

Annual Report

Respect. Integrity. Accountability.

24
25

Disclosure guide

Throughout this document you will see tags relevant to different disclosures. As a statutory authority, Fire Rescue Victoria (FRV) has an obligation to disclose certain things to meet legislative requirements. These tags look like this:

► FRD 25

You can find a disclosure index on page 183.

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Acknowledgement

FRV proudly acknowledges the Traditional Owners of Country throughout Victoria. We pay our respect to Elders past and present. We recognise their continuing connection to land, waters and culture.

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About the cover

The angular lines are intended to convey the forward focus and momentum of FRV, while the design's simplicity represents the clarity and focus of our mission. The orange and red connect to our core values, and the navy symbolises trust and stability.

Design

Vetro

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Declaration

Vicki Ward MP
Minister for Emergency Services
Level 26, 121 Exhibition Street
Melbourne VIC 3000

Dear Minister

I have much pleasure in submitting Fire Rescue Victoria's 2024–25 Annual Report for the year ending 30 June 2025, in accordance with the *Financial Management Act 1994 (Vic)*.

A handwritten signature in blue ink, reading "Gavin Freeman", followed by a horizontal line.

Gavin Freeman AFSM
Commissioner
Fire Rescue Victoria
14 January 2026

Snapshot

TOTAL INCIDENTS

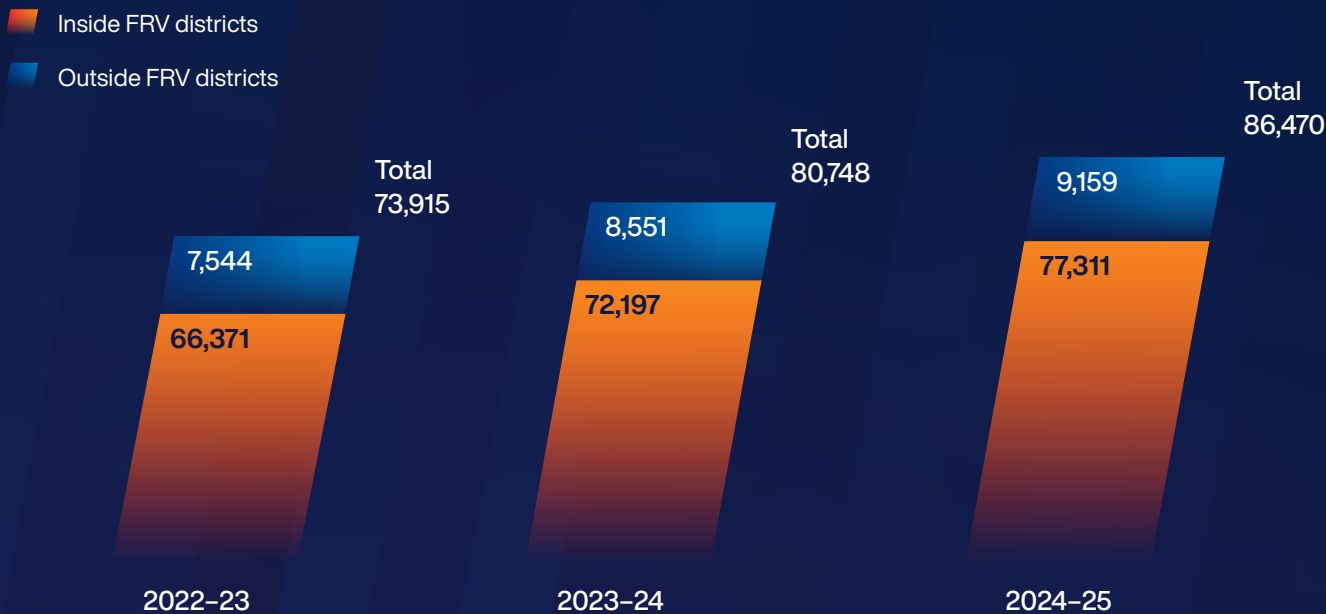
86,470



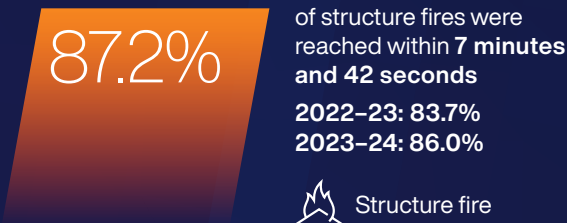
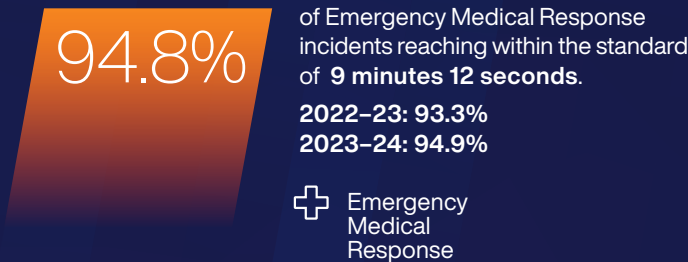
FRV responded to **86,470** incidents in total across fires, rescues, Emergency Medical Response and hazardous materials. Overall incident volumes increased by **7.1%**, with growth in all incident types other than Emergency Medical Response.

Increase in incidents ↑ 5,722

Number of incidents FRV responded to (inside and outside FRV districts)



FRV met our Service Delivery Standard for **87.2%** of structure fires and **94.8%** of Emergency Medical Response incidents in **2024-25**.



Key achievements and highlights

87%

FRV achieved our strongest response time performance for structure fires since 2021-22, with the Service Delivery Standard of 7 minutes and 42 seconds being exceeded in over 87% of incidents.



Since the formation of FRV in 2020, we have consistently exceeded the Service Delivery Standard for Emergency Medical Response, responding within 9 minutes and 12 seconds in over 90% of incidents.

90%

2.19%
↓

The overall turnover rate for operational firefighters decreased slightly, from 2.36% in 2023-24 to 2.19% in 2024-25. There was also a slight decrease in overall employee turnover from 4.61% in 2023-24 to 3.67%.



Since 2020, 68 new appliances have either entered service or are in the commissioning, build or funding pipelines, as part of our ongoing focus on upgrading and replacing our fleet.

68

27

The number of women firefighters in leadership roles increased from 25 in 2023-24 to 27 in 2024-25. The proportion of women in operational leadership roles also increased from 11.96% in 2023-24 to 12.56% in 2024-25.



Commissioner's foreword

Respect. Integrity. Accountability.

Our values guide our work and shape our culture.

No matter the hour or the risk, Victorians can rely on Fire Rescue Victoria (FRV) whenever they need us. This unwavering commitment to protecting life and property not only defines our emergency response capability, it also reflects our values in action.

In 2024–25, FRV made significant progress in delivering our strategic objectives and realising our vision of becoming a modern, professional and inclusive fire and rescue service.

This year we concluded the Year 2–5 Fire Services Reform Implementation Plan, continuing the work we started on 1 July 2020, together with the Country Fire Authority (CFA), to deliver the Victorian Government's vision for modern, complementary fire services.

It was a bold reform to reimagine a system that had remained largely unchanged since the 1950s. Although the implementation phase is complete, significant work remains to fully harmonise our firefighting operations and embed the enduring cultural change envisioned by the reform. We are deeply committed to this endeavour, and I know our partners at CFA are too.

Over the past year, our people have worked tirelessly on behalf of the communities we serve. This Annual Report celebrates their work, highlighting how we are living up to our organisational values, especially the values of respect, integrity and accountability, which have been a focal point for our organisation over the past 12 months.

As a public entity and critical emergency service, FRV is accountable to Victorians. In 2024–25 our firefighters responded to 86,470 incidents across the state, 59% of which were fires and 41% being a combination of Emergency Medical Response, hazardous material, and rescues. Included in this figure is our response to a large and complex industrial fire at Derrimut, in Melbourne's west, which was one of our biggest incidents since FRV's establishment and saw 180 firefighters respond in challenging conditions (see page 64).

