah replacement auxiliary fire and rescue station
- Cairns replacement Fire Communications Centre
- Caloundra replacement permanent and auxiliary fire and rescue station
- Maryborough RFSQ area brigade headquarters
- Mount Alford replacement rural fire brigade station.

QFD also progressed the construction of the Deagon fire and rescue station (replacing Bracken Ridge) with works expected to be completed in 2026–27.

In addition, land purchases were completed for future QFR facilities including locations at Ayr, Babinda, Highfields and Kingaroy.

Land search activities were also conducted for various continuing projects including:

- Abbot Point new rural fire brigade station
- Delaneys Creek replacement rural fire brigade station
- Moore Linville replacement rural fire brigade station
- Mount Ossa new rural fire brigade station
- Swan and Emu Creek replacement rural fire brigade station.

New QFD headquarters and Firefighters' Memorial Wall

The successful build and fit out of the new state headquarters for QFD, located in Albion in Brisbane, marks a significant investment in Queensland's emergency management capability and operational resilience.

The design phase commenced in March 2024, and work commenced on transforming the building into the new headquarters in April 2025, with fit out and occupancy completed in May 2026. This workplace represents a new era for QFD, bringing together teams from multiple sites to provide greater collaboration and integration of effort to support our frontline workers who serve Queensland communities. This accommodation strategy enabled the rationalisation of satellite offices and associated expenditure.

The fit out is aligned to the Queensland Government Office Accommodation guidelines, realising a multipurpose, agile design that is fit-for-purpose and long-life. The design was also influenced by input from our people to ensure the realisation of an optimal working environment now and into the future.

Deliberate sustainability choices were made for fiscal effectiveness and to minimise land waste, using an existing building, and where possible, the repurposing of furnishings and equipment from the vacated offices.

The modern facility is designed to support a coordinated, technology-enabled response to emergencies across Queensland, integrating contemporary ICT infrastructure, secure communications, collaboration technologies and operational systems within a purpose-built environment.

The project included the transition of critical services, establishment of resilient data and communications capabilities, and the seamless relocation of operational and corporate teams with minimal disruption to frontline services.

The new headquarters provides a scalable and future-ready platform that strengthens the department's ability to protect and support Queensland communities during emergencies and natural disasters.

The headquarters building entrance profiles a Firefighters' Memorial Wall as a tribute to firefighters who have died in the line of duty while keeping Queensland communities safe. The 12-metre memorial wall bears the names of 60 firefighters who have tragically lost their lives in the line of duty since 1877. The wall was officially unveiled on 16 June 2026 and is publicly viewable enabling family and friends, and community members to pay their respects.

Partnership secures long-term fire truck supply

In September 2025, QFD announced a contract partnership with Volvo Group Australia to deliver 80 new contemporary Type 2 QFR fire trucks, at a cost of approximately \$80 million, providing secured fixed pricing for 16 new fire trucks each production year, delivered into operational use at a rate of one fire truck per month until 2032. The fire trucks will strengthen QFR's response capability, providing improved safety and technology, in support of protecting Queensland communities.

This new partnership will streamline the long-term delivery of the new fire trucks, replacing an ageing fleet consisting of several different manufacturers and build types. Having a single manufacturer with after-sales warranty provides consistency for firefighters operating the trucks and provides a comprehensive dealer network to support QFR's fleet capability into the future.

The new builds will be four-wheel drive trucks equipped with pump capacity to respond to building fires, with road crash rescue capability across regional and metropolitan Queensland.

The vehicles will be built and assembled by Volvo Group Australia and Fraser Engineering Group.

The first truck is scheduled for practical completion in September 2026 and is forecast to be operational in November 2026.

Fleet capital delivery program

QFD is committed to equipping QFR and RFSQ with fit-for-purpose vehicles and fire trucks and is continually improving its approach to market and production and enhancing its vendor management strategies to support delivery.

During 2025–26, QFD continued to deliver against its rolling fleet program and worked proactively with suppliers and body build vendors to streamline program delivery.

During the reporting period, QFD delivered 130 new fire trucks into the services with 27 for QFR and 103 for RFSQ.

The 2026–27 QFD fleet program is forecasting the delivery of 120 new fire trucks—37 for QFR and 83 for RFSQ.

Firefighters go off-road

Two specialised off-road fire trucks were handed over to Rainbow Beach and Tewartin fire and rescue stations in October 2025. The region includes off-road areas such as Double Island Point, Rainbow Beach, K'gari and Cooloola Coast National Park, attracting large numbers of visitors year-round along beaches and sand tracks.

The Czech-built and Australian fit out Tatra truck can respond to a wide range of emergencies in any terrain including vehicle crashes and fires in four-wheel-drive and camping locations.

QFR and the department's Asset Services Directorate formed a collaborative project team in 2023 delivering a new off-road fire truck capability for QFR with positive feedback from the crews that the Tatrás are a fit-for-purpose truck.

The Tatra truck features include:

- a Tatra V8 supercharged air-cooled diesel engine
- 2,000-litre water tank
- two on-board foam tanks
- deluge systems and radiant heat shields (fire curtains) in the cabin and central tyre inflation
- battery road crash rescue equipment
- large and spacious crew cab
- provision for six personnel, with four seats in the back with breathing apparatus
- large aluminium storage areas.

Asset management

- RFSQ Amenities program of work

In 2025–26, QFD commenced a vital minor works initiative aimed at providing compliant fit-for-purpose amenities to rural fire brigades over the coming years. The program underscores the commitment to supporting our volunteers and ensuring they have access to modern functional facilities.

The initial focus of the project is the development of solutions that are repeatable to increase the cost effectiveness and timely delivery of the program.

At 30 June 2026, there are two in-flight projects scheduled for completion by 30 November 2026, marking an important milestone in delivering tangible improvements to RFSQ facilities.

- Condition assessment critical defect program of works

QFD launched the Critical Defect Rectification Program during the reporting period to address condition-based defects that present the highest risk to operations. This program specifically targets defects with a very high likelihood of occurring within 12 months, ensuring proactive risk mitigation and safeguarding critical infrastructure.

This program supplements the existing condition-based maintenance being delivered by QFR and RFSQ, and is key in maintaining the availability, safety and functionality of QFD properties.

Frontline Activation Support Tool for Queensland app

The Field Mobility for Emergency Services project was launched in January 2025 to enhance field mobility and improve situational awareness of field staff during operations. The primary goal was to establish a uniform method for volunteers to respond to mobilisation alerts.

Delivered in two phases, the project introduced the Frontline Activation Support Tool for Queensland (FAST Qld) app to RFSQ volunteer members in January 2025, with the subsequent phase expanding to include QFR auxiliary firefighters delivered in February 2026.

Key benefits of the Field Mobility for Emergency Services project include:

- faster incident mobilisation and response times
- enhanced safety for volunteer responders
- improved volunteer experience
- compliance with Queensland Government policies, standards and frameworks for procurement, technology and security
- informed decision-making through integrated intelligence capabilities
- improved post incident reporting.

The project achieved high adoption rates and received significant praise from QFR and RFSQ. This success led to requests for further expansion of the solution from other operational units within QFD State Operations Directorate including State Fire Communications, and primary producer rural fire brigades.

Cross border operational communications

Queensland and NSW frequently assist each other during operational incidents and events. To facilitate cross-border communication, Telstra developed an interface enabling the use of Queensland and NSW radios in each other's jurisdictions. To enable the interface to be utilised, all Government Wireless Network (GWN) mobile and portable radios required updating and reconfiguring.

The Enable Borderless Communications project was initiated to update the radios and connectivity, ensuring seamless communication between Queensland and NSW firefighters, enhancing firefighter safety. The project scope included:

- updating all GWN mobile and handheld radios
- finalising, testing and approving the Motorola codeplug
- upgrading the Fire Communications Centre console to support cross-border communication
- developing and distributing training materials
- providing face-to-face training for Fire Communications Centre staff.

The project was completed in October 2025.

Artificial intelligence foundations training

QFD launched an AI foundations training course in May 2025. The course is available to all QFD employees and is accessible in aXcelerate (the department's student management system). This training equips staff with the core skills and knowledge to responsibly engage with AI, ensuring alignment with key governance frameworks.

QChat, a tool purpose-built around Queensland Government standards and corporate workflows, is primarily relevant to QFD's corporate staff and since launching, the course has seen strong engagement among QFD's corporate workforce.

As at 30 June 2026, a total of 62 per cent of the corporate workforce has engaged with the course since its launch, with 533 employees successfully completing the AI foundations training course, and a further 350 commencing the training.

The planned rollout of Microsoft Copilot across QFD's operational workforce in 2026–27 is expected to drive broader participation in the AI foundations training program, as the department continues to build AI literacy and capability across all work streams.

Technology infrastructure upgrades and cloud migration

During the reporting period, QFD embarked on several critical infrastructure uplifts in readiness for the final phase of the information and technology transition from QPS to QFD commencing 1 July 2026 (refer page 20 for further information).

The work included datacentre establishment within two government certified facilities, associated network connectivity, hardware replacement, software upgrades, and formation of QFD landing zones with public cloud providers. This positions QFD with a solid foundational infrastructure and modern capabilities to deliver services that enable the department's corporate, frontline and frontline support staff to support Queenslanders in their time of need.

Additionally, a further program of work focussed on uplifting the infrastructure around QFD's ESCAD system to a modern and supportable platform by 31 December 2026. This will enable QFD to perform future system upgrades, providing additional features that will support this critical function.

Cyber security program

The cyber security program is a key investment for QFD and is aligned with the *Queensland Cyber Security Strategy 2025–2027*, and *Information and cyber security policy* (IS18) objectives and requirements.

During 2025–26, the cyber security program delivered on its initiatives remediating operational and cyber risk through replacement of end-of-life security technologies, closure of security audit actions, uplifting Essential Eight compliance, strengthening access controls, and re-designing the staff cyber awareness and training program, covering people, process and technology improvements.

To prepare for the transition of cyber operations functions from the QPS commencing 1 July 2026 (refer page 20 for further information), QFD's Cyber and Information Security Unit worked to build its cyber operations and response capabilities, ensuring QFD can effectively protect, detect, and respond to cyber threats across its operational systems.

Human-centred design training

In 2025–26, QFD prioritised integrating human-centred design (HCD) principles into its project delivery lifecycle to enhance service outcomes and user experiences. In partnership with the Department of Customer Services, Open Data and Small and Family Business, the department delivered HCD training and workshops to staff across various levels and functions, with 59 staff trained in HCD methodologies, equipping them to apply user-centred design practices effectively. Additionally, 90 staff participated in an online workshop on persona development and use, enabling them to create and apply personas that reflect the diverse needs of QFD's workforce, including staff and volunteers.

To further embed HCD practices, QFD incorporated elements of the Queensland Government's Digital Service Design Playbook into its delivery framework. This playbook provides a comprehensive guide to user-centred design best practices, ensuring all projects focus on meeting end-user needs. QFD also developed a suite of personas representing the unique requirements of its staff and volunteer workforce. These personas are now a key tool for project teams, helping them design solutions that address stakeholder needs effectively.

To support ongoing learning, QFD commenced the development of tailored HCD materials and established an intranet page, providing staff with centralised access to HCD resources, tools and templates. By embedding HCD into its delivery lifecycle and providing practical resources, QFD is fostering a culture of innovation and collaboration, ensuring its services meet the needs of Queensland communities and its workforce.

Queensland Emergency Operations Centre audio-visual upgrade

The Queensland Emergency Operations Centre (QEOC) audio-visual project has delivered a modern, integrated and scalable audio-visual capability that significantly enhances the operational effectiveness of the partner agencies operating within the QEOC environment—QFD, QPS and the Queensland Ambulance Service. QEOC is located at the Emergency Services Complex at Kedron.

By providing a contemporary shared-control platform, the project has provided improved situational awareness, real-time information sharing, collaborative decision-making capabilities, and a common operational picture during emergencies, disasters and major events.

The solution has enabled seamless sharing of intelligence, live video feeds, mapping, operational data, and critical incident information across multiple operational rooms and agencies—enhancing timeliness in information dissemination and supporting faster, more informed decision-making. The new platform provides greater flexibility to support varying operational tempos—from day-to-day activities through to large-scale disaster activations—while improving resilience, supportability and future scalability.

Beyond the immediate operational benefits, the project has established a foundation for future multi-site and multi-agency integration across Queensland, with future capabilities of enabling remote facilities, regional operations centres and partner agencies to collaborate more effectively through shared audio-visual capabilities. This will strengthen whole-of-government emergency management arrangements, improve coordination during complex incidents, reduce duplication of effort and enhance the ability of the partner agencies to deliver timely, coordinated and effective responses to Queensland communities.

Over the long term, the investment will support improved operational readiness, stronger cross-agency relationships, greater interoperability, and a sustainable technology platform capable of evolving alongside future emergency management requirements.

Objective 7

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

Strong organisational capabilities are essential to supporting frontline service delivery and ensuring QFD can respond effectively to the evolving needs of Queensland communities. QFD continued to strengthen collaboration across the department, improve communication and engagement, and foster a culture of continuous learning, innovation and improvement.

A key focus has been enhancing cross-capability cooperation to ensure enabling functions effectively support operational service delivery. This included initiating a boundary assessment and review to improve organisational alignment, clarify responsibilities and strengthen collaboration across capabilities. By reviewing the way the organisation operates and works together, QFD is better positioned to deliver integrated services and respond to emerging challenges.

QFD also invested in improving organisational communication and engagement with staff and volunteers. Corporate communications were enhanced through the modernisation of the department's intranet SharePoint platform—providing a more accessible, user-friendly and contemporary digital environment that improves access to information and supports collaboration across the department. Internal engagement was further strengthened through enhancements to the delivery of the Commissioner's *Fireside Chats*, creating greater opportunities for staff and volunteers to hear directly from organisational leaders, share insights and build stronger organisational connection.

Boundary assessment and review

The 2024 QFD reform agenda saw the introduction of new boundaries in June 2024 for QFR, RSFQ, Fire Communication Centres and Corporate Services Hubs.

In January 2026, the department commenced preparatory work to assess the effectiveness of the 2024 boundary changes to identify barriers and impacts to service delivery that were a result of the changes. The 2026 Boundary Assessment and Review project focuses on assessing and reviewing RFSQ regional, district and area boundaries; QFR regional, divisional and command boundaries; and Fire Communications Centres and Corporate Services Hubs service delivery areas.

Feedback from staff, volunteers and community members has been a critical aspect of this review with extensive consultation conducted between February and April 2026. The QFD ELT facilitated nine regional engagement sessions with three additional targeted sessions in key identified locations, and regular peak consultative committee meetings were held to provide regular updates to unions and associations.

Stakeholder feedback was further gathered through an online survey which explored how the boundary changes impacted service provision. Feedback was also received from Members of Parliament and Local Government Mayors—recognising the vital role that local knowledge provides in supporting fire and emergency services.

Further consultation will continue in 2026–27 with a final report including recommendations expected to be finalised by 31 December 2026.

Enhanced corporate communications

Building a safe and capable workforce is a key strategic objective for QFD, and to support this, enhanced corporate communications were a focus in 2025–26.

QFD began a significant digital transformation project to transition the staff intranet, known as the Gateway, to SharePoint Modern. The launch of the new Gateway homepage in April 2026 was the

first step in a complete overhaul and modernisation of the Gateway to deliver a contemporary intranet with a fresh, modern look and feel, and new functionality designed to make the intranet experience smoother, faster and more intuitive.

Stage one included a fresh look to the homepage and the news and event sections, and the addition of shortcuts to key internal and external links, enhancing communication to QFD employees and volunteers. The second stage will continue in 2026–27 with the migration of remaining content to the new platform.

Fireside Chat videos continued to provide an alternative, more visual method of communicating with staff and volunteers, complementing other communications formats. During 2025–26, the department delivered six *Fireside Chat* videos about role clarity, QFD purpose and the strategic plan, improving the RFSQ volunteer experience, 2025 in review, the importance of respectful language, and responding to change for better outcomes.

The department's *Response* magazine was also redesigned and the June 2026 edition marked the final bi-monthly print run as the magazine evolves to a quarterly publication. The change delivers efficiencies and aligns with additional digital content being published on the Gateway news module. The *Response* magazine is available at www.fire.qld.gov.au/about-us/publications

The QFD Visual Identity Guidelines and templates were released in April 2026 to align with the Queensland Government branding and design standards. The guidelines support staff and volunteers in applying the Queensland Government branding together with the department's unique crest and service badges. The objective of corporate identity is to maintain consistency in design across all QFD communication materials, increasing recognition of the services and products provided by the Queensland Government and the department.

Objective 8

We connect and support our staff, volunteers, partners and communities in recovery after fires and emergencies.