I am incredibly proud that our response time performance for attendance at structure fires increased to 87%, representing FRV's best performance since 2021–22, and we will work hard to better this result over the coming 12 months. Pleasingly, FRV continues to exceed our Service Delivery Standards (SDS) for Emergency Medical Response, reaching incidents within 9 minutes and 12 seconds 95% of the time.

This year was also full of challenges for our people and organisation, including prolonged industrial disputation related to unresolved enterprise agreements. We remain committed to resolving these agreements as a priority.

In September 2024, the Independent Broad-based Anti-corruption Commission (IBAC) released its Operation Turton Special Report, highlighting inappropriate conduct under the Metropolitan Fire Brigade (MFB) and potential vulnerabilities and corruption risks that may have been inherited by FRV, as the MFB's successor.

Such risks are unacceptable anywhere, but even more so for an emergency service. We must safeguard the trust of the communities we serve, and where it has been diminished, work diligently to restore it. With this in mind, upon receiving the report, I established Taskforce Turton as FRV's response. The taskforce was led by a steering committee with an independent member and supported by a working group who implemented initiatives to guard against corruption risk, and address IBAC's recommendations, which we accepted in full.

As part of this work, we are pleased to have developed our inaugural Cultural Transformation Plan, which has an overarching vision of creating a unified workforce where FRV is trusted by its people and the community we are here to serve. Our Diversity, Equity and Inclusion Strategy and second Reconciliation Action Plan are two further initiatives that are essential to our cultural reforms.

I want to once again express my gratitude to our people for their outstanding efforts in supporting our communities throughout the past financial year, and acknowledge their unwavering commitment, professionalism, and dedication.

I present this Annual Report as a demonstration of how, together, we are embedding respect, integrity and accountability in everything we do at Fire Rescue Victoria.



Victorians can rely on Fire Rescue Victoria wherever they need us.



Gavin Freeman AFSM
Fire Rescue Victoria Commissioner



Section

01

Fire Rescue Victoria

Introduction to Fire Rescue Victoria

Our vision

Safer and more resilient communities supported by a modern, professional and inclusive fire and rescue service.

Our purpose and function

FRD 22

Fire Rescue Victoria (FRV) is a statutory authority established in Victoria by the *Fire Rescue Victoria Act 1958* (FRV Act).

Our functions, under the FRV Act, are to:

- provide fire suppression and prevention services
- provide emergency prevention and response services
- implement the fire and emergency services priorities of the Government of Victoria
- provide operational and management support to the Country Fire Authority (CFA) including support to maintain, strengthen and encourage the capability of volunteers.

Our purpose is to keep Victorian communities safe.

We achieve this by:

- delivering safe and sustainable fire and rescue services to the communities we serve
- collaborating and coordinating with the CFA and other partner emergency service agencies to best meet the safety needs of the Victorian community
- driving systemic change to the built environment through reforms to building design, regulations and legislation
- educating the community through fire prevention programs that improve community safety and build resilience.

Our objectives

FRD 8, RECOMMENDATION 15, PAEC REVIEW OF THE PERFORMANCE MEASUREMENT AND REPORTING SYSTEM

Under the FRV Act, our objectives are to:



Who we are

At FRV, we thrive on a culture of continuous improvement, where the values of **Community, Teamwork, Integrity, Respect and Accountability** guide our work towards becoming a modern and inclusive fire and rescue service.

Our values serve as a strong anchor for the behaviours we expect and role model at FRV. These values embody the standards of excellence that define a world-class fire and rescue service.

To demonstrate how these values are embedded in our work, this year’s annual report is structured around three of our values — **Respect**, **Integrity**, and **Accountability**, which best sum up the last financial year. Each section highlights how these values have guided our actions and decisions throughout the 2024–25 reporting period.

While our values are deeply interconnected and often work in unison with each other to strengthen our work, presenting each value individually allows us to explore their unique contributions to our culture and performance.

Our people, infrastructure and fleet

People, infrastructure and fleet	2024–25	People, infrastructure and fleet	2024–25
Operational employees (firefighters)	4,032	Aerial appliances	25
Corporate and technical employees	765	Specialised appliances	31
Stations	85	Fireboats	10
Light vehicles	741	Technical operation pods	28
Pumping appliances (fire trucks)	156	Hazmat/Transporter/Rescue/Other	31

Please Note: Employee numbers reflect the headcount of all employees at the last pay period in June 2025. You can learn more about FRV’s employees under ‘Workforce data’ on pages 30-34.



What we do

As an emergency responder, FRV provides services to Victorian communities in times of crisis or disaster. Our people are highly trained and ready to respond to emergencies such as fires, complex rescues, road crashes, emergency medical calls and hazardous chemical spills.

We are trained to serve and protect communities before, during and after a fire or other emergency. We also conduct fire investigations and advocate for safety and emergency response reforms on behalf of Victorian communities.

Our people are committed to building fire safety resilience within the community. We invest in research and develop evidence-based and accessible prevention programs that encourage fire safety across the state.

We also proudly work with the media to deliver timely and accurate information on how to prevent, prepare for and respond to emergencies, enhancing community confidence, understanding and trust in our services.

Our response

Victorians can rely on FRV to deliver a world-class fire and rescue emergency response, every time. FRV is ready for all emergencies, including large and complex incidents related to:



Prevention and preparation

At FRV, our vision for safer and more resilient communities begins long before an emergency occurs. Prevention and preparation are at the heart of our work, and we are proud of the proactive measures we take to reduce fire safety and built environment risks, enhance firefighter and community safety, and build resilient communities across Victoria. Our efforts span a broad range of activities, including:

- educating communities on ways to prevent fire and other emergencies
- Identifying and supporting people most at risk, including older persons and vulnerable individuals
- undertaking fire safety inspections and offering advice to reduce fire safety risks
- being a referral authority for fire safety matters in building design and construction
- advocacy and stakeholder engagement to shape policy, drive risk reduction, and prioritise fire safety across sectors
- ongoing research.

Our work across the areas of response, recovery, prevention and preparation is discussed in greater detail throughout this Annual Report, providing insights into the outcomes we have delivered, the challenges addressed, and the issues that continue to shape our work. Each section offers a deeper understanding of how these areas contribute to our overall performance and service to the Victorian community.

Where we work

FRV is operationally ready, capable and prepared to deliver services to communities across metropolitan Melbourne and Victoria's major regional centres.

It takes the combined resources of many partners working as one to keep Victorians safe. Thankfully, our state has a strong complementary fire and rescue force that is well-prepared to respond to any emergency.

Our geographic footprint is aligned with Victoria's regional boundaries under the State Emergency Management arrangements. These arrangements allow for integrated emergency management planning at local, municipal, regional and state levels.

FRV regularly provides services outside of our district boundaries to support our partners in the emergency management sector. For example, FRV routinely assists CFA in the normal course of operations, and vice versa. True to our shared goal of protecting the communities we serve, both organisations readily deploy firefighters to incidents, particularly in areas where district boundaries meet, to deliver a safe, swift, and efficient response.

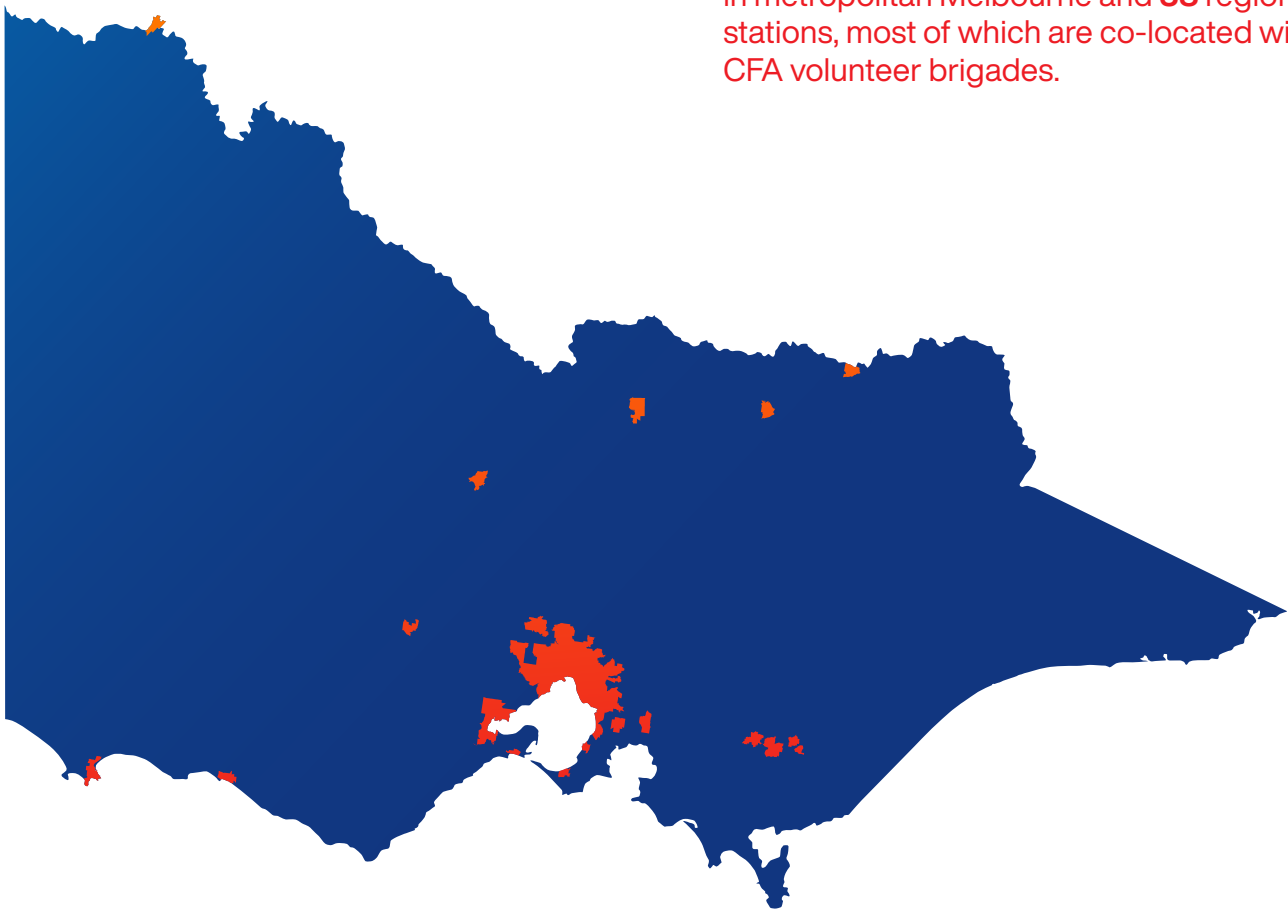
FRV also supports the State Control Centre (SCC), Victoria's primary control centre for emergency management, and a network of regional control centres across the state. In these control centres, command employees from all agencies work together on emergencies across Victoria.

In addition to our emergency service partners, we collaborate with state and local government agencies, including Energy Safe Victoria, WorkSafe Victoria, Environment Protection Authority Victoria and local councils to strengthen statewide emergency prevention, planning and preparation.

You can read more about our work to support the CFA and our partners interstate on pages 66–67.

FRV's districts

There are **85 FRV** fire and rescue stations across the state. Our firefighters operate **47** fire stations in metropolitan Melbourne and **38** regional stations, most of which are co-located with CFA volunteer brigades.





Our Strategic Plan 2022–32

In 2022, FRV strengthened our commitment to excellence—both within our organisation and to the Victorian community we serve. Building on our reputation as a professional, community-focused organisation, we set a bold ambition: by 2032, FRV will be recognised for delivering exceptional public value. Guided by our roadmap for the future, we are inspired to collaborate, innovate, and shape Victoria’s fire and rescue service together for generations to come.

Statement of progress

FRV remains committed to the delivery of our ten-year strategic plan. To ensure a strong foundation for success, we have mapped, prioritised, and started the strategic initiatives required over the current phase of the plan to deliver our vision by 2032. FRV’s progress also aligns with the work we commenced as part of the Fire Services Reform Implementation Plan.

In 2024–25, FRV also made significant progress in updating our policies and practices to embed our organisational values at the heart of everything we do. We are also upgrading our technology, resources and approach to community engagement to ensure we are able to deliver industry leading results.

FRV will continue the planning and implementation of priority initiatives, cascading both the communication and responsibility for initiatives throughout the organisation to ensure FRV is united in our progress and delivery.



Fire Services Reform

In 2017, the Fire Services Statement (the Statement) outlined the Victorian Government's long-term vision for a modern fire service. This Statement was supported by the Fire Services Reform Implementation Plan (FSRIP) which outlined specific actions, objectives and timelines FRV and CFA were required to deliver upon.

FRV is pleased to report on the fifth and final year of the Victorian Government's FSRIP. FRV has now acquitted all the actions for which we were responsible in the FSRIP. We will continue to work together with CFA and other stakeholders to ensure that the priorities for fire service reform become operationalised as business as usual.

The Fire Services Implementation Monitor (FSIM) considers the effectiveness of fire services reform activities and will provide an independent assessment of progress for both FRV and CFA in its Annual Report for 2024–25.

Outcomes framework and reform progress

FRV is required by section 140 of the FRV Act to prepare an outcomes framework that sets out outcomes-based fire services performance measures for FRV. Through this framework, FRV demonstrates our commitment to continuous improvement and accountability.

FRV's outcomes framework was developed in 2021, with indicators and measures to monitor our organisation's reform progress and identify opportunities for further improvement.

FRV has 26 outcome indicators to help define what success looks like for the Victorian community and track our organisational progress.

We are proud of the significant advancements we have made over the past five years. At the same time, we recognise there is still important work ahead to fully align the processes, systems and practices of the former MFB and the CFA's career firefighting teams.

FRV is committed to continuing our work in the following areas:

- **Community:** identify and understand the needs of the various communities we service. This is particularly reflective in the growth in community engagement across FRV programs, particularly among at-risk communities (see page 44 for more information).
- **Firefighter health and safety:** ensure our firefighters are well equipped and protected while serving the community. To date, we have supported employees health and safety by establishing a health model to assist employees in feeling seen, valued and supported.
- As of 30 June 2025, FRV has provided over 26,000 structural Personal Protective Clothing (PPC) garments and over 18,000 wildfire PPC garments to our people. FRV is committed to continuing this work.
- **Interoperability:** with the CFA, collaboratively develop a complementary fire service that meets the needs of the community. Of note is our commitment to the CFA secondment program which embeds FRV employees into CFA (see page 38 for more information) and the services we deliver outside the FRV fire district to support CFA.
- **Infrastructure:** undertake various capital works programs to support the delivery of an effective fire service to the community. FRV will continue working closely with the government on forward planning to continue progressing site builds (see page 80 for more details on our facilities).
- **Technology:** invest in our ICT technology to ensure our firefighters have access to cutting edge learning, regardless of station location. We have returned critical services following the December 2022 cyber-attack and will continue to invest in service uplift across ICT functions between 2026–28.
- **Fleet:** update our fleet of 250 firefighting road appliances. Of note, FRV has established a specialist team to strengthen our fleet maintenance regime. In parallel we are working closely with the Victorian Government to fund and acquire new trucks (see pages 83–84 for more information).