Supporting recovery is an integral part of QFD's commitment to helping communities, partners and our people recover from the impacts of fires and emergencies. QFD continued to strengthen its recovery capability by enhancing organisational learning, supporting workforce resilience and maintaining specialist capabilities that contribute to recovery efforts within Queensland and beyond.

A continued focus on lessons management has strengthened QFD's ability to capture operational insights, evaluate performance and embed continuous improvement across the department. By identifying lessons from emergency operations and translating them into improved policies, procedures and practices, the department is better positioned to support recovery activities and enhance future preparedness and response.

QFD also continued to contribute to broader emergency management capability through international engagement, delivering specialised training that supports knowledge sharing, capability development and strong partnerships with emergency service organisations in the Asia-Pacific region. Additionally, AUS-01 DART successfully underwent International Search and Rescue Advisory Group (INSARAG) External Reclassification, ensuring a highly skilled and capable resource is available to provide specialist assistance in support of disaster-affected communities across the world when required.

Lessons management

Lessons management is a key component of the department's broader continuous improvement approach.

During 2025–26, QFD continued to strengthen its ability to learn and improve from its experiences through the ongoing implementation and maturation of the QFD Lessons Management Framework (May 2025). Building on the available tools and templates, a Lessons Management Handbook was developed to enhance the capture and analysis of lessons across the department and to better support the implementation and sharing of lessons identified with staff and volunteers.

Lessons activities provided valuable insights into how the department's capabilities performed and highlighted areas of good practice and opportunities for improvement at the local, state and national level. Outcomes included insights on the effective use of air operations during the higher risk bushfire period; opportunities to enhance national resource sharing and the experience of QFD personnel deployed to support interstate disaster operations; and best practices to sustain, such as embedding specialist capability roles in QFD operational control centres during major events.

With increasing challenges driven by complex and concurrent disaster events, QFD's ability to learn, adapt and transform in connection with our staff and volunteers is critical. Translating lessons identified into sustained practice that enhances service delivery, interoperability and community safety remains a shared responsibility and a key focus.

Major deployments

Due to protracted or complex national and international operations, QFD may be requested to deploy officers through the National Resource Sharing Centre (NRSC) to participate in interstate or international deployments as a member of a QFD Strike Team or taskforce for various purposes related to emergencies. Depending on the nature of the emergency, an interagency response may be required.

Deployments can be an opportunity to gain personal and professional development—including learnings around incident management and resourcing systems—as they often involve an integration of the QFD workforce including corporate employees, permanent and auxiliary firefighters and volunteers, and resources.

International deployments also provide an opportunity to share knowledge with emergency services professionals and dedicated USAR teams from around the globe.

QFD supplies trained personnel to support the NRSC, including a Deployment Manager and a Management Support Officer. Operating independently from the department, these QFD personnel are deployed, when required, to coordinate interstate emergency personnel during severe weather and fire events.

Deployments highlight QFD's ongoing commitment to supporting interstate and international partners during critical emergencies.

During 2025–26, QFD officers were not deployed internationally in support of an emergency event, however, QFD supported a number of interstate deployments:

- In January 2026, QFD provided vital support to Victoria during one of the most severe fire events since the Black Summer of 2019–20. With catastrophic and extreme fire conditions forecast across the state, QFD deployed 59 personnel to join Victorian incident management teams and two personnel to support the NRSC, coordinating the response to bushfires that threatened numerous communities. QFD personnel worked closely with Victorian emergency services to manage the dynamic and rapidly evolving situation, ensuring strategic oversight and effective resource allocation.
- In January 2026, two QFD personnel deployed to Western Australia to support the NRSC with the coordination of interstate support for the fires burning at Boddington, 130km south-east of Perth.

- In February 2026, QFD personnel contributed to South Australian incident management teams during the largest backburn operation in South Australia's history. When a fire swept through Deep Creek National Park on the Fleurieu Peninsula, six QFD personnel were deployed to assist in managing the blaze, which burned approximately 4,500 hectares over 10 days in February 2026. Two QFD personnel also provided support to the NRSC.

National and international engagement— AUS-01 DART

QFD proudly upholds its reputation as a leader in disaster response through the internationally recognised AUS-01 DART, a world-class deployable team classified as a 'Heavy' USAR Team under the United Nations INSARAG guidelines. This elite team comprises highly skilled full-time and volunteer professionals, including firefighters, paramedics, doctors, engineers, canine teams (handlers, canines and assistants) and communications operators.

The AUS-01 DART operates with two crews per shift providing 24 hours a day, seven days a week search and rescue operations. Together with liaison officers from the Department of Foreign Affairs and Trade (DFAT) and the National Emergency Management Agency, the team delivers exceptional disaster assistance, ready to respond to global crises on short notice.

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

To maintain its INSARAG classification, AUS-01 DART undergoes annual exercises and five-yearly reclassification. In 2008, AUS-01 DART gained the initial Heavy USAR Team classification, the eighth team globally to do so, and the first Australian team. In 2025–26, AUS-01 DART successfully underwent INSARAG External Reclassification. The Reclassification Exercise, conducted from 8 to 12 September 2025, involved the deployment of a fully self-sufficient, Heavy USAR Team of 75 personnel. The exercise comprised the five

required components of Management, Logistics, Search, Rescue and Medical. The exercise simulated a deployment to another country after an earthquake and the setting up of a Base of Operations as well as continuous field rescue operations for 36 hours. The exercise was observed by a classification team of 11 international classifiers who recommended the INSARAG Secretariat re-register AUS-01 DART with the status of a classified Heavy USAR Team in the INSARAG Directory in accordance with the INSARAG Guidelines.

In addition to maintaining its classification, QFD actively contributes to global disaster response capacity and capability under the INSARAG component of a DFAT contract. During 2025–26, QFD engagements included mentorship and knowledge sharing, training and planning with international partners, as well as exercises and deployments to Singapore, Türkiye, France, United Arab Emirates and the United States of America to serve as INSARAG Reclassification Classifiers and Mentors.

This exceptional capability is built on a strong partnership between QFD and DFAT. In 2025–26, QFD continued its vital arrangement with DFAT, ensuring AUS-01 DART personnel and equipment were ready for international deployment. DFAT funding up to \$775,000 in 2026–27 will support further enhancements, including international engagement activities that position Queensland as a global leader in disaster response. A Partnering Agreement, in place until 2029, highlights the long-term importance of this collaboration in delivering world-class disaster assistance.

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

International engagement—capacity and capability building initiatives

QFD is committed to strengthening relationships in the Pacific Region by enhancing the capacity and capability of emergency service organisations through AFAC arrangements and the DFAT DART contract.

The DFAT DART contract focuses on two key areas of international engagement—participating in the United Nations INSARAG to improve global response to humanitarian disasters, response standards and methodologies; and directly developing response capacity, particularly within the Pacific Region.

QFD supports the AFAC work plan by maintaining membership on the AFAC Pacific Partnerships Group along with twinning arrangements with the Papua New Guinea Fire and Rescue Service (PNGFRS) and the National Fire Authority (NFA), Fiji.

QFD initiated discussions with the Chief Fire Officer of the PNGFRS, during the reporting period, to explore how QFR could assist in developing PNG's capability in USAR, and swiftwater floodwater rescue following the expansion of the service's mandate to include broader emergency response capabilities. Work is progressing in this area in discussion with DFAT and PNGFRS.

Capacity building with NFA occurred through AFAC arrangements and funding from the DFAT DART contract for international development. Additionally, QFD donated three breathing apparatus compressors to enhance the NFA's infrastructure.

Under the DFAT DART contract, QFD deployed to Suva, Fiji on two occasions to deliver specialised training to NFA during 2025–26. The training included USAR Level 1 and Swiftwater/Floodwater Rescue Level 1 programs, focussing on essential skills such as safety, risk assessment, team collaboration and water rescue techniques. A total of 69 participants, including 14 trained as instructors, successfully completed the training and received internationally recognised certifications. Upon course completion, QFD provided DFAT-funded equipment, including USAR

tools and swiftwater rescue gear, to enhance NFA's operational readiness.

In March 2026, four NFA personnel travelled to Australia to complete a Level 2 Swiftwater Rescue Course in Tully, building on the successful delivery of Swiftwater/Floodwater Rescue Level 1 training in Fiji, which commenced in 2024–25. QFD will provide these personnel with further training to equip them with the skills required to become the NFA's first Level 2 Instructors in 2026–27.

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

In addition to work in Fiji, QFD deployed a USAR instructor to Port Vila, Vanuatu, in October 2025 under the DFAT DART contract to assist Australian Capital Territory Fire and Rescue, and Fire and Rescue New South Wales in delivering USAR First Responder training to the Vanuatu Police Force, Vanuatu Mobile Force, and ProRescue, Vanuatu (a volunteer community service). A total of 21 personnel successfully completed the training and received an INSARAG certificate of completion.

These programs and initiatives have strengthened regional disaster response capabilities through increased interoperability and collaboration between Pacific emergency services.

Fire investigation training for National Fire Authority of Fiji

The QFR State Fire Investigation Unit hosted five NFA officers for a fire investigation training program from 13 to 17 April 2026, combining theory with practical, scenario-based learning. The training enhanced core investigative competencies, received strong participant feedback, and demonstrated capability development aligned with best practice. The program strengthened QFD's international partnerships and established a foundation for ongoing collaboration and future training opportunities.

Support to the Papua New Guinea Fire and Rescue Service

QFD continues to support the Papua New Guinea Fire and Rescue Service (PNGFRS) through the provision of decommissioned equipment and training as part of a Memorandum of Understanding between the two organisations. This initiative is also supported by the AFAC Twinning Program, which aims to strengthen fire services across the Pacific region (refer page 90 for further information).

During the reporting period, QFD identified two Type 2 fire trucks and two sets of hydraulic rescue cutting gear (Holmatro twin line) for donation to PNGFRS. These assets will be prepared for deployment through modifications such as converting pump couplings, removing radio chargers, installing PNGFRS decals, and replacing hydraulic hoses. When modifications are completed, the trucks will be deployed to Lae Fire Station and Mount Hagan Fire Station, improving emergency response capabilities in these areas.

Transport to Papua New Guinea is expected in August 2026, with logistics supported by DFAT.

This initiative further underscores QFD's commitment to fostering regional partnerships and enhancing firefighting capabilities in the Pacific.

Strategic workforce planning and performance

Key initiatives undertaken in 2025–26 to deliver on the department's strategic workforce plan are provided below and under *Key highlights and achievements* Objective 2 (refer pages 50–59)

Our People Strategy

The *Queensland Fire Department Our People Strategy 2025–2029* (Our People Strategy) commenced on 1 July 2025. The Our People Strategy captures the current and planned activities that will enable the department to achieve its strategic plan objective:

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

The Our People Strategy supports strategic workforce planning to ensure everyone can contribute to QFD's vision and purpose. It is supported by a roadmap highlighting that respect, continuous learning and safety, drive the Our People Strategy to enable the department's workforce, including staff and volunteers, to contribute meaningfully to providing world-class fire and rescue services to communities across Queensland.

Everyday Respect Framework

The QFD Everyday Respect Framework (Framework), introduced in February 2025, is a cornerstone initiative championed by the Commissioner to establish an organisational approach to fostering a culture of everyday respect across the department.

The Framework is designed to support, monitor and empower inclusion efforts, providing the opportunity for cultural reform that will deliver systemic and sustainable change for QFD. This approach provides a balance of structure and flexibility, allowing for formal oversight while remaining responsive to emerging workforce needs.

The Framework brings together programs, strategies and policies to promote safety, inclusion and belonging across QFD, and is complemented by tools, resources and employee portals aimed at driving respect and inclusion.

The Framework is supported by three key pillars:

- **Everyday Respect Council**—provides strategic oversight and governance for QFD to embed respect, inclusion and diversity across the department. Chaired by the Commissioner, the council ensures alignment with the Framework by endorsing workplans of the Communities of Inclusion, supporting the implementation of initiatives including the QFD Inclusion Curriculum, and overseeing the review of policies to drive cultural transformation. Through its leadership, the council fosters a positive and inclusive workplace culture, ensuring systemic and sustainable change that prioritises respect, equity and inclusion at every level of QFD.
- **Communities of Inclusion**—aim to empower diverse employee voices to contribute directly to cultural reform initiatives. The Communities of Inclusion play a vital role in advancing QFD's commitment to respect, inclusion and diversity. Representing Gender, Regional and Remote, First Nations, and People with Disability, the Communities of Inclusion meet monthly to develop and implement targeted workplans that align with the Framework. By fostering collaboration, reviewing progress and driving initiatives that promote equity and inclusion, the Communities of Inclusion help embed a culture of respect throughout QFD, ensuring that the department evolves to meet the needs of its people.

- **Courageous Respect Everyday**—an inclusive leadership development program that aims to embed behaviour and culture change. Introduced in November 2025, this program is designed to strengthen the vital role of leadership in developing and embedding an inclusive culture. The program seeks to foster a mindset that drives positive behavioural and cultural transformation across all levels of leadership. By deepening understanding of psychological and psychosocial safety, wellbeing, respect, equity and inclusion, the program empowers leaders to harness their influence to champion change and reinforce a culture of respect and inclusion within QFD.

Complementing these efforts is the QFD Inclusion Curriculum, a comprehensive suite of training and development resources designed to build awareness, knowledge and skills around inclusion and diversity. The curriculum provides tailored learning opportunities for all staff, equipping them with the tools to actively contribute to a respectful and inclusive workplace. The curriculum aligns with the Framework by embedding inclusive practices into daily operations and fostering a shared understanding of the importance of diversity and equity.

The Framework is also supported by departmental plans such as the QFD Equity and Diversity Action Plan 2025–2028, Reframing the Relationship Plan (2024) and the Disability Service Plan 2025–2028, which highlight the department's ongoing commitment to advancing equity, diversity and inclusion.

The QFD Equity and Diversity Action Plan 2025–2028 focuses on building a safe, skilled and inclusive workforce that mirrors the diversity of the communities we serve, fostering an environment where people from all backgrounds can excel and contribute to shared achievements.

Health and safety management systems

QFD is building a safety-focused culture through improving its health, safety and wellbeing management systems and programs.

During the reporting period, a comprehensive evaluation of the department's Work Health and Safety Management System was undertaken to

assess its status, effectiveness and completeness, with benchmarking against internationally recognised standards.

The management system review provided insights across technical, support and operational domains focused on key aspects including compliance with legal and regulatory obligations, alignment with better practice frameworks, and insights into how effectively the management system supports the department in achieving its objective relating to the safety and wellbeing of its people.

The management system demonstrated a foundation of compliance and alignment with internal policies and external obligations. Opportunities for improvement were identified which provided a roadmap for ongoing refinement and improvement and have been used as catalysts for targeted improvements which will support the broader cultural shift toward proactive safety and psychological wellbeing.

Continued monitoring and stakeholder involvement will inform ongoing development of the management system to ensure it remains agile, adapts and improves whilst remaining responsive to emerging risks and changing organisational needs in a complex, first responder working environment.

Workforce optimisation

QFD continues to embed its Workload Analysis Framework—a process designed to systematically assess and optimise the distribution of work tasks among QFD's frontline support and corporate services employees.

The Workload Analysis Framework, introduced in February 2025, assists the department to improve role clarity and confirm the equitable allocation of resources in alignment with best practice frameworks. The Workload Analysis Framework is also an important tool that can support departmental obligations such as the Workplace Health and Safety Queensland Code of Practice *Managing the risk of psychosocial hazards at work*; Health, Safety and Wellbeing doctrine; and the *State Government Entities Certified Agreement 2023*.

Industrial and employee relations framework

QFD appoints employees pursuant to the provisions of either the *Fire Services Act 1990* or the *Public Sector Act 2022*.

As a State of Queensland employer, QFD's industrial and employee relations framework is established to comply with the *Industrial Relations Act 2016* (IR Act) which includes the Queensland Employment Standards, Modern Awards, Certified Agreements and a range of directives. Negotiation of employment conditions for QFD employees is subject to the collective good faith bargaining provisions within the IR Act.

As required by the IR Act, consultation arrangements for QFD employees and their respective unions are outlined in two applicable Certified Agreements: the *Queensland Fire Department Certified Agreement 2025* and the *State Government Entities Certified Agreement 2023*. Consultation requirements include regular meetings of consultative committees with unions, and terms of reference outlining the nature of matters which can be tabled for discussion. Consultative committees have been established at an agency level and may be established at a regional and/or local level as required.