Resumption of AIRS reporting

FRV is pleased to confirm we restored Australian Incident Report System (AIRS) reporting in May 2024, following the 2022 cyber-attack. Due to the resumption of AIRS, FRV can once again report on 'structure fire confined to room of origin' and our response times for 'road crash rescue'. This data has not been available for reporting since 2021-22.

Our performance against output performance measures

FRD 8, 2024–25 BUDGET PAPER NO. 3 SERVICE DELIVERY

The Victorian Government has set performance measures for FRV in the Victorian Budget 2024–25. These relate to:



Numbers of permanent operational employees



Numbers of permanent support employees



Numbers of Level 3 incident controllers



Numbers of road accident rescue accredited units



Fire containment



Response times

Key metrics

Numbers of employees	2024–25
Permanent operational employees (firefighters)	3,980
Permanent corporate and technical employees (support employees)	622
Level 3 Incident Controllers	36

Please Note: Employee numbers reflect the number of permanent employees at the last pay period in June 2025. You can learn more about FRV's employees under 'Workforce data' on pages 30–34.

Numbers of Road Crash Rescue accredited units/brigades

FRV is committed to ensuring we provide the best care possible to people involved in traffic crashes or collisions.

To ensure a safe and effective emergency response, FRV has 8 accredited road crash rescue units strategically positioned across Victoria, ready to respond at any time.

Every Division B* firefighter and appliance (fire truck) is road crash rescue support capable. This means we can offer road crash rescue support from all 38 of our regional FRV stations. We have 8 accredited units.

FRV is currently training every Division A firefighter with these same capabilities, with the intent that every one of FRV's Heavy Pumper appliances will be road crash rescue support capable in the future.

*Division A and Division B refers to the employees and locations from the former Metropolitan Fire Brigade (MFB) and the former Country Fire Authority (CFA), respectively, before the formation of FRV in 2020 under the Fire Services Reform.

Fire containment

Wherever possible, FRV tries to reduce the adverse effects of emergency events by containing the fire to the room (or structure) of origin. This target measures the proportion of times our firefighters can contain the fire to the room of origin.

Incident type	Target	2024–25
Structure fire contained to room of origin	90%	80.2%

Please Note: FRV has been unable to report on fire containment since 2021–22, due to the cyber-attack which led to some data reporting systems being temporarily unavailable. This figure has been made available through AIRS.

Response time performance

Arriving at the scene of a fire or rescue as quickly as possible is critical because every second can mean the difference between life and death. Rapid response saves lives and helps contain fires before they spread, reduces harm to individuals, and ensures timely medical attention or rescue for those in danger.

FRV's Service Delivery Standards (SDS) set a target for how fast we respond to emergencies. These standards are the same across the FRV district and beyond. FRV is working hard to continuously improve our response times so that we can effectively respond to the community.

In 2024–25, we are pleased to share that response time performance for attendance at structure fires increased to 87.2%, representing FRV's best performance since 2021–22. FRV also continues to exceed the SDS for Emergency Medical Response, reaching incidents within 9 minutes and 12 seconds 94.8% of times.

Incident type	Target	2024–25	2023–24	2022–23	2021–22	Service delivery standard
Structure fire	90%	87.2%	86.0%	83.7%	88.2%	7 minutes and 42 seconds
Emergency Medical Response	90%	94.8%	94.9%	93.3%	93.8%	9 minutes and 12 seconds
Road crash rescue*	90%	85.1%	–	–	84%	13 minutes and 30 seconds**
Other incidents	90%	80.8%	81.8%	79.5%	82.2%	7 minutes and 42 seconds
All***	90%	82.3%	83.5%	81.6%	84.1%	–

* Road crash rescue data has not been available for reporting since 2021–22.

** This SDS refers to the arrival time for an accredited road crash rescue unit.

*** This calculation reflects the percentage of total incidents that met their specific SDS.

How FRV calculates our response times

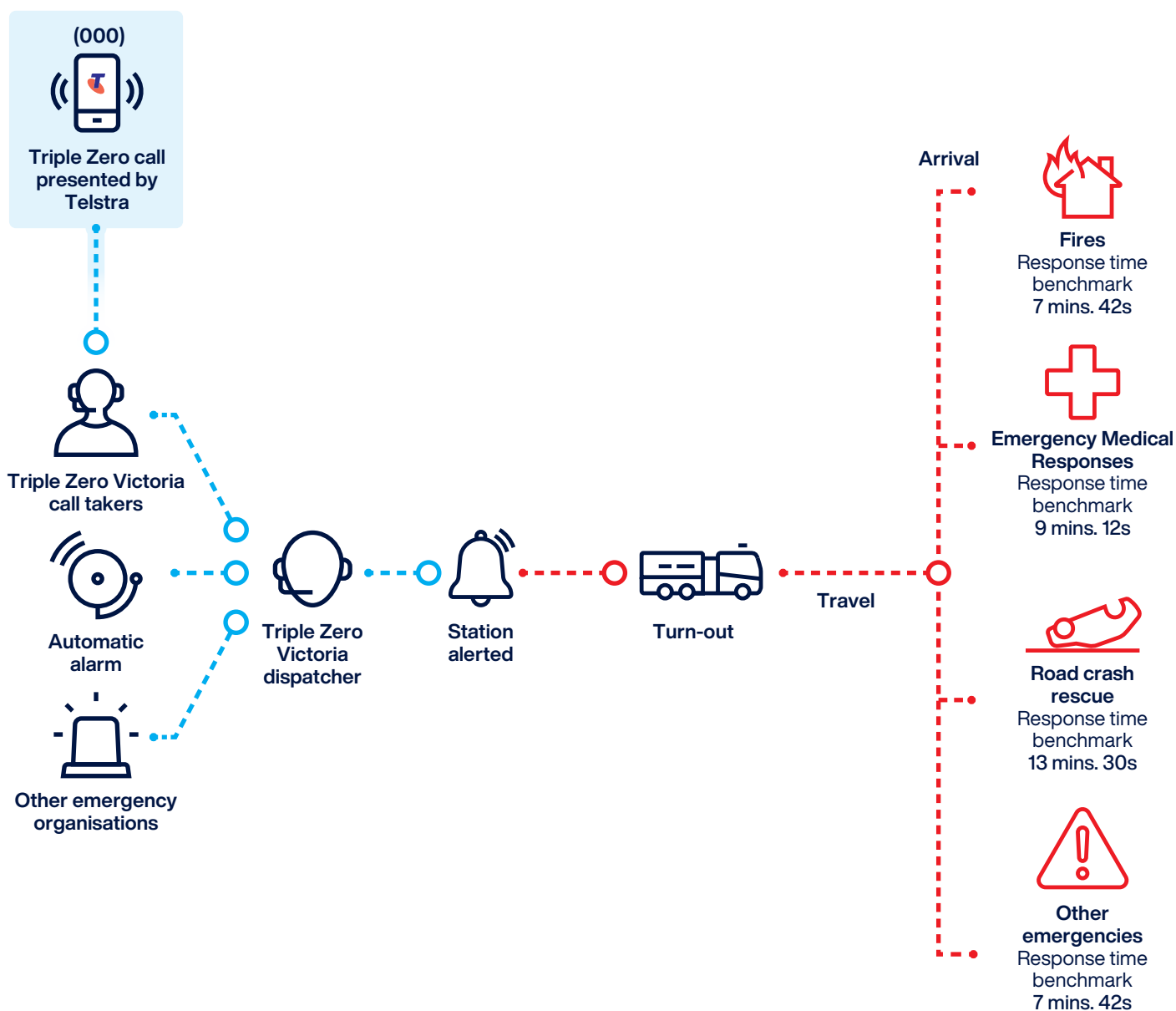
FRV's response times are measured starting from when the call is received by a Triple Zero Victoria dispatcher, as shown in the diagram below.

Of all incidents FRV responded to, 73.7% came from calls to Triple Zero Victoria and via other emergency agencies and 26.3% came from automated alarms. Most automated alarms are from fire indicator panels in alarmed premises. The nature

in which FRV arrives on scene is also essential to ensure we respond with the right resources and prioritise the safety of firefighters, other first responders, and the community.