The six registered industrial organisations (unions) which have coverage of the various employment streams within QFD, in accordance with the provisions of the IR Act, are:

- Australian Manufacturing Workers' Union
- Queensland Fire and Rescue Senior Officers' Union of Employees
- Queensland Professional Firefighters Union
- Rural Fire Service Branch of Together Queensland
- Together Queensland, Industrial Union of Employees
- United Workers Union.

Generally, QFD consultative committees deal with matters of collective importance to groups of workers. Where employees are unable to resolve individual complaints or grievances with their supervisor at the local level (including using alternative dispute resolution options), grievances and industrial disputes may be accessed in the manner set out in the industrial framework.

Modern awards are a type of industrial instrument which cover the minimum conditions of employment for a particular industry or occupation. In Queensland, modern awards work in conjunction with the Queensland Employment Standards. There are five modern awards which are applicable to various employment streams within QFD:

- *Auxiliary Firefighters' Award - State 2016*
- *Building, Engineering and Maintenance Services Employees (Queensland Government) Award - State 2016*
- *General Employees (Queensland Government Departments) and Other Employees Award - State 2015*
- *Queensland Fire and Emergency Service Employees Award - State 2016*
- *Queensland Public Service Officers and Other Employees Award - State 2015.*

Modern awards provide consultation requirements for introducing changes in production, program, organisation, structure or technology that are likely to have significant effects on employees. Requiring QFD to notify the employees who may be affected by the proposed changes and, where relevant, their union/s.

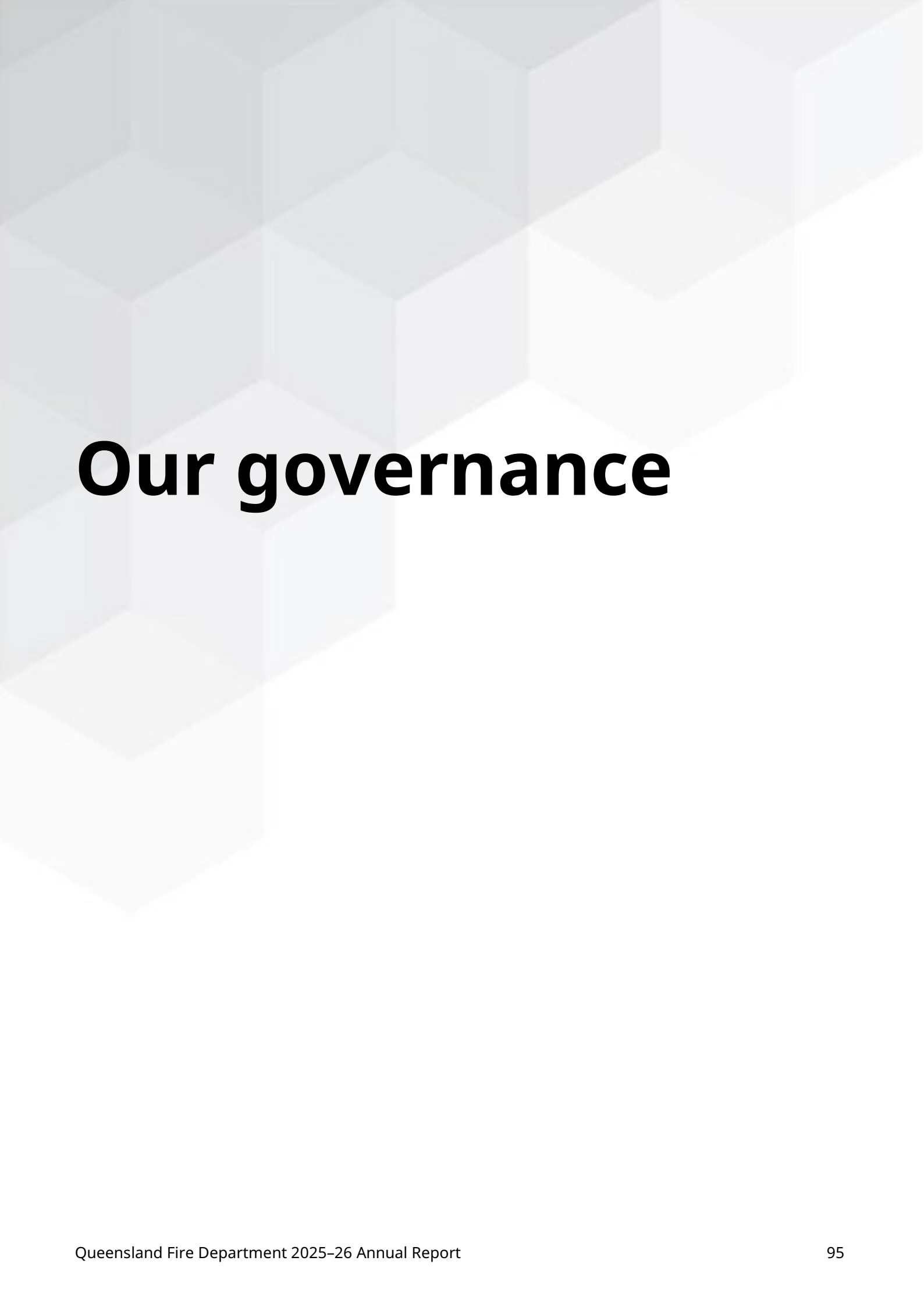
Employee complaints processes and Fair Treatment Appeals heard in the Queensland Industrial Relations Commission may be utilised for other matters.

If internal resolution cannot be achieved, disputes can be referred to the Queensland Industrial Relations Commission for conciliation and if necessary, arbitration.

The department's staff intranet provides employees with ready access to policies and procedures pertaining to Human Resource Management and Industrial and Employee Relations topics.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid to QFD employees during 2025–26.



Our governance

Executive management

As at 30 June 2026

Stephen Smith (Steve)

AFSM EMPA MLshipMgt GAICD

Commissioner

The Commissioner is responsible for leading and managing QFD, which encompasses QFR, RFSQ, State Operations, Strategy and Corporate Services, and the Fire Inspectorate.

The Commissioner ensures the efficient and effective delivery of fire and emergency services across the state and represents the department at local, state, national and international forums. This includes active membership in AFAC, the AFAC Commissioners and Chief Officers Strategic Committee, AFAC Collaboration Steering Committee and the national Champions of Change Fire and Emergency Group, and internationally as Co-Chair of Asia-Pacific Regional Group for INSARAG.

Steve Smith was appointed Commissioner of the former Queensland Fire and Emergency Services (QFES) on 17 May 2024 and is the Chair of the QFD ELT.

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

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

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

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

Kevin Walsh

AFSM EMPA MLshipMgt

Deputy Commissioner, Queensland Fire and Rescue

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

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

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

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

Kevin began his career in 1992 progressing through the ranks to Assistant Commissioner in January 2018. He led the establishment of the former QFES Emergency Management and Community Capability Directorate before being appointed to the role of Assistant Commissioner, South Eastern Region in July 2019. Kevin has held a range of diverse roles at regional and state level and has been involved in numerous organisational change initiatives. In the aftermath of Tropical Cyclone Debbie in 2017, he was appointed as the Deputy State Recovery Coordinator for North Queensland where he supported recovery operations for local governments and impacted communities.

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

Kevin is a member of the QFD ELT and Chair of the Queensland Fire and Rescue Committee.

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

Kaylene Jones

EMPA

Chief Officer, Rural Fire Service Queensland

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

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

Kaylene Jones has led RFSQ as Chief Officer since 17 March 2025.

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

With more than 20 years of executive and operational leadership, Kaylene is deeply committed to enhancing volunteer engagement and building capability while driving operational excellence in an ever-changing risk environment. She has successfully led strategic initiatives to improve volunteer recruitment and retention, improve organisational governance, and support effective service delivery.

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

Kaylene is a nationally certified Level 3 Incident Controller through the AFAC Emergency Management Professionalisation Scheme. Kaylene has provided decisive leadership during major disasters, including campaign bushfires, floods, storms, and COVID-19. She established and led the Victorian COVID Response Coordination Directorate, developing the Apartment Rapid Response Program which directly supported large numbers of Victorian community members to safely isolate, minimising the spread of COVID-19 during the height of the pandemic.

Kaylene is a member of the QFD ELT and is Chair of the RFSQAC and Rural Fire Service Queensland Committee.

Kaylene's honours and awards include the National Emergency Medal for her role in the 2019–2020 Victorian Bushfires and the National Medal for her sustained, diligent and ethical service in times of disaster. Kaylene holds an Executive Master of Public Administration, is a Member of the Australian Institute of Company Directors, and is dedicated to fostering a culture of continuous improvement, collaboration and accountability.

Rebecca Denning

PhD, BA(Hons) GAICD

Chief Operating Officer, Strategy and Corporate Services

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

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

Rebecca is an experienced public sector executive with proven ability leading transformational change to improve service delivery and outcomes in the criminal justice and emergency services sectors.

Rebecca has a track record of creating momentum for change, securing additional funding to support change initiatives, and developing new capabilities to deliver and embed improvements to systems and processes.

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

Rebecca is a member of the QFD ELT and Chair of the Strategy and Corporate Services Committee.

Governance committees

QFD realigned its Governance Committee Structure during the reporting period to enable more effective governance oversight and assurance for the department.

As at 30 June 2026, the QFD Governance Committee Structure comprises:

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

The ELT approved the establishment of the Information and Communication Technology Committee in December 2025. The committee will hold its inaugural meeting in July 2026.

Each service within QFD continues to be supported by a service committee. These committees provide strategic direction and guidance, and drive compliance and performance:

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

The QFD Senior Leadership Team comprises ELT; the Chief Fire Officer (CFireO); Assistant Commissioners, QFR; Assistant Commissioner, State Operations; Deputy Chief Officers, RFSQ; Executive Director, Strategy, Chief Finance Officer, Chief Information Officer, Chief Human Resources Officer and Executive Director, Asset Services, from the Strategy and Corporate Services Division. The Senior Leadership Team holds various forums including quarterly regional engagements to allow for cross-service information sharing to support the governance committees in whole-of-department initiatives and policy development.

Executive Leadership Team

The ELT provides advice and information in supporting the Commissioner as the Accountable Officer for the department under the *Financial Accountability Act 2009*, *Financial Accountability Regulation 2019* and *Financial and Performance Management Standard 2019*.

The ELT provides direction and guidance, ensures compliance, and seeks to improve performance of the department's functions and operations as required by the Fire Services Act, the *Disaster Management Act 2003* and other relevant legislation.

The role of the ELT is to foster strategies and activities that promote a positive organisational culture, while achieving the objectives in the department's strategic plan and managing strategic and operational risk.

Membership	• Stephen Smith, Commissioner (Chair) • Kevin Walsh, Deputy Commissioner, QFR • Kaylene Jones, Chief Officer, RFSQ • Dr Rebecca Denning, Chief Operating Officer, Strategy and Corporate Services
Meetings	During 2025–26, the ELT met 21 times. Initially ELT conducted meetings every three weeks, then adjusted to fortnightly from January 2026.

Audit, Risk and Compliance Committee

The ARCC provides independent assurance and advice to the Commissioner (Accountable Officer) in discharging responsibilities under the *Financial Accountability Act 2009*, *Fire Services Act*, *Disaster Management Act 2003* and subordinate legislation, in relation to the department's risk, internal controls, audit, performance management and compliance frameworks and systems.

In addition, ARCC assists in the discharge of annual financial management responsibilities as required under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

Membership and remuneration	Membership and remuneration for services provided in 2025–26 (excluding GST): • Debbie Best, Independent Chair—\$17,062 • Karen Prentis, Independent Member—\$6,436 • Pauline Thomson, Independent Member (appointed 5 September 2025)—\$4,010 • Katrina Platt, Independent Member (appointed 22 January 2026)—\$3,419 • Mark Roche, Independent Member (appointed 11 May 2026)—\$1,554
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Audit, Risk and Compliance Committee (cont'd)

Membership and remuneration (cont'd)	<i>Greg Chemello was an Independent Member for the period 1 October 2023 to 27 November 2025. Greg was paid \$4,852 for services provided in 2025–26 (excluding GST).</i>
Meetings	During 2025–26, ARCC met on four occasions with an additional meeting in August 2025 regarding the 2024–25 Financial Statements and Chief Finance Officer Assurance Statement.
Key achievements	In 2025–26, the committee's key achievements include: • overseeing the internal audit program including endorsing and monitoring delivery of key internal audit artifacts • monitoring and promoting the Queensland Audit Office (QAO) external audit program including oversight of the findings and recommendations and the provision of feedback on the financial statements as necessary • overseeing the reprioritisation of overdue and ageing audit recommendations and subsequent implementation strategies • reviewing and endorsing the 2024–25 Financial Statements and Chief Finance Officer Assurance Statement • endorsing the Financial Internal Control Report 2024–25 • endorsing the QFD Information Security Annual Return 2024–25 and Commissioner attestation • noting the department's 2024–25 ISO/IEC 27001:2022 Information security, cybersecurity and privacy protection – Information security management systems assurance audit results and its distribution across causes and controls • reviewing and endorsing the 2025–26 Financial Statements Project Plan • overseeing alignment with the <i>Queensland Protective Security Framework</i> • ensuring adequacy of reporting functions for financial and non-financial performance including compliance, business continuity and risk management.

Work Health and Safety Management Committee

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

People and Culture Committee

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

Assets Committee

The Assets Committee provides governance oversight of the QFD property and fleet assets programs in accordance with the department's strategic asset management plan and asset management business systems. The committee supports ELT through the provision of wholistic QFD strategic advice, recommendations and assurance to ensure appropriate asset investment planning and management across the department. It is responsible for the strategic governance, planning and oversight of QFD's physical assets (infrastructure, property and fleet) to ensure alignment to departmental and whole-of-government asset management policies, procedures and frameworks.

Public sector ethics

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

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

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

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

Education, training and policy

In October 2025, QFD introduced an online Mandatory Training Program which provides awareness of employee rights and responsibilities in relation to the Code of Conduct and the values prescribed in the PSE Act. The training also links employees to relevant resources, including governing doctrine requirements.

The seven mandatory training themes are directly aligned to the Code of Conduct and the values prescribed in the PSE Act, covering:

- Code of Conduct
- Workforce Behaviour
- Human Rights
- Conflict of Interest
- Security Awareness
- Information Privacy
- Health, Safety and Wellbeing.

Completion of the program aims to keep the workforce and the workplace safe, including ensuring employees, volunteers and others are aware of the organisational expectations and individual obligations. Completing this mandatory training sets a baseline for organisational awareness of the relevant resources for each of the core training topics.

Human Rights Act 2019

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

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

During 2025–26, QFD continued to further the objectives of the Human Rights Act through:

- the introduction of an online Mandatory Training Program in October 2025 which includes a module on human rights
- partnering with the Queensland Human Rights Commission through its 2026 Education Pilot Program to further strengthen a culture of respect by building knowledge and enhancing leadership capability
- continuing to consider human rights in the development of legislative proposals and the development of new and updated doctrine.

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

During 2025–26, QFD did not receive any human rights complaints, whilst two complaints were lodged with the Queensland Human Rights Commission. One matter was finalised within the reporting period, and one matter is ongoing at 30 June 2026.

Accountability and risk management

Internal accountability

Chief Fire Officer

The Chief Fire Officer (CFireO) is appointed under the Fire Services Act to provide advice to the Commissioner about the fire services including matters relating to service delivery, operational culture, best practice and innovation and research; and other functions given to the CFireO under the Fire Services Act. In doing so, the role of the CFireO is to enhance operational and strategic collaboration and coordination between the fire services.

The Office of the Chief Fire Officer operates under a charter, a framework and an approved annual work plan; with regular reporting delivered to the Commissioner, satisfying section 7J of the Fire Services Act.

Internal Audit

Internal Audit plays a crucial role in the department's corporate governance and accountability framework. The function operates in accordance with a charter that aligns with the Institute of Internal Auditors' *Global Internal Audit Standards* and is approved by the Commissioner.

In accordance with the *Financial Accountability Act 2009*, Internal Audit provides independent and objective assurance on the effectiveness and efficiency of the department's financial and operational systems, reporting processes and activities, and provides assurance on compliance with legislative requirements, internal policies and governance practices. The Head of Internal Audit reports directly to the Commissioner, ensuring the Internal Audit function operates effectively and efficiently.

Regular reports are submitted to the ARCC in line with Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance* (October 2023). The ARCC reviews the department's responses to internal audit findings, considers whether its priorities and understanding of the associated risks are appropriate, and assesses the appropriateness of the department's response to the recommendations.

Internal Audit carries out its responsibilities through an approved annual internal audit plan, which is developed in consultation with the department's management, ELT and ARCC. The plan considers the department's strategic objectives, operational risks and emerging issues.

Internal Audit is instrumental in enhancing governance, improving internal controls and fostering continuous improvement across the department by:

- reinforcing internal control systems
- advancing risk management practices
- providing assurance on compliance with legislation, policies and procedures
- providing assurance on operational and financial controls
- promoting fraud and corruption prevention measures
- identifying opportunities for process and performance enhancements.

Achievements for the reporting period include:

- delivery of the 2025–26 annual internal audit plan addressing key and emerging risks
- issuing audit reports to the ARCC and ELT
- monitoring and reporting to the ARCC and ELT on the implementation of internal and external (QAO and Crime and Corruption Commission) audit recommendations
- providing strategic advice to management on matters related to corporate governance, risk management, and fraud and corruption prevention initiatives.

External scrutiny

A number of state bodies have been established by legislation to provide independent views and/or assurance of the government's performance including the Coroner, Crime and Corruption Commission, QAO, Office of the IGEM and Ombudsman.

During 2025–26, the following state bodies examined the operations and performance of QFD or other agencies with findings or issues requiring consideration by, or impacting on QFD:

Office of the Inspector-General of Emergency Management

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

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

2025 Significant Weather Events Summary Report

On 14 October 2025, the IGEM provided the 2025 Significant Weather Events Reports to the Queensland Government. The reports, including one summary report, related to three severe weather events that impacted Queensland in early 2025: the North and Far North Queensland Tropical Low and Associated Flooding; Western Queensland Surface Trough and Associated Flooding; and Tropical Cyclone Alfred and Associated Severe Weather.

The Office of the IGEM undertook the review to assess pre-season planning activities by entities, integration of preparedness and response activities including information and data needs, and opportunities to enhance community resilience including communications for the community to stay connected. The review aligned to the *Standard for Disaster Management in Queensland* and the summary report included six recommendations from the findings and observations across the three event reports.

Four recommendations focussed on closer coordination between relevant entities for future disaster planning; procurement and distribution of fodder during disasters; determining safe practice for air operations in uncontrolled airspace; and appropriate duration of community self-sufficiency in the context of emerging disaster risks. The Queensland Government response accepted four recommendations to be led by the QPS, the Department of Primary Industries, and the Queensland Reconstruction Authority, and noted two recommendations related to the continued monitoring, evaluation and reporting on the implementation of the recommendations in coordination with the Office of the IGEM.

No recommendations were directed to QFD, however QFD was listed as a stakeholder for the recommendation to be led by QPS to convene a meeting with the Civil Aviation Safety Authority and other state entities on deploying aviation assets to disaster operations.

QFD works collaboratively with government and disaster management stakeholders on the implementation of IGEM review recommendations to support the continued enhancement of the disaster management arrangements and to ensure effective service delivery with our partners to the community.

Queensland Audit Office

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

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

Managing the ethical risks of artificial intelligence Report 2: 2025–26

AI offers opportunities for the public sector to achieve better social, economic, and environmental outcomes. It can provide operational efficiencies, support decision-making and enhance the government's ability to respond to complex challenges. To realise these benefits, entities need to effectively manage ethical risks and ensure the way they use AI aligns with public sector values and community expectations.

The report, tabled in Parliament on 24 September 2025, examines whether the Queensland public sector has policies and guidelines to effectively manage ethical risks associated with AI systems.

The report includes one recommendation requiring action from all public sector entities. This recommendation focuses on managing ethical risks in AI systems. QFD is implementing the recommendation.

State entities 2025 Report 11: 2025–26

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

The report tabled in Parliament on 13 March 2026, summarises the audit results of Queensland state government entities' financial performance for 2024–25 including the internal systems and processes (controls) agencies have in place to support reliable financial reporting.

QFD received an unmodified audit opinion with the legislative deadline achieved.

Managing third-party cyber security risks Report 13: 2025–26

Entities are increasingly using third parties to deliver products and services, such as information technology vendors, accounting firms, marketing businesses and consultants. The use of third parties enables operational efficiency and digital innovation but also introduces cyber security risks. Entities that do not manage these risks effectively may experience a cyber-attack through a third-party, leading to a loss of privacy, financial cost, reputational damage and other ramifications.

The report, presented to Parliament on 26 March 2026, evaluates the effectiveness of public sector entities in identifying and managing third-party cyber security risks.

The report includes five recommendations requiring action from all public sector entities. These recommendations focus on information technology security controls, risk identification and assessment, as well as procurement and contract management. The recommendations are being implemented by QFD.

Risk management

Risk is defined as the effect of uncertainty on an organisation's objectives. It is an incident or an event that could occur, and if it did, may threaten QFD's ability to achieve its strategic intent.

The department proactively manages risk to ensure that it achieves better outcomes for Queensland communities, its staff, volunteers and business partners. QFD's risk management activities are in line with the requirements reflected in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

In 2025–26, QFD undertook a significant program of work to strengthen and refine its risk management approach to ensure the department had the necessary foundations and organisational arrangements in place to manage risk in a structured, consistent and effective manner. QFD achieved this by:

- revising the QFD Risk Management Framework to ensure it remains aligned to best practice and is fit-for-purpose
- reviewing the department's Risk Management Procedure to ensure it is comprehensive and compliant with the Australian Standard on Risk Management—Guidelines (AS/NZS ISO 31000:2018)
- updating and expanding the department's Risk Appetite Statements
- refreshing the Evaluating QFD Risk Ratings tool
- streamlining the risk register template and revitalising the risk reporting processes
- revising the department's enterprise and service level risk registers to ensure they are contemporary
- providing ELT and ARCC with quarterly targeted enterprise risk deep dives
- releasing online risk management training
- providing quarterly reporting on the status of the department's risks to ELT and ARCC and working with other QFD governance committees to support the delivery of good governance and accountable decision-making as required under the *Financial and Performance Management Standard 2019*.

Business continuity management

Business continuity management assists the department to continue to deliver critical functions and services during a disruption, enabling QFD to put workarounds in place to restore the delivery of critical functions and services and to resume normal business operations as soon as possible.

QFD applies a risk-based, all-hazards approach to managing the impact of disruptive events as reflected in the QFD Business Continuity Management Framework and procedure. The department's business continuity management activities are in line with the requirements reflected in the *Financial Accountability Act 2009* and the Queensland Government's *Performance Management Framework Specific Purpose Planning Requirements*. The department's framework also considers appropriate standards (e.g. AS ISO 22301:2020 *Security and resilience – Business continuity management systems – Requirements*).

QFD's business continuity management activities span the entire cycle of PPRR management and in 2025–26, the department continued to implement the Business Continuity Management Framework by:

- strengthening the coverage of business continuity plans through refreshing 35 plans across QFR, RFSQ, the State Operations Directorate and Strategy and Corporate Services
- developing robust scenarios and commencing the testing and exercising of the department's business continuity plans
- running 50 workshops around the state to enhance the workforce's knowledge and understanding of business continuity management.

Information systems and records management

Information and records management services within QFD are provided by the Information Management Branch within the Information and Technology Directorate. This branch ensures the department's information and records are properly managed, to support the department's services, decisions and performance.

During the reporting period, the record management services:

- provided advice across the department on contemporary information and recordkeeping practices
- provided training regarding information management and in the use of the RecFind records management system ensuring users are aware of, and understand, their broader recordkeeping responsibilities
- promoted effective digital recordkeeping by providing guidance on technologies, concepts and strategies to support efficient information management
- managed physical public records within the RecFind records management system ensuring all records had the correct Queensland State Archives general retention and disposal authorisations applied
- maintained currency of policies and standards that comprise the department's Information Management Framework.

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

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

Information security attestation statement

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

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

In 2025–26, QFD maintained its ISMS maturity at Level 3 (Developing) by addressing key gaps and aligning activities with strategic information security objectives. This work, which included an uplift of the cyber security training and awareness program, supported continued progress towards Level 4 (Operating). In addition, the department made progress in uplifting Essential Eight maturity, delivering Multi-Factor Authentication enhancements: replacing end-of-life firewalls—demonstrating the department's commitment to continuous improvement of its information security posture.

QFD has its own Cyber and Information Security Branch which transitioned cyber policy, design and governance responsibilities from QPS as part of machinery-of-government changes in 2024–25. The QPS Frontline and Digital Division continued to provide ICT and operational cyber security services to QFD under a shared services arrangement.

The QFD Cyber and Information Security Branch adopts a 'secure by design' and 'secure by default' approach in supporting the delivery of new projects and ICT solutions, focusing on risk identification and mitigation, and improving risk assessment procedures internally for managing third-party partners and technology provider risks.

During the reporting period, the department conducted an internal cyber-incident-response

exercise and participated in a whole-of-government cyber simulation, with lessons informing future improvements. QFD's commitment to internal and whole-of-government cyber exercises strengthen and improve its cyber resiliency and response capabilities.

In line with IS18 policy requirements, during the mandatory annual information security reporting process, the Commissioner attested to the appropriateness of the information security risk management within QFD. Formal notification will be provided to the Queensland Government Chief Information Security Officer by 30 September 2026 in accordance with IS18, noting that appropriate assurance activities have been undertaken to inform this opinion and the department's information security risk position.

Open data

QFD is committed to releasing data to the community aligning with the principles contained in the *Queensland Government Open Data Policy Statement*.

Open data is non-sensitive data that is freely available, easily discovered and accessed, published in ways and with licenses that allow easy reuse by anyone, anywhere, at any time.

In line with the *Annual report requirements for Queensland Government agencies*, the following information relevant to QFD for 2025–26 is available on the Queensland Government Open Data website (www.data.qld.gov.au):

- consultancy expenditure
- overseas travel expenditure
- *Queensland Language Services Policy* performance measures data.

In addition, in accordance with the *Victims' Commissioner and Sexual Violence Review Board Act 2024*, government entities must provide information about Charter of Victims' Rights complaints received. During the reporting period, QFD received no Charter of Victims' Rights complaints.

Financial Statements

For the year ended 30 June 2026

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Queensland Fire Department

Statement of comprehensive income

For the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
Income from continuing operations			
Appropriation revenue	4	269,136	277,846
User charges and fees	5	67,061	64,699
Emergency management levy	6	701,821	667,748
Grants and other contributions	7	73,834	76,818
Other revenue		9,980	17,209
Total revenue		1,121,832	1,104,320
Gains on disposal and remeasurement of assets		2,074	3,177
Total income from continuing operations		1,123,906	1,107,497
Expenses from continuing operations			
Employee expenses	8	725,160	689,772
Supplies and services	10	255,442	268,637
Grants and subsidies		2,540	2,857
Depreciation and amortisation	13-14	63,209	62,200
Interest on lease liability		8,470	7,408
Other expenses	11	14,154	13,468
Total expenses from continuing operations		1,068,975	1,044,342
Operating result for the year		54,931	63,155
Other comprehensive income not reclassified to operating result			
Increase/(decrease) in asset revaluation surplus	13	46,443	23,222
Total other comprehensive income		46,443	23,222
Total comprehensive income		101,374	86,377

The accompanying notes form part of these financial statements.

Queensland Fire Department

Statement of financial position

As at 30 June 2026

	Notes	2026 \$'000	2025 \$'000
Assets			
Current assets			
Cash		128,043	159,537
Receivables	12	96,962	83,704
Inventories		7,671	5,621
Non-current assets classified as held for sale		436	-
Total current assets		233,112	248,862
Non-current assets			
Intangible assets		-	56
Property, plant and equipment	13	1,224,424	1,110,515
Right-of-use assets	14	159,401	164,854
Total non-current assets		1,383,825	1,275,425
Total assets		1,616,937	1,524,287
Liabilities			
Current liabilities			
Payables	15	39,628	57,859
Lease liabilities	14	3,216	6,341
Accrued employee benefits	16	32,458	26,346
Other current liabilities		-	5,401
Total current liabilities		75,302	95,947
Non-current liabilities			
Lease liabilities	14	168,561	163,811
Total non-current liabilities		168,561	163,811
Total liabilities		243,863	259,758
Net assets		1,373,074	1,264,529
Equity			
Contributed equity		869,710	862,539
Accumulated surplus		322,821	267,890
Asset revaluation surplus		180,543	134,100
Total equity		1,373,074	1,264,529

The accompanying notes form part of these financial statements.

Queensland Fire Department

Statement of changes in equity

For the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
Contributed equity			
Opening balance		862,539	853,145
Transactions with owners as owners:			
Appropriated equity adjustments	4	7,171	14,840
Net transfers from/(to) other Queensland Government entities		-	(5,446)
Closing balance		869,710	862,539
Accumulated surplus/(deficit)			
Opening balance		267,890	204,735
Operating result		54,931	63,155
Closing balance		322,821	267,890
Asset revaluation surplus			
Opening balance		134,100	110,878
Increase/(decrease) in asset revaluation surplus	13	46,443	23,222
Closing balance		180,543	134,100
Total equity		1,373,074	1,264,529

Asset revaluation surplus is comprised of Land \$96.949m (2024-25: \$63.224m) and Buildings \$83.594m (2024-25: \$70.876m).

The accompanying notes form part of these financial statements.

Queensland Fire Department

Statement of cash flows

For the year ended 30 June 2026

	2026 \$'000	2025 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts	263,796	283,328
User charges and fees	62,995	67,553
Emergency management levy	702,952	668,405
Grants and other contributions	62,115	65,308
GST input tax credits from ATO	44,970	38,173
GST collected from customers	7,643	9,364
Other	9,150	7,144
<i>Outflows:</i>		
Employee expenses	(723,359)	(688,926)
Supplies and services	(276,623)	(263,048)
Grants and subsidies	(2,540)	(2,857)
GST paid to suppliers	(45,101)	(38,449)
GST remitted to ATO	(7,890)	(8,344)
Other	(1,729)	(1,883)
Net cash provided by/(used in) operating activities	96,379	135,768
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment	13,825	11,184
<i>Outflows:</i>		
Payments for property, plant and equipment	(137,437)	(89,082)
Net cash provided by/(used in) investing activities	(123,612)	(77,898)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections	10,309	15,162
<i>Outflows:</i>		
Equity withdrawals	(3,138)	(4,360)
Lease payments	(11,432)	(10,543)
Net cash provided by/(used in) financing activities	(4,261)	259
Net increase/(decrease) in cash	(31,494)	58,129
Cash at beginning of financial year	159,537	101,408
Cash at end of financial year	128,043	159,537

Accounting Policy - Cash

Cash assets include cash on hand, and all cash and cheques receipted but not banked as at 30 June.

The department has an overdraft facility with Queensland Treasury Corporation (QTC) with an approved limit of \$110m. This facility is utilised periodically and is available for use in the next reporting period. As at the reporting date the facility remains unutilised.

The accompanying notes form part of these financial statements.

Queensland Fire Department

Notes to the statement of cash flows

For the year ended 30 June 2026

	2026 \$'000	2025 \$'000
Reconciliation of operating result to net cash from operating activities		
Operating result	54,931	63,155
Non-cash items included in operating result:		
Depreciation and amortisation expense	63,209	62,200
Contributed assets received and assets written on	(472)	(4,452)
Asset donations made	-	4
Losses on disposal of property, plant and equipment	872	239
Work in progress written off	54	-
Gains on disposal of property, plant and equipment	(2,074)	(3,177)
Impairment losses	(23)	(15)
Lease interest expense	8,470	7,408
Change in assets and liabilities:		
(Increase)/decrease in receivables	(13,235)	(2,746)
(Increase)/decrease in inventories	(2,050)	2,697
Increase/(decrease) in payables	(14,014)	3,743
Increase/(decrease) in accrued employee benefits	6,112	2,059
Increase/(decrease) in other liabilities	(5,401)	4,653
Net cash from operating activities	96,379	135,768
Reconciliation of liabilities arising from financing activities		
Opening balance	170,152	27,870
Non-cash changes:		
New leases	3,617	133,749
Other adjustments	970	11,668
Interest	8,470	7,408
Cash flows:		
Lease liability repayments	(11,432)	(10,543)
Closing balance	171,777	170,152

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

1 Basis of financial statement preparation

(a) General information

The Queensland Fire Department (QFD) is a Queensland Government department under the *Public Sector Act 2022* and is controlled by the State of Queensland, which is the ultimate parent.

QFD is a not-for-profit entity and has no controlled entities.

(b) Statement of compliance

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and are prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the reporting periods beginning on or after 1 July 2025.

(c) Basis of measurement

The historical cost convention is used unless fair value is stated as the measurement basis.

(d) Accounting estimates and judgements

The preparation of financial statements necessarily requires the determination and use of certain accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential effect on the financial statements are outlined in the following financial statement notes:

- Depreciation and amortisation - Note 13 and 14
- Revaluation of property, plant and equipment - Note 13

(e) Future impact of accounting standards not yet effective

All Australian accounting standards and interpretations with future effective dates are either not applicable to the department or have no material impact.