FRV defines this 'effective response' as seven firefighters on the ground, with a minimum of two appliances to a fire-related incident. This ensures FRV can deploy 'safe systems of work', with each of the firefighters having defined and coordinated roles.

Time from call to arrival on scene



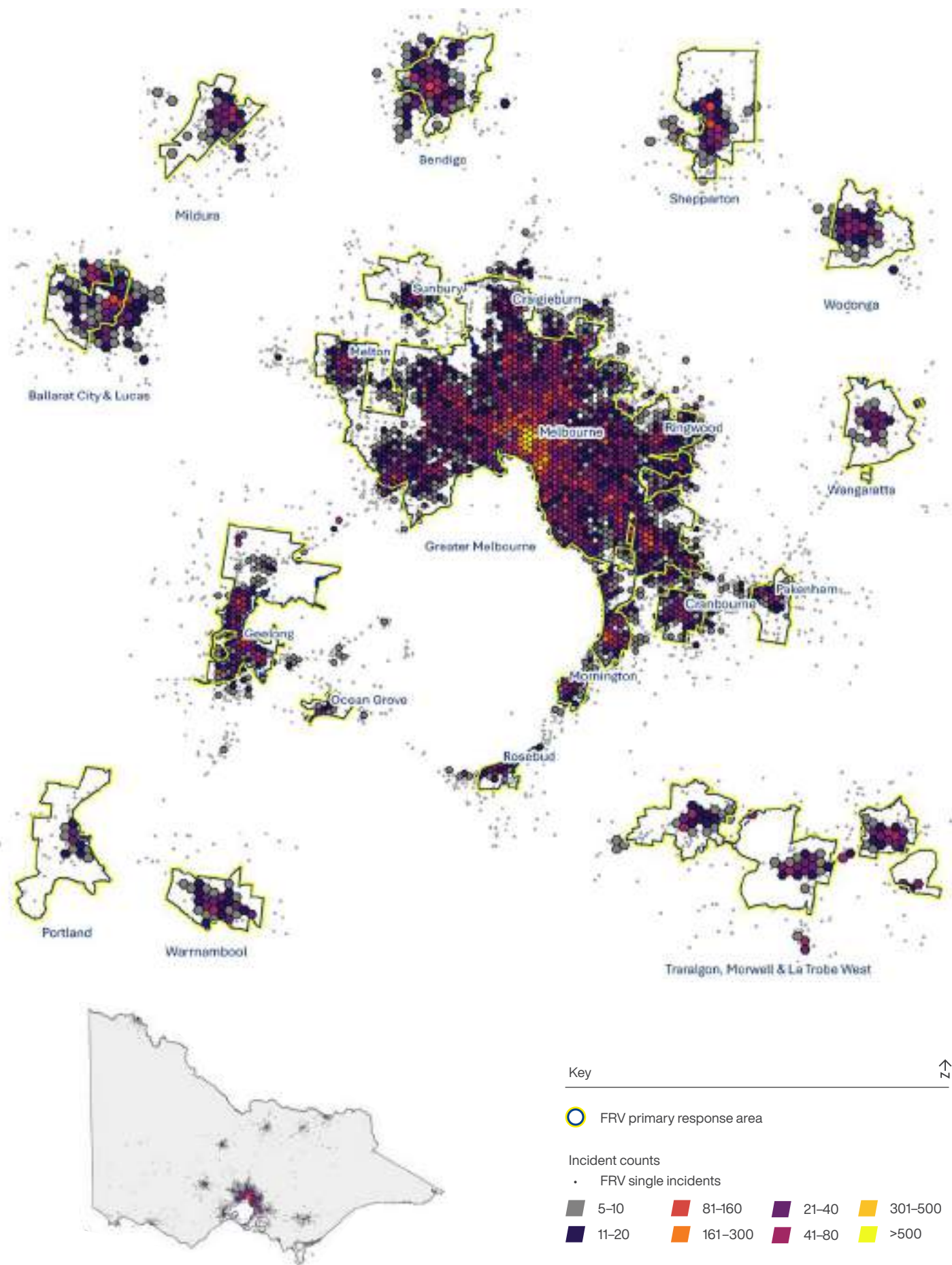
Fire Rescue Victoria Response Times (excluding road crash rescue)

Triple Zero Victoria

Fire Rescue Victoria

Incidents attended by FRV

2024-25 incident coverage



Greater Alarm Response System

The safety of our firefighters, the community and other first responders is FRV’s top priority. To ensure we can manage firefighter safety, allocate resources and provide appropriate incident management capability, most fire stations in greater Melbourne use a tiered classification known as the Greater Alarm Response System (GARS).*

GARS provides FRV with a consistent way to classify emergencies by level of risk. Each emergency is then resourced proportionately, relative to risk, to help make sure the right people and equipment are in place.

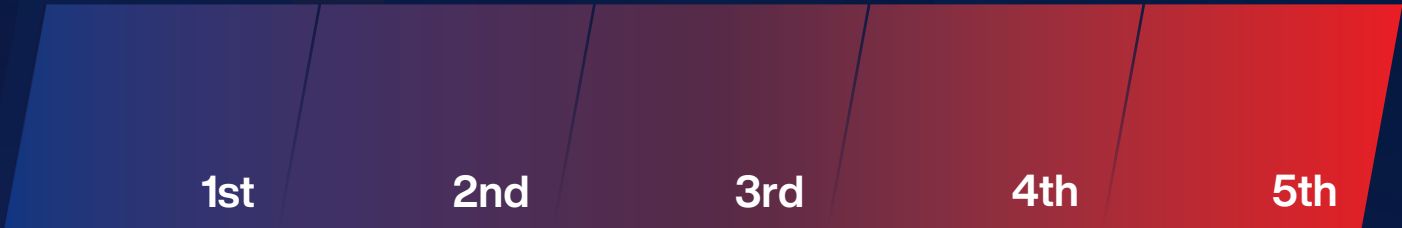
* Please Note: The following 25 fire stations do not use GARS: Ballarat City, Lucas, Warrnambool, Portland, Mildura, Bendigo, Lara, Corio, Geelong City, Belmont, Ocean Grove, Wangaratta, Shepparton, Wodonga, Traralgon, Morwell, LaTrobe West, Dandenong, Hallam, Patterson River, Frankston, Cranbourne, Pakenham, Mornington, Rosebud.

In GARS, the resources allocated are relevant to the type of incident and escalate with the level of alarm. For example, a 1st alarm non-structure fire requires two primary appliances (fire trucks) at a minimum. A 3rd alarm structure fire requires nine primary appliances and specialist support such as a ladder platform and breathing apparatus. It also requires additional employees including higher ranked firefighters such as Commanders and an Assistant Chief Fire Officer.

FRV also enhances the initial operational response in high-risk areas, to proactively meet the needs of the community.

In the limited instances where GARS is not available, Triple Zero Victoria monitors CFA radio coverage, to ensure FRV can deliver a similar approach of increasing resources based on risk levels.