(f) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

2 Principal activities of the department

QFD comprises Queensland Fire and Rescue (QFR), Rural Fire Service Queensland (RFSQ), State Operations, Strategy and Corporate Services, the Fire Inspectorate, and the Office of the Commissioner. The Queensland Fire Department's vision is to work together to create safer communities through contemporary fire and emergency services.

The purpose of QFD is to pre-empt, prevent, mitigate and manage the consequences of fires and other emergencies on Queensland communities.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

3 Machinery-of-Government changes

During 2025-26 there were no Machinery-of-Government changes that impacted the department. Refer to Note 23 for Machinery-of-Government changes announced post 30 June 2026.

	2026 \$'000	2025 \$'000
4 Appropriation revenue		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in operating result		
Original budgeted appropriation revenue	243,675	250,068
Supplementary amounts:		
Transfer from/(to) other headings (variation to headings)	20,121	1,438
Unforeseen expenditure	-	31,822
Total appropriation received (cash)	263,796	283,328
Less: opening balance of appropriation revenue receivable	-	(237)
Plus: closing balance of appropriation revenue receivable	95	-
Plus: opening balance of deferred appropriation payable to Consolidated Fund	5,245	-
Less: closing balance of deferred appropriation payable to Consolidated Fund	-	(5,245)
Net appropriation revenue	269,136	277,846
Appropriation revenue recognised in statement of comprehensive income	269,136	277,846
Variance between original budgeted and actual appropriation revenue	25,461	27,778
Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity		
Original budgeted equity adjustment appropriation	7,171	13,462
Supplementary amounts:		
Transfer from/(to) other headings (variation to headings)	-	(1,438)
Equity adjustment receipts (payments)	7,171	12,024
Plus: opening balance of equity adjustment payable	-	2,816
Equity adjustment recognised in contributed equity	7,171	14,840
Variance between original budgeted and actual equity adjustment appropriation	-	1,378

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

4 Appropriation revenue (continued)

Accounting Policy - Appropriation revenue

Appropriations provided under the *Appropriation Act 2025* are recognised as revenue when received. Where appropriation revenue has been approved but not yet received, it is recorded as appropriation revenue receivable. Where the department has an obligation to return unspent (or unapplied) appropriation receipts to Consolidated Fund (a deferred appropriation payable to Consolidated Fund), a liability is recognised with a corresponding reduction to appropriation revenue, reflecting the net appropriation revenue position with the Consolidated Fund for the reporting period. Capital appropriations are recognised as adjustments to equity.

	2026	2025
	\$'000	\$'000
Alarm maintenance and monitoring	23,143	21,704
Attendance charges	17,710	18,265
Building and infrastructure fire safety	23,971	22,781
Sale of goods and services	2,237	1,949
Total	67,061	64,699

Accounting Policy - User charges and fees

User charges and fees are recognised as revenues when the related services are provided and can be measured reliably with sufficient degree of certainty. This occurs upon delivery of goods or services to the customer.

6 Emergency management levy

Gross emergency management levy	714,015	679,406
Less: concessions	(12,194)	(11,658)
Total	701,821	667,748

Accounting Policy - Emergency management levy

The emergency management levy is recognised at the amount collected and due as advised by each local government in their annual returns in accordance with the *Fire Services Act 1990*.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

	2026 \$'000	2025 \$'000
7 Grants and other contributions		
Commonwealth contributions	5,702	5,874
Contributed assets	364	-
Grants from other Queensland Government entities ¹	46,045	48,684
Rural brigade donations and sponsorships	440	569
Rural brigade fire levy	6,026	6,296
Rural brigade other contributions	3,486	2,994
Services received below fair value ²	11,119	10,935
Other	652	1,466
Total	73,834	76,818

¹ 2025-26 Grants from other Queensland Government entities include:

- \$24.098m from the Queensland Reconstruction Authority (QRA) for Disaster Recovery Funding Arrangements assistance
- \$18.958m from the Department of Transport and Main Roads (DTMR) for a capital contribution towards the relocation of the Bracken Ridge Fire Station as part of the Gateway Motorway, Bracken Ridge to Pine River upgrade
- \$2.989m from the Motor Accident Insurance Commission

² Services received below fair value represents an estimate of the Government Wireless Network services received as managed by the Department of Customer Service, Open Data and Small and Family Business.

Accounting Policy - Grants and other contributions

Grants, contributions and donations are non-exchange transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

Accounting Policy - Services received free of charge below fair value or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as a revenue and an expense in the Statement of comprehensive income.

Volunteer services are only recognised where a fair value can be reliably measured and the services would have been purchased if not donated. QFD has not recognised the value of volunteer services, including RFSQ, as the fair value of their services cannot be measured reliably.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

	2026 \$'000	2025 \$'000
8 Employee expenses		
Employee benefits		
Wages and salaries - General	447,601	418,276
Wages and salaries - Overtime	42,510	51,291
Annual leave levy	75,710	70,796
Employer superannuation contributions	74,024	68,372
Long service leave levy	13,504	12,937
Employee related expenses		
Training expenses	5,165	4,807
Workers' compensation insurance	45,242	40,547
Other employee related expenses	21,404	22,746
Total	725,160	689,772

The number of employees as at 30 June, including full-time employees, part-time employees and casual employees, measured on a full-time equivalent basis, reflecting Minimum Obligatory Human Resource Information (MOHRI), is:

Full-Time equivalent employees (number)	4,228	4,214
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Accounting Policy - Employee expenses

Wages, salaries and sick leave

For unpaid entitlements expected to be paid within 12 months of the reporting date, the liabilities are recognised at their undiscounted values.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Annual leave and long service leave

QFD is a member of the Queensland Government's Annual Leave and Long Service Leave Central Schemes. A levy is payable to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the scheme quarterly in arrears.

Superannuation

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

- *Defined contribution (accumulation) plans* - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant certified agreement or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

8 Employee expenses (continued)

Accounting Policy - Employee expenses (continued)

- *Defined benefit plans* - Contributions for defined benefit plan obligations are based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The department's obligations are limited to those contributions paid.

Workers' compensation insurance

The department pays premiums to WorkCover Queensland in respect of its obligations for employee and volunteer compensation. Workers' compensation insurance is a consequence of employing staff, but is not included in an employee's total remuneration package.

The department pays premiums to WorkCover Queensland in respect of its obligations for current and former employees and volunteers in firefighting roles for latent onset diseases in accordance with the *Workers' Compensation and Rehabilitation Act 2003*.

9 Key management personnel disclosures

(a) Details of Key management personnel (KMP)

QFD's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in AASB 124 *Related Party Disclosures*. The Minister is the Minister for Local Government and Water and Minister for Fire, Disaster Recovery and Volunteers.

The other non-Ministerial KMP personnel include those positions that form the Executive Leadership Team (ELT) and had authority and responsibility for planning, directing and controlling the activities of the department. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

9 Key management personnel disclosures (continued)

Current Positions	Position Responsibility
Commissioner	The Commissioner ensures the efficient and effective delivery of fire and emergency services across the state and represents the department at local, state, national and international forums.
Chief Operating Officer - Strategy and Corporate Services	Leading the department's integrated framework and vision, and driving performance and strategic capability across the department. Strategy and Corporate Services works closely with the fire services and public safety agencies to ensure the planning, policy and capability of its people, services and equipment are at their optimum in readiness for service delivery to the communities of Queensland.
Deputy Commissioner - Queensland Fire and Rescue	Providing strategic leadership and control of QFR which consists of one state directorate and four regions. The Deputy Commissioner is responsible for the strategic direction of the key functions of fire prevention, preparedness and response services to fire in the built and landscape environments, as well as scientific and specialist rescue capabilities to Queensland communities.
Chief Officer - Rural Fire Service Queensland	Providing strategic leadership and control of the RFSQ which consists of one state directorate and four regions. The Chief Officer is responsible for the strategic direction of the key functions of bushfire prevention, preparedness and response services, as well as specialist capabilities including data science and mapping to ensure the ongoing safety of Queensland communities.

(b) Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services, Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*. The remuneration and other terms of employment for the KMP are specified in employment contracts.

No KMP remuneration packages provide for performance or bonus payments.

Remuneration expenses for KMP comprise the following components:

Short term employee expenses include:

- salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee was a key management person; and
- non-monetary fringe benefits tax from the provision of a motor vehicle.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

9 Key management personnel disclosures (continued)

Long term employee expenses include amounts expensed in respect of long service leave entitlements.

Post employment expenses include amounts expensed in respect of employer superannuation obligations.

Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment.

(c) Remuneration Expenses

1 July 2025 – 30 June 2026

Position	Short term \$'000	Long term \$'000	Post employment \$'000	Termination payments \$'000	Total expenses \$'000
Commissioner	356	10	51	-	417
A/Commissioner (25/10/2025 - 17/12/2025)	68	2	13	-	83
Chief Operating Officer - Strategy and Corporate Services (Acting from 23/06/2025; Appointed 11/12/2025)	298	7	37	-	342
Deputy Commissioner - Queensland Fire and Rescue	230	4	31	-	265
A/Deputy Commissioner - Queensland Fire and Rescue (25/10/2025 - 17/12/2025)	48	1	6	-	55
A/Deputy Commissioner - Queensland Fire and Rescue (27/04/2026 - 30/06/2026)	95	1	7	-	103
Chief Officer - Rural Fire Service Queensland	308	7	40	-	355

1 July 2024 – 30 June 2025

Position	Short term \$'000	Long term \$'000	Post employment \$'000	Termination payments \$'000	Total expenses \$'000
Commissioner	411	10	51	-	472
Chief Operating Officer - Strategy and Corporate Services (to 27/05/2025)	318	7	37	432	794
Deputy Commissioner - Queensland Fire and Rescue (Acting 28/10/2023 - 18/08/2024; Appointed 19/08/2024)	317	8	41	-	366
A/Chief Officer - Rural Fire Service Queensland (12/02/2024 - 31/01/2025)	267	4	22	-	293
A/Chief Officer - Rural Fire Service Queensland (01/02/2025 - 16/03/2025)	35	1	5	-	41
Chief Officer - Rural Fire Service Queensland (from 17/03/2025)	88	2	11	-	101

(d) Related party transactions with people/entities related to KMP

There were no related party transactions associated with the department's KMP during 2025-26 (2024-25: nil).

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

	2026 \$'000	2025 \$'000
10 Supplies and services		
Advertising	1,419	2,444
Aircraft related	29,965	35,452
Consultants	287	98
Contractors ¹	35,082	36,209
Emergency management levy administration fees	7,435	7,293
Information, communication and technology	33,515	31,997
Lease expenses ²	111	111
Motor vehicles	34,735	30,816
Plant and equipment	28,249	28,083
Property expenses	22,943	22,782
Property leases ³	4,233	5,117
Queensland Police Service (QPS) provided ICT services	14,238	19,128
Queensland Shared Services fees	8,571	8,416
Travel and accommodation	16,842	20,025
Other	17,817	20,666
Total	255,442	268,637

¹ Contractors are comprised of:

- Information technology of \$25.651m (2024-25: \$23.493m)
- Alarm monitoring services of \$2.367m (2024-25: \$2.057m)
- Other of \$7.064m (2024-25: \$10.659m)

² Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note 14 (iii) for breakdown of lease expenses and other lease disclosures.

³ Represents payments for leases managed by the Queensland Government Accommodation Office (QGAO). Refer to Note 14 (ii).

11 Other expenses

Assets donated	-	4
Audit fees ¹	352	383
Insurance - Queensland Government Insurance Fund (QGIF)	1,299	1,404
Loss on disposal of property, plant and equipment	872	235
Services received below fair value ²	11,119	10,935
Special payments ³	187	161
Other	325	346
Total	14,154	13,468

¹ Total audit fees quoted by the Queensland Audit Office relating to the 2025-26 financial statements are \$310,000 (2024-25: \$340,700).

² Refer to Note 7.

³ Special payments in 2025-26 include the following payments over \$5,000:

- Ex-gratia payments made to employees to supplement the compensation paid by WorkCover Queensland which includes payments to 17 staff (2024-25: 16 staff).

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

11 Other expenses (continued)

Accounting Policy - Insurance

The department's fleet assets are insured with Vero. Other non-current physical assets and other risks are insured through the QGIF, with premiums being paid on a risk assessment basis.

For litigation purposes, under the QGIF policy, the department is able to claim back, less a \$10,000 deductible, the amount paid to successful litigants.

	2026 \$'000	2025 \$'000
12 Receivables		
Emergency management levy	48,768	46,713
Trade debtors	10,428	6,398
Less: Allowance for impairment loss	(15)	(37)
	59,181	53,074
GST receivable	4,232	4,100
GST payable	(981)	(1,228)
	3,251	2,872
Accrued debtors	659	626
Annual leave reimbursements	19,345	16,187
Appropriation revenue receivable	95	-
Long service leave reimbursements	3,281	2,403
Prepayments	9,904	4,669
Other	1,246	3,873
	34,530	27,758
Total	96,962	83,704

Loss allowance for impairment of Trade debtors

	2026			2025		
Aging	Gross receivables \$'000	Loss rate	Expected credit losses \$'000	Gross receivables \$'000	Loss rate	Expected credit losses \$'000
Current	2,230	0.10%	2	2,662	0.16%	4
1 to 30 days overdue	1,102	0.16%	2	763	0.23%	2
31 to 60 days overdue	167	0.42%	1	141	0.60%	1
61 to 90 days overdue	79	0.95%	1	162	1.36%	2
>90 days overdue	513	1.79%	9	1,096	2.59%	28
Total	4,091		15	4,824		37

Accounting Policy - Receivables

The emergency management levy is recognised at the amount due as advised by each local government in their annual returns in accordance with the *Fire Services Act 1990*.

Trade debtors are recognised at the amounts due at the time of sale or service delivery, that is, the agreed purchase or contract price. The department's standard settlement terms are 30 days from the invoice date.

Debts are periodically assessed for collectability and allowance is made, where appropriate for impairment.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

12 Receivables (continued)

Accounting Policy - Receivables (continued)

The department has assessed the historical trend of its receivables to calculate the loss rates adjusted for forward-looking information. Historical rates are calculated using credit losses experienced during the past 10 years preceding 30 June 2026, adjusted by the change in unemployment rate which is determined to be the most relevant forward-looking indicator for receivables. The calculated lifetime expected credit loss allowance is then applied to trade debtors, excluding Queensland Government agencies or Australian Government agencies.

13 Property, plant and equipment	Land	Buildings	Plant and equipment	Work in progress	Total
As at 30 June 2026	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	308,454	965,201	659,473	85,141	2,018,269
Less: Accumulated depreciation	-	(442,466)	(351,379)	-	(793,845)
Closing balance	308,454	522,735	308,094	85,141	1,224,424
Reconciliation					
Opening balance	275,139	480,977	262,522	91,877	1,110,515
Acquisitions	-	215	5,919	127,032	133,166
Assets reclassified as held for sale	(436)	-	-	-	(436)
Contributed assets and assets written on	-	104	368	-	472
Transfers between asset classes	4,846	54,978	73,944	(133,768)	-
Disposals	(4,820)	(6,663)	(1,139)	-	(12,622)
Net revaluation increments/(decrements) in revaluation surplus	33,725	12,718	-	-	46,443
Depreciation	-	(19,594)	(33,520)	-	(53,114)
Closing balance	308,454	522,735	308,094	85,141	1,224,424
As at 30 June 2025	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	275,139	879,475	596,746	91,877	1,843,237
Less: Accumulated depreciation	-	(398,498)	(334,224)	-	(732,722)
Closing balance	275,139	480,977	262,522	91,877	1,110,515
Reconciliation					
Opening balance	248,362	474,515	235,354	92,055	1,050,286
Acquisitions	-	256	8,330	83,124	91,710
Contributed assets and assets written on	8	4,145	299	-	4,452
Donations made	-	-	(4)	-	(4)
Transfers between asset classes	7,545	21,352	54,405	(83,302)	-
Transfers from/(to) other agencies	(1,458)	(1,137)	(1,627)	-	(4,222)
Disposals	-	(18)	(497)	-	(515)
Net revaluation increments/(decrements) in revaluation surplus	20,682	2,540	-	-	23,222
Depreciation	-	(20,676)	(33,738)	-	(54,414)
Closing balance	275,139	480,977	262,522	91,877	1,110,515

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

13 Property, plant and equipment (continued)

Accounting Policy - Recognition

Property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Land	\$1
Buildings	\$10,000
Plant and equipment	\$5,000

Items purchased or acquired for a lesser value are expensed in the year of acquisition.

Accounting Policy - Acquisition and measurement

Property, plant and equipment assets are initially recorded at cost determined as the value of consideration exchanged for the asset, plus associated costs directly attributable to the acquisition and getting the asset installed and ready for use. Subsequently, each class of property, plant and equipment is measured at cost or fair value as required by the Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. Assets measured at fair value are reported at their revalued amounts, being the fair value at the date of valuation, less any accumulated depreciation and accumulated impairment loss, where applicable.

Measurement methodologies:

Land	Fair value
Buildings	Fair value
Plant and equipment	Cost

Where assets are received free of charge from another Queensland Government entity (whether as a result of a machinery-of-government change or other involuntary transfer), the acquisition cost is recognised as the carrying amount in the books of the other entity immediately prior to the transfer.

Assets acquired at no cost or for nominal consideration, other than from another Queensland Government entity, are recognised at their fair value at date of acquisition.

Accounting Policy - Depreciation

Land is not depreciated as it has an unlimited useful life. Work in progress assets are not depreciated until they are complete and the asset is put to use or is ready for its intended use.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

As at 30 June 2026 the average useful life applied to buildings is 52 years and plant and equipment is 12 years. The average age of QFD assets as at 30 June 2026 is 21 years for buildings and 6 years for plant and equipment.

Accounting Policy - Valuation

Property, plant and equipment classes measured at fair value are revalued on an annual basis either by appraisals undertaken by an independent professional valuer or by the use of relevant indices.

Specific appraisals are undertaken on a rolling basis over a four-year period. Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up to date via the application of relevant indices. The department ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

13 Property, plant and equipment (continued)

Accounting Policy - Valuation (continued)

On revaluation, accumulated depreciation is adjusted proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

During 2025-26 independent revaluations were performed by Australis Asset Advisory Group (AAAG) for land and buildings in the QFR Greater Brisbane Region Sunshine Coast Division, QFR Southern Region Toowoomba Division, RFSQ Central Region Wide Bay Burnett District, RFSQ Eastern Region Sunshine Coast Area, and RFSQ South Western Region, as part of the four-year rolling program. The revaluation was completed as at 31 March 2026. The fair value as at 30 June 2026 is materially the same as the valuation completed as at 31 March 2026.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

Accounting Policy - Fair value measurement

Fair values are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 - represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
- Level 2 - represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; or
- Level 3 - represents fair value measurements that are substantially derived from unobservable inputs.

None of the department's valuations of assets are eligible for categorisation into level 1 of the fair value hierarchy.

Land

For land classified as level 2, fair value has been derived by utilising inputs such as price per square metre, which is derived by assessing market-based sales evidence of land in the relevant geographic location and of a comparable use and/or zoning.

Buildings

For buildings classified as level 2, fair value has been derived by utilising inputs such as market-based sales evidence of comparable properties within the relevant geographic location.

For buildings classified as level 3, no active market exists and fair value has been determined using the current replacement cost method valuation.

Categorisation of fair values recognised as at 30 June	Level 2		Level 3		Total	
	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	308,454	275,139	-	-	308,454	275,139
Buildings	1,649	1,703	521,086	479,274	522,735	480,977

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

	2026 \$'000	2025 \$'000
13 Property, plant and equipment (continued)		
Level 3 fair value reconciliation		
Buildings		
Opening balance	479,274	472,409
Acquisitions	215	256
Contributed assets and assets written on	104	4,145
Transfers to other Queensland Government entities	-	(1,137)
Transfers to/(from) level 3	(6,663)	-
Transfers between asset classes	54,906	21,352
Disposals	-	(18)
Net revaluation increments/(decrements) in revaluation surplus	12,672	2,671
Depreciation	(19,422)	(20,404)
Closing balance	521,086	479,274

14 Leases as lessee

Right-of-use assets	Land \$'000	Buildings \$'000	Total \$'000
As at 30 June 2026			
Opening balance	170	164,684	164,854
Additions	-	3,617	3,617
Other adjustments	-	970	970
Depreciation	(15)	(10,025)	(10,040)
Closing balance	155	159,246	159,401

As at 30 June 2025	\$'000	\$'000	\$'000
Opening balance	168	26,960	27,128
Additions	-	133,749	133,749
Other adjustments	5	11,663	11,668
Depreciation	(3)	(7,688)	(7,691)
Closing balance	170	164,684	164,854

Accounting Policy - Right-of-use assets

Right-of-use assets with a lease term greater than 12 months and with a value equal to or in excess of \$10,000 are capitalised.

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability;
- lease payments made at or before the commencement date, less any lease incentives received;
- initial direct costs incurred; and
- the initial estimate of restoration costs.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

14 Leases as lessee (continued)

Accounting Policy - Right-of-use assets (continued)

Right-of-use assets are recognised and carried at their cost less accumulated depreciation and any accumulated impairment losses, adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indices/rates or a change in lease term.

Right-of-use assets are depreciated on a straight-line basis over the term of the lease.

All right-of-use assets are assessed for indicators of impairment. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

	2026 \$'000	2025 \$'000
Lease liabilities		
Current		
Lease liabilities	3,216	6,341
Non-Current		
Lease liabilities	168,561	163,811
Total	171,777	170,152

Accounting Policy - Lease liability

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid.

The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or rate;
- option payment (if reasonably certain); and
- expected residual value guarantees.

The present value of lease payments is discounted using the Queensland Treasury Corporation (QTC) fixed rate applicable to the term of the lease. Subsequently, the lease liabilities are increased by the interest charged and reduced by the amount of lease payments.

Disclosures - Leases as lessee

(i) Details of leasing arrangements as lessee

Category/class of lease arrangement	Description of arrangement
Land	The department has a 5-year lease with two further extension options of 5 years each, for land from Logan City Council for the Jimboomba Fire and Rescue Station.
Buildings	The department enters into leases for operational facilities and office accommodation. Lease terms can range from 3 to 20 years. A number of leases have renewal or extension options. The options are generally exercisable at market prices and are not included in the right-of-use asset or lease liability unless the department is reasonably certain it will renew the lease.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

14 Leases as lessee (continued)

(ii) Office accommodation, employee housing and motor vehicles

The Department of Housing and Public Works (DHPW) provides the department with access to office accommodation, employee housing and motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because DHPW has substantive substitution rights over the assets. The related service expenses are included under "Property leases" and "Motor vehicle expenses" in Note 10.

	2026 \$'000	2025 \$'000
(iii) Amounts recognised in profit or loss		
Interest expense on lease liabilities	8,470	7,408
Breakdown of 'Lease expenses' included in Note 10		
▪ Short-term leases	111	97
▪ Leases of low value assets	-	14
Total	111	111
(iv) Total cash outflow for leases	11,432	10,543

15 Payables

Accrued creditors	20,417	29,739
Trade creditors	18,993	27,916
Other	218	204
Total	39,628	57,859

Accounting Policy - Payables

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

16 Accrued employee benefits

Annual leave levy payable	21,151	17,708
Long service leave levy payable	4,037	3,585
Salaries and wages outstanding	5,054	3,319
Other ¹	2,216	1,734
Total	32,458	26,346

¹ Other employee benefits include accrued allowances, recreation leave purchased and time in lieu.

Accounting Policy - Employee benefits

No provision for annual leave or long service leave is recognised in the department's financial statements as the liability is held and reported on a whole-of-government basis pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

17 Related party transactions with other Queensland Government-controlled entities

The department's primary ongoing sources of funding from Government for its services are appropriation revenue and equity injections, both of which are provided in cash via the Consolidated Fund. Refer Note 4 and the Statement of changes in equity.

Grant funding transactions with other Queensland Government controlled entities are disclosed in Note 7.

Services below fair value transactions with other departments are disclosed in Note 7 and Note 11.

Operating expenses include fair value transactions with other departments disclosed in Note 10.

18 Commitments

Capital expenditure commitments

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

Asset class	Not later than 1 year		Later than 1 year and not later than 5 years		Total	
	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	12,396	53,872	10,574	-	22,970	53,872
Plant and Equipment	31,281	46,929	41,822	2,981	73,103	49,910
Total	43,677	100,801	52,396	2,981	96,073	103,782

Capital commitments reflect contracts for both QFR and the RFSQ fleet appliances, station builds and facilities.

19 Financial risk disclosures

Financial instrument categories

The department has the following categories of financial assets and financial liabilities:

Financial assets

	2026 \$'000	2025 \$'000
Cash	128,043	159,537
<i>Financial assets at amortised cost:</i>		
Receivables	12	96,962
Total financial assets	225,005	243,241

Financial liabilities

Financial liabilities at amortised cost:

Payables	15	39,628	57,859
Lease Liabilities	14	171,777	170,152
Total financial liabilities		211,405	228,011

No financial assets and financial liabilities have been offset and presented net in the statement of financial position.

Accounting Policy - Financial instruments

Financial assets and financial liabilities are recognised in the statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

19 Financial risk disclosures (continued)

(a) Risk exposure

Financial risk management is implemented pursuant to Government and departmental policies. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

The department's activities expose it to a variety of financial risks as set out in the following table:

Risk exposure	Definition	Exposure
Credit risk	The risk that the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (Note 12).
Liquidity risk	The risk that the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (Note 15).

(b) Risk measurement and management strategies

Risk exposure	Risk Management Strategies	Measurement Method
Credit risk	The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department actively manages all funds owed.	Ageing analysis, earnings at risk
Liquidity risk	The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that sufficient funds are available within the department's bank account so as to match the expected duration of the various employee and supplier liabilities.	Sensitivity analysis

(c) Credit risk

Certain contractual obligations expose the department to credit risk in excess of the carrying amount of any asset or liability recognised from entering the transaction.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment (refer Note 12).

(d) Liquidity risk

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the Statement of financial position that are based on discounted cash flows.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

19 Financial risk disclosures (continued)

Financial Liabilities

		<1 Year	1-5 years	>5 years	Total
As at 30 June 2026	Note	\$'000	\$'000	\$'000	\$'000
Payables	15	39,628	-	-	39,628
Lease liability	14	12,449	51,649	230,299	294,397
Total		52,077	51,649	230,299	334,025

As at 30 June 2025	Note	\$'000	\$'000	\$'000	\$'000
Payables	15	57,859	-	-	57,859
Lease liability	14	11,779	49,382	241,206	302,367
Total		69,638	49,382	241,206	360,226

20 Contingencies

Contingent liabilities

Litigation in progress

As at 30 June 2026, there were eight litigation matters in progress which may result in a financial settlement. It is not possible to make a reliable estimate of the final amount payable, if any, in respect of the litigation at this time.

However, with the exception of one matter, the QFD liability is limited to the QGIF excess amount of \$10,000 (refer to Note 11).

Per-fluoroalkyl and poly-fluoroalkyl substances (PFAS)

The department works with state authorities to ensure historical use of firefighting foams that included PFAS is appropriately managed. QFD has undertaken detailed contamination investigations at six current and former Fire and Rescue Stations in Airlie Beach, Ayr, Gladstone, Home Hill, Proserpine, and Toowoomba (Anzac Avenue). These investigations have been undertaken by specialist contaminated land consultants and are being reviewed by an auditor in accordance with requirements under the Environmental Protection Act 1994. Remediation plans have been prepared for Ayr, Gladstone and Proserpine stations. At this stage, it is not practicable for QFD to measure the financial effect of remediation costs.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

	Note	2026 Budget \$'000	2026 Actual \$'000	2026 Variance \$'000	2025 Actual \$'000
21 Administered items					
Statement of comprehensive income (Administered)					
Administered income					
Appropriation revenue - administered	21(a)	3,229,008	3,214,864	(14,144)	2,510,201
Fees and fines		100	79	(21)	87
Total income		3,229,108	3,214,943	(14,165)	2,510,288
Administered expenses					
Grants - administered	21(b)	3,229,008	3,214,864	(14,144)	2,510,201
Transfer of administered income to government		100	79	(21)	87
Total expenses		3,229,108	3,214,943	(14,165)	2,510,288
Operating result		-	-	-	-
Statement of financial position (Administered)					
Current Assets					
Appropriation revenue receivable ¹		-	16,839	16,839	-
Total current assets		-	16,839	16,839	-
Current Liabilities					
Appropriation revenue payable ¹		-	16,839	16,839	-
Total current liabilities		-	16,839	16,839	-
Net assets		-	-	-	-

¹ Represents funding for the QRA to support its continuing disaster recovery and resilience programs.

21(a) Appropriation revenue - administered	2026	2025
Reconciliation of payments from Consolidated Fund to administered Income	\$'000	\$'000
Budgeted appropriation	3,229,008	2,260,556
Transfer from/(to) other headings (variation to headings)	(20,121)	-
Lapsed administered appropriation ¹	(10,862)	-
Unforeseen expenditure	-	249,645
Total administered receipts	3,198,025	2,510,201
Plus: closing balance of administered revenue receivable	16,839	-
Administered income recognised	3,214,864	2,510,201

¹ Lapsed administered appropriation represents funding that has been reprofiled to future years, for the QRA to support its continuing disaster recovery and resilience programs.

21(b) Grants - administered		
QRA grants	3,214,864	2,510,201
Total administered receipts	3,214,864	2,510,201

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

Accounting Policy - Administered transactions and balances

The department administers, but does not control, certain activities on behalf of the Government. In doing so, it has responsibility for administering those activities (and related transactions and balances) efficiently and effectively, but does not have the discretion to deploy those resources for the achievement of the department's own objectives.

While these transactions and balances are significant in comparison to the department's overall financial performance and financial position, the nature of the transactions is such that they do not have a material impact on these financial statements.

Accounting policies applicable to administered items are consistent with the equivalent policies for controlled items.

22 Trust transactions and balances

The Queensland Volunteer Rural Fire Brigades Donations Fund was formed on 1 January 2013 for the charitable purpose of supporting the volunteer based emergency service activities of the rural fire brigades. QFD can appoint four of the seven trustees and provides administrative support to manage transactions and balances for the fund.

	2026	2025
	\$'000	\$'000
Queensland Volunteer Rural Fire Brigades Donations Fund		
Opening balance	505	576
Donations and interest received during the year	419	302
Donations paid during the year	(187)	(373)
Closing balance	737	505

The audit fee payable to Exant Advisory Pty Ltd to perform an audit of the fund for 2025-26 is \$7,700 (2024-25: \$7,000).

Accounting Policy - Trust transactions and balances

The department undertakes certain trustee transactions and maintains related balances on behalf of various parties and also performs certain agency transactions.

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the department's financial statements.

23 Events occurring after balance date

Information and communication technology functions relating to QFD transferred from QPS as at 1 July 2026 as set out in the Public Service Departmental Arrangements Notice (No. 3) 2026. At the time of preparation the financial effect on the department's statements is yet to be determined.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

24 Climate risk disclosure

Whole-of-Government climate-related reporting

The State of Queensland, as the ultimate parent of the Queensland Fire Department, provides information and resources on climate related strategies and actions accessible at

www.treasury.qld.gov.au/policies-and-programs/climate/.

The Queensland Sustainability Report (QSR) outlines the Queensland Government's approach to managing key Environmental, Social and Governance (ESG) risks and opportunities, including governance structures, major commitments and policies, and how these risks and opportunities are measured, monitored and managed across government. The QSR is supported by comprehensive datasets and data dictionaries. The QSR is available via Queensland Treasury's website at

www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report.

Departmental accounting estimates and judgements – climate-related risks

The department considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

The department continues to monitor the emergence of material climate-related risks that may impact the financial statements of the department, including directives from Government or Queensland Treasury.

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the department.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

25 Budgetary reporting disclosures	Variance Note	2026 Budget \$'000	2026 Actual \$'000	2026 Variance \$'000
Explanation of major variances - Statement of comprehensive income				
Income from continuing operations				
Appropriation revenue	25(a)	243,675	269,136	25,461
User charges and fees	25(b)	52,542	67,061	14,519
Emergency management levy		703,344	701,821	(1,523)
Grants and other contributions	25(c)	17,007	73,834	56,827
Other revenue	25(d)	3,704	9,980	6,276
Total revenue		1,020,272	1,121,832	101,560
Gains on disposal and remeasurement of assets		-	2,074	2,074
Total income from continuing operations		1,020,272	1,123,906	103,634
Expenses from continuing operations				
Employee expenses	25(e)	672,562	725,160	52,598
Supplies and services		250,888	255,442	4,554
Grants and subsidies		1,000	2,540	1,540
Depreciation and amortisation	25(f)	55,436	63,209	7,773
Interest on lease liability	25(g)	58	8,470	8,412
Other expenses		13,719	14,154	435
Total expenses from continuing operations		993,663	1,068,975	75,312
Operating result for the year		26,609	54,931	28,322
Other comprehensive income not reclassified to operating result				
Increase/(decrease) in asset revaluation surplus	25(h)	-	46,443	46,443
Total other comprehensive income		-	46,443	46,443
Total comprehensive income		26,609	101,374	74,765

25(a) Appropriation revenue

Variance is due to additional funding received for the QFD Certified Agreement 2025 (\$25.264m), state wage case and public sector wages policy adjustments (\$1.076m), offset by a reduction in statutory contributions as a result of lower than expected growth in emergency management levy contributions from prescribed property owners (\$0.592m), and return of unspent funding for the Road Attitudes and Action Planning program as a result of program efficiencies (\$0.287m).