Alarm levels

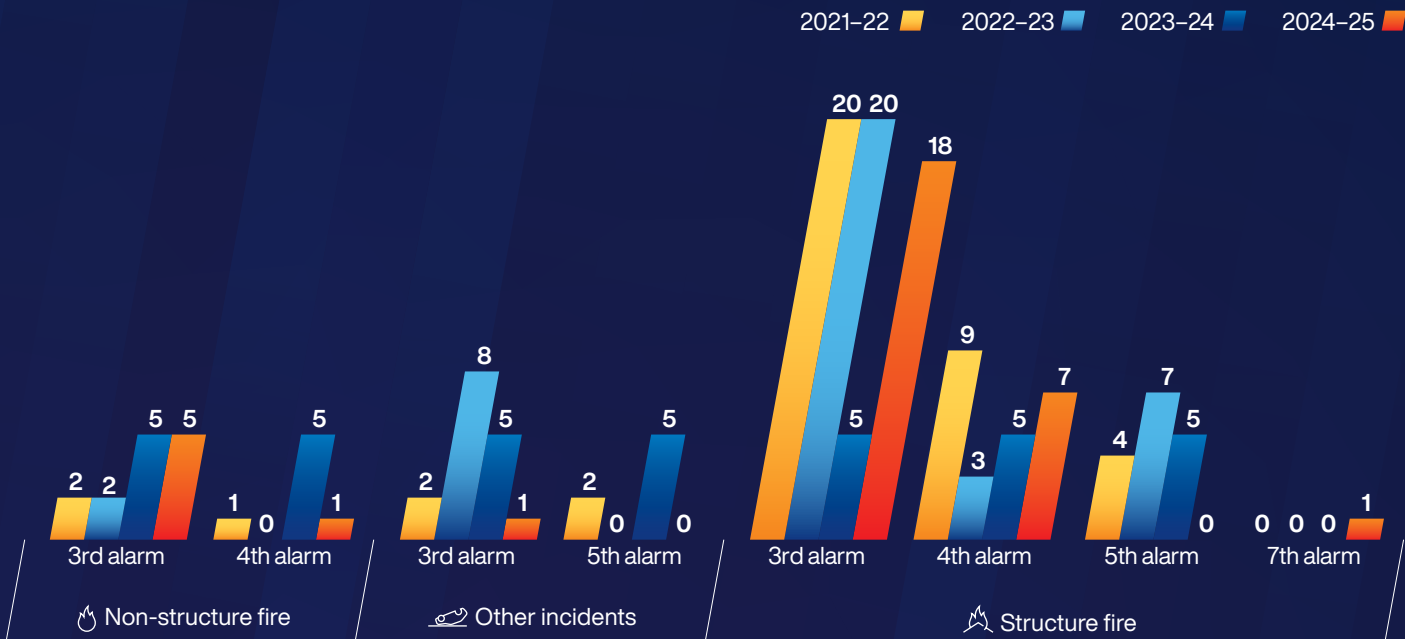


As the alarm levels increase, the **resources** allocated increase. →

3rd alarms and above attended by FRV within the FRV fire districts by type of incident

Alarm levels are determined by FRV and are different to other agency or State Government levels. For incidents not classified using GARS, an equivalent GARS level has been applied.

2024–25 FRV incident response by initial incident classification



*Please Note: This graph includes alarm levels from GARS and non-GARS sources.

FRV incident response by initial incident description

The following tables and charts categorise incidents according to the initial incident classification provided to FRV at dispatch. This includes some incidents where FRV responded, but our attendance was cancelled before arrival.

Call type	District	2024-25	Proportion of total incidents	Year on Year % change	2023-24	2022-23
Fire*	Inside FRV	45,513	53%	9.1%	41,705	37,171
	Outside FRV	5,508	6%	6.3%	5,184	4,408
	Subtotal	51,021	59%	8.8%	46,889	41,579
Rescues & Others	Inside FRV	13,566	16%	6.2%	12,772	11,145
	Outside FRV	1,322	2%	20.4%	1,098	918
	Subtotal	14,888	17%	7.3%	13,870	12,063
Emergency Medical Response	Inside FRV	8,481	10%	-0.9%	8,559	9,412
	Outside FRV	1,175	1%	6.1%	1,107	1,152
	Subtotal	9,656	11%	-0.1%	9,666	10,564
Hazardous Material	Inside FRV	9,751	11%	6.4%	9,161	8,643
	Outside FRV	1,154	1%	-0.7%	1,162	1,066
	Subtotal	10,905	13%	5.6%	10,323	9,709
Total	Inside FRV	77,311	89%	7.1%	72,197	66,371
	Outside FRV	9,159	11%	7.1%	8,551	7,544
	Subtotal	86,470	100%	7.1%	80,748**	73,915

* This includes any calls received through the Triple Zero Victoria system and automatic alarms.

** This figure includes all incidents FRV was dispatched to, including some incidents where FRV responded, but our attendance was cancelled before arrival.

Note: Minor variances can be attributed to rounding.

Total incidents 86,470*

Number and type of incidents FRV responded to within both FRV and CFA districts

 **77,311 incidents***
Responded to within
FRV districts (89%)

 **9,159 incidents**
Responded to outside
FRV districts (11%)

*This figure includes the total number of incidents FRV attended inside and outside FRV boundaries in the 2024-25 financial year, including some incidents where FRV responded, but our attendance was cancelled before arrival.

Incidents where no action is required

The incidents FRV responds to can evolve rapidly from the time we are called to when we arrive on scene. This means that our firefighters are often called to respond to one type of incident that turns out to be another. Sometimes, we are called to events that do not require any emergency action. In certain circumstances, some of these incidents were categorised as a 'false alarm' meaning no action is required by FRV.

Type of false alarm that FRV responded to	Number of incidents attended
Malfunction (Automatic alarm)	10,406
Unintentional (Automatic alarm)	4,013
As designed (Automatic alarm)	5,720
Good Intent (Automatic alarm or individual)	9,435
Malicious (Individual)	1,176
Other	305
Total	31,055*

*Please Note: This figure refers to the number of false alarms FRV responded to within FRV districts.

False alarms may be the result of:

- a malfunction in an automated alarm system, whereby there is no obvious cause for the alert and it is attributed to an internal fault
- an unintentional activation of an automatic alarm, whereby the alarm is activated by accident due to a reason outside the scope of the alarm's original design e.g. an automatic alarm is broken or damaged by hanging an object off an installed sprinkler
- an as designed false alarm, whereby the alarm is working as intended, but there is no obvious emergency present e.g. a resident burns their toast
- good intent, whereby the caller suspected a fire or mistook a non-hazardous situation for an emergency
- malicious hoax, whereby the caller knows there is not an emergency or deliberately activated an automatic or manual fire alarm.

Where possible, FRV attempts to reduce the number of false alarms attended (see page 87).



False alarms may not require action, but learning from them strengthens our response.

Support for State Emergency Management

FRV is a key agency under the State Emergency Management Plan (SEMP) and plays a critical role in providing support and resourcing for emergencies that require multi-agency response. In addition, regional Local Mutual Aid Plans (LMAPS) require FRV to provide incident management personnel and resources for specific multi-agency events in emergency management regions.

Accredited incident management team personnel work with our partner agencies to manage emergencies such as major fires, building collapse, floods and storms. Under the SEMP there are three levels of incidents, with Level 3 incidents being the highest where control is exercised by accredited incident controllers from a variety of agencies in accordance with the *Emergency Management Act 2013*. These incidents have high complexity, protracted duration, are often across multiple jurisdictional areas and often have the potential to become a declared state of emergency or lead to a declaration of a state of disaster. FRV provides 36 of the 70 Level 3 accredited incident controllers required by the Department of Justice and Community Safety.

Only the most senior and experienced professionals acquire these qualifications, which are typically held by Commanders, Assistant Chief Fire Officers, Deputy Commissioners or the Fire Rescue Commissioner.

These controllers are appointed to work as incident controllers, regional controllers or state response controllers. These individuals are part of a 24/7 roster to ensure there are always sufficiently trained employees on call. Controllers may work out in the field, at an emergency, the State Control Centre or their own agency to coordinate emergency services.

FRV also provides specialist incident management team personnel that includes Operations, Planning, Logistics, Public Information and other key functions to ensure seamless management of emergencies across Victoria and when required, are deployed interstate to support and assist our partner state agencies manage major incidents, and disasters such as the Grampians bushfires (see page 66) and the NSW, mid North Coast Floods (see page 67).

FRV is continuously providing employees with the training and resources needed to deliver quality outcomes in Victoria's evolving emergency landscape. For example, in 2025, FRV trained and equipped operational firefighters with new enhanced first aid capability to provide life-saving care in the event of a mass casualty incident (see page 68). FRV also shares training assets and knowledge with emergency management decision makers to improve shared outcomes.



Section

02

Respect



We are respectful, inclusive and supportive of everyone. We recognise and value the diversity of our people. We are approachable and considerate of everyone's views. We are understanding, caring and show empathy. We are committed to everyone's safety at work. We acknowledge one another's contributions and treat people fairly.

Respect in action

FRV's cultural transformation

In 2024–25, FRV made significant progress towards updating our policies and procedures to better align with our vision of a modern and inclusive fire and rescue service.

As a young organisation, we have the unique opportunity to create a new culture built on the strengths of the past and evolving needs of the future.

FRV is proud to have developed and released a suite of work designed to build everyday trust and become a service that meets the needs of all Victorians and where all our employees can be themselves at work.

To achieve everyday trust, we have developed five targeted culture strategies (part of an overarching Culture Transformation Plan) that seamlessly integrate with existing programs and initiatives.

These strategies focus on Leadership, Ways of Working, Workforce, Diversity, Equity and Inclusion (DEI), and Engagement. Through this focus, FRV will continue to be ready for today's challenges and tomorrow's needs.

As part of this suite of work, FRV is proud to have launched our DEI Strategy in May 2025, which connects to FRV's Gender Equality Action Page 2022–25 (page 36), and Reconciliation Action Plan 2022–24 (page 37).

FRV recognises the importance of diversity and inclusiveness to innovate, create, and deliver better outcomes for our people and the Victorian community.

The DEI Strategy is informed by the lived experiences and the expectations of our people, engagement with key stakeholders, and an evolving external landscape.

Centered around the pillars of Leadership, People, Culture and Community, the DEI Strategy outlines collective actions we will take to create a psychologically safe, inclusive and respectful workplace.

Our DEI Strategy outlines how FRV will be delivering targeted initiatives and tailored action plans that reinforce our dedication to being a values-driven organisation.

It is designed to ensure that FRV not only meets our legislative and strategic obligations but also leads with authenticity, accountability and impact.

We recognise that true cultural transformation happens when we embrace our diversity and support each other to grow and succeed. FRV knows that change does not happen overnight, but we are committed to making a difference, every day.

We look forward to reporting more on the progressive rollout of our cultural transformation over the coming years.

Together, we can create an FRV where every individual feels proud to contribute and empowered to make a difference.

Leadership
Strategy

Ways of Working
Strategy

Workforce
Strategy

Diversity Equity &
Inclusion (DEI) Strategy

Engagement
Strategy





THEN

"I was given a pair of brown put on boots a size too big when I started my recruit course.

I was given some insoles, some black nugget and a black text and told to make it work, as they couldn't find me a pair the correct size."

— PAULA TREACY
ACTING COMMANDER





NOW

"Everyone benefits from a more gender equitable workplace and community."

— EMMA POVEY
DIVERSITY AND INCLUSION LEAD





FUTURE

"Diversity makes for a better, more productive workplace, but it needs to be supported by inclusive policies and processes that enable people to truly feel that they belong"

— MARK PROCTOR
LEADING FIRE FIGHTER



On International Women's Day 2025, FRV reflected upon our people's experiences as we progressively build our culture of respect, fairness, and everyday trust.



Aftermath of Ripponlea Synagogue fire reinforces community bond

On 6 December 2024 firefighters were deployed to Ripponlea to battle a significant blaze at the Adass Israel Synagogue.

Our response saw crews use aerial appliances to attack the fire externally, which had escalated to a level 3 alarm, before moving inside to protect the structure internally.

The synagogue, a significant landmark and congregation point for the large Jewish community in Melbourne's inner southeast, suffered extensive fire damage and was closed to undertake restoration works.

In May 2025, crews were invited to Adass Israel Boys' School to attend a traditional celebration held on a chilly Autumn night. Celebrating the end of a 33-day mourning period known as 'the Omer', Lag B'Omer symbolises the first time since Passover that music and celebrations are permitted in Jewish tradition.

Incident controller Assistant Chief Fire Officer (ACFO) Brayden Sinnamon, Commanders Nigel Shipperlee and Matthew Blandford, and FRV's responding crew, exchanged reflections and received messages of thanks from the congregation for their hard work, with particular appreciation for the crew's efforts in saving the historic Torah scrolls from destruction.

ACFO Sinnamon said the invitation to attend the celebration was "profoundly meaningful" and "deeply moving".

"Trust and mutual respect is the foundation of effective emergency response," he said.

"The community's invitation to celebrate with them felt like a heartfelt thank you, reinforcing the impact of our service. It signified a bridge between our roles as emergency responders and the community we serve."

Before leaving the celebration, firefighters were personally invited to the eventual reopening of the synagogue.

After the devastating fire in December, this reopening symbolises not just the restoration of a building, but the enduring spirit and resilience of the Adass Israel community.

FRV acknowledges the significance of this invitation, and is honoured to stand alongside our Jewish community and see the synagogue when it is rebuilt.



It signified a bridge between our roles as emergency responders and the community we serve.



Left to Right: Leading Firefighter Michael Wilson, Station Officer Paul Pfeiffer, ACFO Brayden Sinnamon, Cmdrs Matthew Blandford and Nigel Shipperlee, and Firefighters Michael Cussen and David McMullen.

FRV crews were honoured to attend the traditional Lag B'Omer celebration.



Health, Safety and Wellbeing

FRD 22, BEST PRACTICE DISCLOSURE BASED ON RECOMMENDATION 70, PAEC REPORT 87

Measure	Indicator	2024-25	2023-24	2022-23	2021-22
Incidents	Number of Incidents	570	443	385	340
	Rate per 100 Full-time equivalent (FTE)	12.2	10.6	8.1	7.7
Claims	Number of standard claims	496	400	385	340
	Rate per 100 Full-time equivalent (FTE)	10.58	8.5	8.1	7.7
	Number of lost time claims	407	360	258	225
	Rate per 100 Full-time equivalent (FTE)	8.68	7.6	5.4	5.1
	Number of claims exceeding 13 weeks	130	140	54	42
	Rate per 100 Full-time equivalent (FTE)	2.78	2.9	1.1	1
Fatalities	Fatality claims	1	0	0	0
Claim Costs	Average cost per standard claim	\$29,393	\$17,780	Not reported	Not reported
Return to Work	Percentage of claims with return to work plans less than 30 days	Not reported	32.18% (118)	Not reported	Not reported
Management commitment	Evidence of OH&S policy statement, OH&S objectives, regular reporting to senior management of OH&S, and OH&S plans (signed by Executive)	Completed	Completed	Completed	Completed
	Evidence of OH&S criteria(s) in purchasing guidelines (including goods, services and personnel)	Completed	Completed	Completed	Completed
Consultation and participation	Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs), and issue resolution procedures (IRPs)	Completed	Completed	Completed	Completed
	Compliance with agreed structure on DWGs, HSRs and IRPs	Completed	Completed	Completed	Completed
	Number of quarterly OHS Committee meetings	4	4	4	4

*Please Note: The number of incidents recorded for 2024-25 is significantly higher than the previous year due to a change in the methodology for collating statistics. This figure now reflects the total number of Incident Safety Reports containing injuries, near misses and hazards submitted to FRV. The revised methodology has not been applied retroactively to previous years.