25(b) User charges and fees

Variance is mainly due to an increase in unwanted alarm attendance charges for attendance at false fire alarms (\$6.862m), building and infrastructure fire safety fees with higher than expected building assessment activity (\$6.861m), and alarm management fees with an increase in the number of buildings receiving alarm monitoring services (\$0.559m).

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

25 Budgetary reporting disclosures (continued)

25(c) Grants and other contributions

Variance is mainly due to QRA reimbursements for disaster events as QFD does not budget for extraordinary disaster events and recovers eligible expenditures from the QRA (\$24.098m), DTMR reimbursement for costs associated with the Deagon Fire Station construction that were not budgeted (\$18.958m), Rural Fire Brigade contributions including Rural Brigade fire levy receipts from local council that were not budgeted as Rural Fire Brigade funding is quarantined for the sole use of the respective Rural Fire Brigades (\$9.952m), reimbursements from Australian and New Zealand Council for fire and emergency services for the National Black Hawk standing fee (\$2.707m), and contribution from the QPS for the shared maintenance of the Kedron Emergency Services Complex that was not budgeted (\$0.527m).

25(d) Other revenue

Variance is mainly due to additional property related rental revenue with increased rental contributions for shared and leased sites (\$3.537m), recoveries from the Queensland Ambulance Service (QAS) relating to joint QAS and QFD ICT project resources that transitioned from the QPS to QFD as the lead agency (\$0.994m), insurance recoveries for damaged assets that were unbudgeted (\$0.840m), and the recovery of disaster recovery expenditure incurred in support of interstate deployments that was unbudgeted (\$0.338m).

25(e) Employee expenses

Variance is mainly due to additional costs associated with the QFD Certified Agreement 2025 and state wage case (\$30.703m), higher than anticipated overtime expenditure associated with disaster events and operational requirements (\$8.325m), increased premiums for employees and volunteers WorkCover arrangements, including impacts from the amended Presumptive WorkCover Legislation (\$5.073m), payout of accrued flexible hours which is unbudgeted (\$1.838m), and additional personal protective equipment entitlements for staff and volunteers (\$1.449m).

25(f) Depreciation and amortisation

Variance is mainly due to increased depreciation for additional QFD and leased assets including the new QFD State Headquarters (\$5.914m), and increased depreciation relating to an increase in asset values associated with asset revaluation adjustments.

25(g) Interest on lease liability

Variance is due to lease interest expense on new leases, mainly for Northern Region Headquarters and workshop, Webb Drive, Townsville; School of Fire and Emergency Services Training, Howard Smith Drive, Brisbane; and QFD State Headquarters, Albion (\$8.470m).

25(h) Increase/(decrease) in asset revaluation surplus

Variance is due to a higher than estimated increase in land and buildings asset values following the asset revaluations undertaken during the year.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

25 Budgetary reporting disclosures (continued)	Variance Note	2026 Budget \$'000	2026 Actual \$'000	2026 Variance \$'000
Explanation of major variances - Statement of financial position				
Assets				
Current assets				
Cash	25(i)	30,006	128,043	98,037
Receivables	25(j)	69,554	96,962	27,408
Inventories		6,996	7,671	675
Non-current assets classified as held for sale	25(k)	7,728	436	(7,292)
Total current assets		114,284	233,112	118,828
Non-current assets				
Intangible assets		1,058	-	(1,058)
Property, plant and equipment		1,213,032	1,224,424	11,392
Right-of-use assets	25(l)	10,128	159,401	149,273
Total non-current assets		1,224,218	1,383,825	159,607
Total assets		1,338,502	1,616,937	278,435
Liabilities				
Current liabilities				
Payables	25(m)	49,422	39,628	(9,794)
Lease liabilities	25(n)	909	3,216	2,307
Accrued employee benefits	25(o)	24,288	32,458	8,170
Other current liabilities		745	-	(745)
Total current liabilities		75,364	75,302	(62)
Non-current liabilities				
Lease liabilities	25(n)	24,549	168,561	144,012
Total non-current liabilities		24,549	168,561	144,012
Total liabilities		99,913	243,863	143,950
Net assets		1,238,589	1,373,074	134,485
Equity				
Contributed equity			869,710	
Accumulated surplus			322,821	
Asset revaluation surplus			180,543	
Total equity	25(p)	1,238,589	1,373,074	134,485

25(i) Cash

Variance is due to delays in capital projects from prior years and market capacity constraints.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

25 Budgetary reporting disclosures (continued)

25(j) Receivables

Variance is due to the timing of payments from trade debtors and local governments associated with collection and remittance of the emergency management levy.

25(k) Non-current assets classified as held for sale

Variance is due to the timing of property settlements.

25(l) Right-of-use assets

Variance is mainly due to the new lease related to the QFD State Headquarters.

25(m) Payables

Variance is due to the timing of payments to trade creditors and recognition of services received but not yet invoiced.

25(n) Lease liabilities

Variance is mainly due to the new lease related to the QFD State Headquarters.

25(o) Accrued employee benefits

Variance is due to the timing of payments for employee salary and salary related costs.

25(p) Total equity

Variance is mainly due to an increase in cash held to fund the completion of delayed capital projects from prior years, which were delayed due to supply chain challenges and market capacity constraints.

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

25 Budgetary reporting disclosures (continued)	Variance Note	2026 Budget \$'000	2026 Actual \$'000	2026 Variance \$'000
Explanation of major variances - Statement of cash flows				
Cash flows from operating activities				
<i>Inflows:</i>				
Service appropriation receipts	25(q)	243,675	263,796	20,121
User charges and fees	25(r)	52,022	62,995	10,973
Emergency management levy		713,344	702,952	(10,392)
Grants and other contributions	25(s)	5,924	62,115	56,191
GST input tax credits from ATO		24,572	44,970	20,398
GST collected from customers		6,545	7,643	1,098
Other		3,704	9,150	5,446
<i>Outflows:</i>				
Employee expenses		(672,562)	(723,359)	(50,797)
Supplies and services		(250,888)	(276,623)	(25,735)
Grants and subsidies		(1,000)	(2,540)	(1,540)
GST paid to suppliers		(24,572)	(45,101)	(20,529)
GST remitted to ATO		(6,545)	(7,890)	(1,345)
Other		(2,116)	(1,729)	387
Net cash provided by/(used in) operating activities		92,103	96,379	4,276
Cash flows from investing activities				
<i>Inflows:</i>				
Sales of property, plant and equipment	25(t)	500	13,825	13,325
<i>Outflows:</i>				
Payments for property, plant and equipment		(134,104)	(137,437)	(3,333)
Net cash provided by/(used in) investing activities		(133,604)	(123,612)	9,992
Cash flows from financing activities				
<i>Inflows:</i>				
Equity injections		10,309	10,309	-
<i>Outflows:</i>				
Equity withdrawals		(3,138)	(3,138)	-
Lease payments		(1,264)	(11,432)	(10,168)
Net cash provided by/(used in) financing activities		5,907	(4,261)	(10,168)
Net increase/(decrease) in cash		(35,594)	(31,494)	4,100
Cash at beginning of financial year		65,600	159,537	93,937
Cash at end of financial year	25(u)	30,006	128,043	98,037

25(q) Service appropriation receipts

Refer to 25(a).

Queensland Fire Department

Notes to the financial statements

For the year ended 30 June 2026

25 Budgetary reporting disclosures (continued)

25(r) User charges and fees

Variance is due to the timing of payments by trade debtors for building and infrastructure fire safety and alarm monitoring services.

25(s) Grants and other contributions

Refer to 25(c).

25(t) Sales of property, plant and equipment

Variance is mainly due to the sale of property at Acacia Ridge that was not budgeted.

25(u) Cash at end of financial year

Variance is due to delays in spending on capital projects from prior years associated with supply chain challenges and market capacity constraints.

Queensland Fire Department

Management Certificate

For the year ended 30 June 2026

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Queensland Fire Department for the year ended 30 June 2026 and of the financial position of the department at the end of that year.

The Commissioner, as the Accountable Officer of the Queensland Fire Department, acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respect, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



S. Smith, AFSM

Accountable Officer - Commissioner

21 August 2026



S. Lowth, B. Commerce, FCPA

Chief Finance Officer

21 August 2026



INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Fire Department

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Queensland Fire Department.

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.
- c) In my opinion, the financial report:
 - i. gives a true and fair view of the department's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended
 - ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Specialised building valuation (\$522.735 million) and depreciation expenses (\$19.594 million) – refer to Note 13 in the financial report

Key audit matter	How my audit addressed the key audit matter
Except in rare circumstances where a market price in an active market exists, the Queensland Fire Department (QFD) derives the fair value of its buildings using the current replacement cost method that comprises: - gross replacement cost, less - accumulated depreciation. QFD values its buildings each year through a combination of specific appraisals for selected regions on a rolling basis, with the remainder of buildings revalued by applying relevant indices in the years between specific appraisals. QFD derived the gross replacement cost of its buildings at balance sheet date using unit prices that required significant judgements for: - identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so, estimating the adjustment to the unit rate required to reflect this difference - buildings not specifically appraised in the current year, indexing unit rates for increases in input costs - Identifying any significant movements in indices between valuation date and balance sheet date. The measurement of accumulated depreciation involves significant judgements for estimating the remaining useful lives of assets. The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.	My procedures included, but were not limited to: - assessed appropriateness of the process used for measuring gross replacement cost with reference to common industry practices - for unit rates: - assessed the competence, capability and objectivity of the experts used by QFD to develop unit rates - obtained an understanding of the methodology used and assessed its appropriateness with reference to common industry practices - for building specific appraisals in the current year, evaluated based on a sample of building assets, the relevance, completeness and accuracy of the source data used to derive the unit rate of the: - modern substitute (including locality factors and on costs) - adjustment for excess quality or obsolescence - for building revalued through indexation: - recalculated the index with reference to the current year's specific appraisal - discussed and obtained understanding of management's assessment for adopted indices - reviewed management and expert's assessment and application of asset componentisation and the consequential impact on depreciation expense - evaluated useful life estimates for reasonableness by: - reviewing management's annual assessment of useful lives - assessing whether assets still in use have reached or exceeded their useful lives - where changes in useful lives were identified, evaluated whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.

Responsibilities of the Accountable Officer for the financial report

The Accountable Officer is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. My auditor's report must state whether I have received all the information and explanations required, and whether I consider the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

www.auasb.gov.au/auditors_responsibilities/ar6.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:

www.qao.qld.gov.au/audit-program/audit-standards

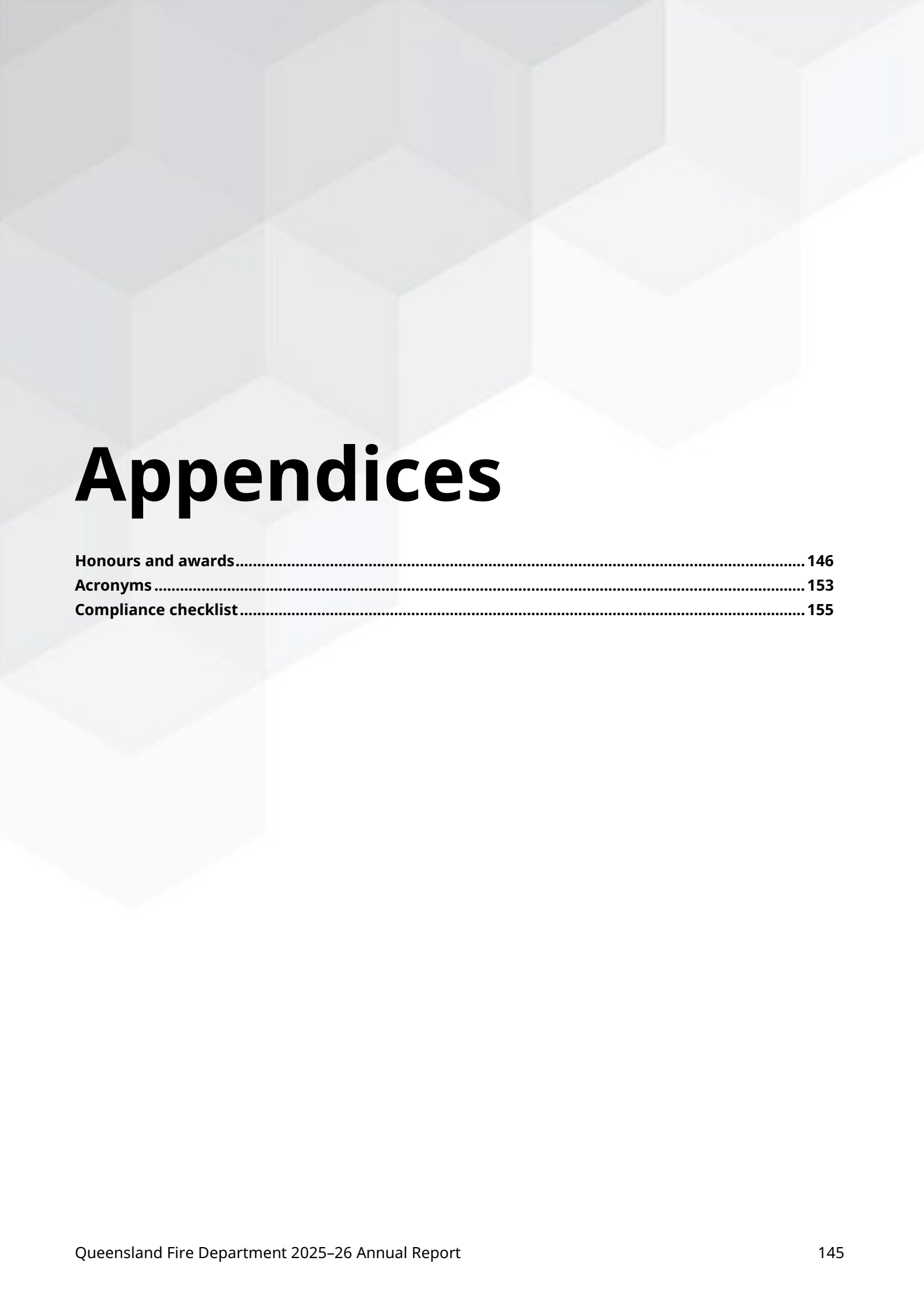
These descriptions form part of my auditor's report.



David Adams
as delegate of the Auditor-General

24 August 2026

Queensland Audit Office
Brisbane



Appendices

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Honours and awards

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

Our employees and volunteers, on the frontline and behind the scenes, go above and beyond to keep Queenslanders safe. We acknowledge their dedication and commitment.

Australian Fire Service Medal

Seven QFD staff and volunteers were recognised with the AFSM as part of the 2026 Australia Day Awards and King's Birthday Honours.

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

Quinn Cramer has served QFR since 2008 and has championed gender equity, inclusive leadership and the advancement of women in fire and emergency services.

Robert Frey has served QFR for more than 31 years as a firefighter, station officer and lead instructor, developing generations of firefighters and leading major interstate and Queensland deployments.

Christopher Gilchrist has served QFR for 35 years in auxiliary firefighting, leadership and fire investigation roles and has played a key role in training and mentoring firefighters across South West Queensland.

Garry Hoonhout has served with RFSQ since 2014 in leadership roles with the Condamine Rural Fire Brigade and has coordinated firefighting operations, hazard reduction activities and volunteer recruitment initiatives.

Stephen Malone has served the Queensland emergency services sector for more than 32 years as an RFSQ volunteer firefighter, auxiliary firefighter and SES member, improving emergency response capability across remote western Queensland.

Justin Francis has served more than 30 years with QFD in frontline operational and specialist roles across Brisbane and has advanced firefighter safety and high-rise firefighting capability through research, training and operational leadership.

Daren Mallouk has provided nearly 25 years of distinguished service with QFD's State Fire Investigation Unit and has led complex fire investigations while strengthening fire prevention and investigator capability.

Order of Australia

An Order of Australia is the highest recognition for outstanding achievement and service within the Australian honours and awards system. It has two divisions: General and Military.

Five QFD staff and volunteers were honoured with the Medal of the Order of Australia (within the General division) as part of the 2026 Australia Day Awards and King's Birthday Honours.

Stanley Nelson from Mungar Yerra Rural Fire Brigade for service to the community of Maryborough.

James O'Shannessy from Landsborough Rural Fire Brigade for service to the community through a range of roles.

Dennis Howe (late) from Walkamin Rural Fire Brigade for service to the agricultural industry and to the community.

Robert Paterson, Chaplaincy Network, South Eastern Region (retired QFR Station Officer) for service to the community through a range of organisations.

William Lowis (retired) from Cape Upstart Rural Fire Brigade for service to local government and to the community of the Burdekin Shire.

In addition, three QFD members were recognised as part of the 2026 Australia Day Awards and King's Birthday Honours—Justin Robinson received the Conspicuous Service Cross for his service to the Australian Army, and Charles Khan and Luke Harding received the Medal of the Order of Australia for their contributions to their local communities.

National Medal

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

During 2025–26, QFD presented:

- 284 National Medals for 15 years of service
- 139 first clasps for 25 years of service
- 69 second clasps for 35 years of service
- 14 third clasps for 45 years of service
- two fifth clasps for 65 years of service.

National Emergency Medal

The National Emergency Medal is an operational service medal which recognises significant or sustained service to others in specified nationally significant emergencies.

During 2025–26, QFD presented medals and/or clasps for the following eligible events:

- one for North Queensland Floods 2019
- one for Tropical Cyclone Debbie 2017
- two for Queensland Floods 2010–11 and Cyclone Yasi.

Commissioner's Awards for Excellence

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

Commissioner's Outstanding Award:

Awarded to an initiative, team or individual that has demonstrated achievements exceeding core expectations.

Joint Winner

State Operations Application Project for developing and implementing an innovative real-time situational awareness capability, enhancing incident intelligence and decision-making during disaster and emergency operations.

Joint Winner

Central Region Regional Fire Control Centre Operating Environment for developing an innovative virtual operating environment that enhanced collaboration, resource sharing and operational capability across geographically dispersed control centres.

Commissioner's Award for Excellence—by Category:

Safety Champion

Joint Winner

QFR Safety Symposium Working Group for successfully delivering the inaugural QFR Safety Symposium, strengthening safety culture and professional collaboration across fire and rescue agencies.

Joint Winner

Cameron Cash for championing cultural and safety reform across QFD fleet workshops, driving significant improvements in safety systems, governance and operational practices.

Operational Excellence

Winner—Everyday Response

State Operations Application Project for developing and implementing an innovative real-time situational awareness capability, enhancing incident intelligence and decision-making during disaster and emergency operations.

Winner—Deployment

Angelo Fernandes for leading the development and sustainment of the AUS-01 DART Canine Team, significantly enhancing Queensland's Urban Search and Rescue capability and disaster response readiness.

Winner—Major Exercise Delivery

AUS-01 DART INSARAG External Reclassification Project for successfully achieving INSARAG Heavy Urban Search and Rescue reclassification, demonstrating operational excellence and international readiness in disaster response.

Outstanding Team or Unit

Enterprise Applications – Human Resource Systems for successfully delivering critical workforce data transitions during the establishment of QFD, ensuring data integrity, legislative compliance and continuity of service for employees and volunteers.

Interoperable

Central Region Regional Fire Control Centre Operating Environment for developing an innovative virtual operating environment that enhanced collaboration, resource sharing and operational capability across geographically dispersed control centres.

Values

Caine Ward for exemplifying QFD's values through respectful and collaborative leadership, fostering a positive brigade culture and strengthening community and interagency relationships.

Everyday Respect

Ashleigh North for fostering a culture of respect, transparency and meaningful consultation, strengthening workforce engagement and relationships across QFD and key partnerships.

Partnerships with Purpose

Auxiliary Firefighter Development Unit and Regional Staff for developing and implementing an inclusive, community informed recruit training program that improved accessibility while maintaining operational standards for auxiliary firefighters across Queensland.

Innovation and Adaption

Ormeau Rural Fire Brigade for developing innovative mapping products that enhanced bushfire preparedness, operational decision-making and community safety across Ormeau and the community.

Highly Commended Achievement—Outstanding Team or Unit

Financial Accounting and Tax Team for modernising QFD's financial reporting processes, enhancing the quality, efficiency and integrity of financial reporting while maintaining exemplary governance and compliance standards.

Public Information Warnings Unit for successfully implementing an aligned warning framework, enhancing the consistency, accessibility and effectiveness of community hazard warning across Queensland.

Closing the Gap Awards

Closing the Gap is an Australian Government initiative that aims to reduce Aboriginal and Torres Strait Islander peoples disadvantage with respect to health, education, employment and social justice.

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

Award recipients are recognised for helping reduce Aboriginal and Torres Strait Islander peoples disadvantage.

Trinity Georgetown, Rural Firefighter of Gudjuda Rural Fire Brigade, Northern Region, RFSQ for actively sharing expertise in cultural burning and traditional fire management practices, strengthening partnerships between Traditional Owners and communities and enhancing cultural capability, inclusion and land management practices in QFD.

Shane Hopton, Executive Manager District Coordination, Northern Region, RFSQ for strengthening partnerships with First Nations communities through community-led engagement, shared governance and culturally respectful practices that support inclusion, local capability and improved community resilience through the Office in the Field initiative.

Vincent Schrieber, First Officer of Yarrabah Rural Fire Brigade, Northern Region, RFSQ for demonstrating outstanding leadership, service and mentorship within the Yarrabah Rural Fire Brigade, strengthening brigade capability, fostering teamwork and respect and inspiring others through integrity and commitment to safety.

Edward Smallwood, First Officer of Gudjuda Rural Fire Brigade, Northern Region, RFSQ for strengthening partnerships between Traditional Owners and QFD through cultural burning leadership, mentoring across the community and sharing Indigenous knowledge to enhance cultural capability, inclusion and land management practices.

Julie Smith, Station Officer, Beenleigh Division, Southern Region, QFR for championing recognition, respect and inclusion of Aboriginal and Torres Strait Island peoples within QFD, strengthening cultural understanding, amplifying First Nations voices and fostering meaningful partnerships that advance reconciliation and Closing the Gap outcomes.

Auxiliary Firefighter Development Unit, State Capability Directorate, QFR for developing and delivering the Cherbourg Auxiliary Recruit Course, creating a culturally responsible training model that strengthens capability, inclusion and operational confidence for Indigenous and remote auxiliary firefighters within QFD.

AUS WTREX Working Group, QFD and Queensland Parks and Wildlife Service for delivering the AUS WTREX program, advancing inclusive and culturally informed fire management while empowering women, and strengthening partnerships and community resilience across the fire sector.

Rural Fire Service Queensland Week Awards

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

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

State Volunteer of the Year	David Beil , Doomadgee Rural Fire Brigade, Northern Region
Regional Volunteer of the Year	Carey Mitchell , Burnett Heads Rural Fire Brigade, Central Region
	Jesse Radatti , Birnam Rural Fire Brigade, South Eastern Region
	John Archer , Cambooya Rural Fire Brigade, South Western Region
State Young Volunteer of the Year	Isaac Brailsford , North Stradbroke Island Rural Fire Brigade, South Eastern Region
Regional Young Volunteer of the Year	Andrew Hepburn , Belmont Rural Fire Brigade, Central Region
	Haylee Haynes , Tumoulin Rural Fire Brigade, Northern Region
State Brigade of the Year	Thargomindah Rural Fire Brigade , South Western Region
Regional Brigade of the Year	Hatton Vale Summerholm Rural Fire Brigade , South Eastern Region
	Childers Rural Fire Brigade , Central Region
	Tinaroo Rural Fire Brigade , Northern Region

QFD International Women's Day Awards / Women in QFD Awards

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

Outstanding Female Leader (QFR)	Annie Taylor , Station Officer, Predictive Services Unit, State Operations
Outstanding Female Leader (RFSQ)	Winner
	Naomi Scott , Acting Executive Manager, Regional Operations, Central Region, RFSQ
Outstanding Female Leader (RFSQ)	Highly Commended
	Peta Miller-Rose , Assistant Chief Officer, Training and Capability, RFSQ
Outstanding Female Leader (Volunteer)	Ellen (Ruth) Ross , Rural Firefighter, Wonga Beach Rural Fire Brigade, Northern Region, RFSQ
Outstanding Female Leader (QFD)	Jane Houston , Executive Director, Strategy Directorate, Strategy and Corporate Services
Mentor of the Year	Samantha McLeod , Executive Manager, Portfolio, Governance, Risk and Performance, Information and Technology Directorate, Strategy and Corporate Services
Champion of Change	Julie Smith , Station Officer, Beenleigh Division, Southern Region, QFR

Women and Firefighting Australasia Awards

The WAFA Awards are open to individuals and fire industry organisations in recognition of women in firefighting who demonstrate strong and consistent leadership, show commitment to safety of their community, show unwavering dedication to the industry, encourage and support of the development of women, and consistently advocate for diversity and inclusion within their organisation or the industry.

For the WAFA Awards 2025, the following QFD staff and volunteers received awards:

Outstanding Contribution by a Female in the fire sector	Kylee Clubb , Second Officer, Tinaroo Rural Fire Brigade
Youth Leadership Award	Claire Case , Rural Firefighter, Cabarlah Rural Fire Brigade Auxiliary firefighter, Highfields Fire and Rescue Station
Champion of Change Award	Paula Douglas , Inspector, Southern Region, QFR

Naming of a new fire truck

Distinguished service by members of QFD may be recognised by having new or existing QFR or RFSQ trucks named after them. This honour may occur in conjunction with the QFD member receiving other honours or awards from within the QFD suite.

Adrian Chamberlin, Gowrie Little Plain Rural Fire Brigade, RFSQ

Michael Christie, Stanmore and District Rural Fire Brigade, RFSQ

Graeme Klan, Allandale Rural Fire Brigade, RFSQ

Luci Bultman, Tinaroo Rural Fire Brigade, RFSQ

QFD Olga Wilson Peer Support Officer Awards

The QFD Olga Wilson Peer Support Officer Awards recognises the contribution of Peer Support Officers who provide outstanding service and support to QFD members in times of difficulty.

Ashley Bawden, Peer Support Officer of the Year

Other medals and awards

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

Australia Day Achievement Awards	51
Australia Day Certificates of Appreciation	4
Commissioner's Certificate of Appreciation	107
Commissioner's Commendation for Bravery	4
Commissioner's Commendation for Notifiable Action	5
Diligent and Ethical Service Medal Clasp ¹	193
Commissioner's Distinguished Service Medal	1
Commissioner's Meritorious Service Award	4
Queensland Fire Medal and Clasp	936
QFES Medal Clasps ²	68
Queensland Fire Emergency Response Medal and COVID-19 Clasp ³	2,448
Commissioner's Unit Citation	98
Commissioner's Unit Commendation	22
Higgins and Langley Memorial Awards in Swiftwater Rescue	4
NSW Premier's Flood Emergency Citation	233

Key:

AFSM	Australian Fire Service Medal	QFES	Queensland Fire and Emergency Services
AUS WTREX	Australian Women in Fire Training Exchange	QFR	Queensland Fire and Rescue
DART	Disaster Assistance Response Team	RFSQ	Rural Fire Service Queensland
INSARAG	International Search and Rescue Advisory Group	SES	State Emergency Service
NSW	New South Wales	WAFA	Women and Firefighting Australasia
QFD	Queensland Fire Department		

¹ As of 1 July 2016, the Diligent and Ethical Service Medal (DESM) was replaced by the QFES Medal. DESM Clasps continue to be issued in recognition of subsequent eligible service.

² As of 1 July 2024, the QFES Medal was replaced by the Queensland Fire Medal. QFES Medal Clasps continue to be issued in recognition of subsequent eligible service.

³ The Queensland Fire Emergency Response Medal relates to service toward the COVID-19 significant event.

Acronyms

AFAC	The National Council for fire and emergency services in Australia and New Zealand
AFDRS	Australian Fire Danger Rating System
AFSM	Australian Fire Service Medal
AFTP	Auxiliary Firefighter Training Program
AI	Artificial intelligence
AIIMS	Australasian Inter-service Incident Management System
ARCC	Audit, Risk and Compliance Committee
CALD	Culturally and linguistically diverse
CFireO	Chief Fire Officer
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DART	Disaster Assistance Response Team
DFAT	Department of Foreign Affairs and Trade
ELT	Executive Leadership Team
ESCAD	Emergency Services Computer Aided Dispatch
FAST Qld	Frontline Activation Support Tool for Queensland
FBAN	Fire Behaviour Analyst
FESSN	Fire and Emergency Services Support Network
FFF	Fight Fire Fascination
FIU	Fire Investigation Unit
FTE	Full-time equivalent

GWN	Government Wireless Network
HCD	Human-centred design
ICT	Information and communication technology
IGEM	Inspector-General of Emergency Management
INSARAG	International Search and Rescue Advisory Group
ISMS	Information Security Management System
MOHRI	Minimum Obligatory Human Resource Information
MSRC	Motorised Swiftwater Rescue Craft
NAFC	National Aerial Firefighting Centre
NFA	National Fire Authority
NHRA	Natural Hazards Research Australia
NRSC	National Resource Sharing Centre
NSW	New South Wales
PCYC	Police-Citizens Youth Club
PFAS	Per- and Poly- Fluoro Alkyl Substances
PNGFRS	Papua New Guinea Fire and Rescue Service
PPRR	Prevention, preparedness, response and recovery
PSOs	Peer Support Officers
QAO	Queensland Audit Office
QDMA	Queensland's disaster management arrangements

Acronyms (cont'd)

QEOC	Queensland Emergency Operations Centre
QFD	Queensland Fire Department
QFES	Queensland Fire and Emergency Services
QFL	Queensland Fire Legacy Inc
QFR	Queensland Fire and Rescue
QPS	Queensland Police Service
RAAP	Road Attitudes and Action Planning
RFBAQ	Rural Fire Brigades Association Queensland Inc
RFSQ	Rural Fire Service Queensland
RFSQAC	Rural Fire Service Queensland Advisory Committee
RIT	Rapid Intervention Team
RoGS	Report on Government Services
RPAS	Remotely Piloted Aircraft Systems
RSL	Returned Services League
SCONS	Strategic Content Services
SDS	Service Delivery Statement
SES	State Emergency Service
TAFE	Technical and Further Education
USAR	Urban search and rescue

Compliance checklist

Summary of requirement		Basis for requirement	Page reference
Letter of compliance	A letter of compliance from the accountable officer to the Minister	ARRs – section 7	3
Accessibility	Table of contents Acronyms	ARRs – section 9.1	4, 107, 145 153–154
	Public availability	ARRs – section 9.2	2
	Interpreter service statement	<i>Queensland Language Services Policy</i> ARRs – section 9.3	2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	2
	Information licensing	<i>Queensland Government Enterprise Architecture – Information licensing</i> ARRs – section 9.5	2
General information	Introductory information	ARRs – section 10	9–26
Non-financial performance	Government’s objectives for the community and whole-of-government plans and specific initiatives	ARRs – section 11.1	14, 31–94
	Agency objectives and performance indicators	ARRs – section 11.2	12–13, 31–36
	Agency service area and service standards	ARRs – section 11.3	31–36
Financial performance	Summary of financial performance	ARRs – section 12.1	28–29
Governance – Management and structure	Organisational structure	ARRs – section 13.1	17–22
	Executive management	ARRs – section 13.2	96–98
	Government bodies	ARRs – section 13.3	N/A
	Public sector ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	101
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	101
	Queensland public service values	ARRs – section 13.6	15

Compliance checklist (cont'd)

Summary of requirement		Basis for requirement	Page reference
Governance – Risk management and accountability	Risk management	ARRs – section 14.1	104
	Audit committee	ARRs – section 14.2	99–100
	Internal Audit	ARRs – section 14.3	102
	External scrutiny	ARRs – section 14.4	103–104
	Information systems and records management	ARRs – section 14.5	105
	Information security attestation	ARRs – section 14.6	106
Governance – Human resources	Strategic workforce planning and performance	ARRs – section 15.1	92–94
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	94
Open Data	Statement advising publication of information	ARRs – section 16	106
	Consultancies	ARRs – section 31.1	www.data.qld.gov.au
	Overseas travel	ARRs – section 31.2	www.data.qld.gov.au
	<i>Queensland Language Services Policy</i>	ARRs – section 31.3	www.data.qld.gov.au
	Charter of Victims' Rights	<i>Victims' Commissioner and Sexual Violence Review Board Act 2024</i> ARRs – section 31.4	106
Financial Statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	141
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	142–144

Key:

ARRs	<i>Annual report requirements for Queensland Government agencies (2025–2026 reporting period)</i>
FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2019</i>
N/A	Not applicable

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