Premium vs remuneration costs

Measure	2025-26	2024-25	2023-24
Premium	\$58,582,947.25	\$51,304,482.00	\$51,016,229.00
Remuneration	\$798,354,951.00	\$780,778,476.00	\$776,664,811.00

Measure	Indicator	2024-25	2023-24	2022-23	2021-22
Risk Management	Percentage of internal audits/inspections conducted as planned	100%	100%	100%	100%
	Percentage of reported incidents investigated	95%	100%	100%	100%
	Number of Improvement Notices issued across the Department by WorkSafe Inspector	3	0	0	0
	Percentage of issues identified and actioned arising from:				
	Internal audits	100%	100%	100%	100%
	HSR provisional improvement notices	100%	100%	100%	100%
	WorkSafe notices	100%	100%	100%	100%
Training	Percentage of managers and employees that have received OH&S training:				
	induction	100%	100%	100%	100%
	management training	Not available	10%	10%	10%
	contractors and temps	Not reported	Not reported	Not reported	Not reported
	Percentage of HSRs trained:				
	upon acceptance of role	100%	100%	100%	100%
	retraining (annual refresher)	100%	100%	100%	100%

Employment and conduct principles

FRD 22

FRV appoints employees on merit and equity principles. The selection processes ensure applicants are assessed and evaluated fairly and equitably based on the key selection criteria and other accountabilities without discrimination. Employees have been correctly classified in workforce data collection.

Workforce data

The following tables disclose the headcount and full-time equivalent (FTE) numbers of all active public service employees of FRV, employed in the last full pay period in June of the current reporting period (2024–25), and in the last full pay period in June of the previous reporting period (2023–24).

The increase of operational employees is attributable to the onboarding of recruit firefighters as part of our intake program. Increases in corporate and technical employees occurred mainly in corporate roles to support major projects and develop the organisation's capability with technology, compliance, analysis and leadership.

Details of employment levels

► FRD 22, 29

2024–25

	All employees		Ongoing			Fixed term and casual	
	Full-time (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data							
Gender							
Women	618	599.6	510	35	530.9	73	68.7
Men	4,174	4,119.7	4,048	7	4,049.1	119	70.6
Self-described	5	4.8	2	0	2.0	3	2.8
Total	4,797	4,724.1	4,560	42	4,582.0	195	142.1
Age							
15–24	34	32.4	19	0	19.0	15	13.4
25–34	811	795.5	758	3	759.5	50	36.0
35–44	1,717	1,696.4	1,653	15	1,659.1	49	37.3
45–54	1,122	1,108.4	1,077	7	1,080.2	38	28.2
55–64	864	853.1	822	11	830.3	31	22.8
65+	249	238.3	231	6	233.9	12	4.4
Total	4,797	4,724.1	4,560	42	4,582.0	195	142.1
Classification data							
Operational employees	4,032	3,980.8	3,978	2	3,975.8	52	5.0
Corporate and technical Employees	765	743.3	582	40	606.2	143	137.1
Total	4,797	4,724.1	4,560	42	4,582.0	195	142.1

Overview of total employee numbers (at 30 June)

FRD 29

Area of work	2025 (headcount)	2025 (FTE)	Change (FTE)	2024 (FTE)	2023 (FTE)
Operational employees	4,032	3,980.8	0.9%	3,945.9	3,813.1
Corporate and technical employees	765	743.3	2.3%	726.3	702.8
Total number of employees	4,797	4,724.1	1.1%	4,672.1	4,515.9

Please Note: This table excludes Statutory Appointments.
Minor variances can be attributed to rounding.

2023–24

All employees			Ongoing			Fixed term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data							
Gender							
Women	589	571.2	496	32	514.5	61	56.7
Men	4,143	4,092.1	3,996	3	3,994.9	144	97.2
Self-described	9	8.8	3	1	4.0	5	4.8
Total	4,741	4,672.1	4,495	36	4,513.4	210	158.7
Age							
15–24	39	35.0	24	0	24.0	15	11.0
25–34	892	875.4	836	2	835.7	54	39.7
35–44	1,630	1,617.4	1,573	11	1,577.8	46	39.6
45–54	1,064	1,051.5	1,008	12	1,016.9	44	34.6
55–64	891	878.8	852	5	854.4	34	24.4
65+	225	214.0	202	6	204.6	17	9.4
Total	4,741	4,672.1	4,495	36	4,513.4	210	158.7
Classification data							
Operational employees	3,998	3,945.9	3,920	2	3,916.9	76	29.0
Corporate and technical Employees	743	726.3	575	34	596.5	134	129.7
Total	4,741	4,672.1	4,495	36	4,513.4	210	158.7

Note: Minor variances can be attributed to rounding.

Details of employment levels (continued)

FRD 22, 29

2024–25

	All employees		Ongoing			Fixed term and casual	
	Full-time (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data							
Operational employees							
Men	3,804	3,756.4	3,756	0	3,753.4	48	3.0
Women	228	224.4	222	2	222.4	4	2.0
Self-described	0	0	0	0	0	0	0
Total	4,032	3,980.8	3,978	2	3,975.8	52	5.0
Corporate and technical employees							
Men	370	363.3	292	7	295.7	71	67.6
Women	390	375.2	288	33	308.5	69	66.7
Self-described	5	4.8	2	0	2.0	3	2.8
Total	765	743.3	582	40	606.2	143	137.1
Senior executive							
Statutory appointment (excluded in above)	7*	7	7	0	7	0	0
PESES 3	0	0	0	0	0	0	0
PESES 2	6	6	6	0	6	0	0
PESES 1	14	14	14	0	14	0	0
Total	27	27	27	0	27	0	0

Please Note: Statutory appointments include the Fire Rescue Commissioner and Deputy Commissioners. Statutory appointments for the Audit Risk and Compliance Committee and the Strategic Advisory Committee are not included but are named in 'Organisational Structure' section. Agency contractors are included in the fixed term and casual employees numbers.

* In 2024–25, one statutory appointee was on long term leave, resulting in the role being substantively vacant. Another statutory appointment was made for the entire period meaning there is no additional headcount.

2023-24

	All employees		Ongoing			Fixed term and casual	
	Number (headcount)	FTE	Full-time (headcount)	Part-time (headcount)	FTE	Number (headcount)	FTE
Demographic data							
Operational employees							
Men	3,779	3,732.0	3,707	0	3,704.0	72	28.0
Women	219	213.9	213	2	212.9	4	1.0
Self-described	0	0.0	0	0	0.0	0	0.0
Total	3,998	3,945.9	3,920	2	3,916.9	76	29.0
Corporate and technical employees							
Men	364	360.1	289	3	290.9	72	69.2
Women	370	357.4	283	30	301.6	57	55.7
Self-described	9	8.8	3	1	4.0	5	4.8
Total	743	726.3	575	34	596.5	134	129.7
Senior executive							
Statutory appointment (excluded in above)	7*	7	7	0.0	7	0.0	0
PESES 3	0	0	0	0	0	0	0
PESES 2	3	3	3	0	3	0	0
PESES 1	16	16	16	0	16	0	0
Total	27	27	27	0	27	0	0

* The statutory appointment headcount has been retrospectively updated to read as 7 for the 2023-24 financial year.

The following table discloses the annualised total salary for senior employees. The salary amount is reported as the full-time annualised base salary, not package. Public Entity Senior Executive Service (PESES) roles are within three bands: one is the lowest and three is the highest.

Annualised total salary by \$20,000 bands for executives and other senior non-executive employees

► FRD 29

Income band	PESES1	PESES2	Statutory Appointment	PESES3	Grand Total
200,000–220,000	7	–	–	–	7
220,000–240,000	2	–	–	–	2
240,000–260,000	5	–	–	–	5
260,000–280,000	–	3	–	–	3
300,000–320,000	–	1	2	–	3
320,000–340,000	–	–	2	–	2
340,000–360,000	–	–	2	–	2
360,000–380,000	–	1	–	–	1
380,000–400,000	–	1	–	–	1
480,000–500,000	–	–	1	–	1
Grand Total	14	6	7	0	27

Total number of senior appointments

► FRD 15

Number of executives	PESES1	PESES2	Statutory Appointment	PESES3	Grand Total
Men	6	3	6	–	15
Women	8	3	1	–	12
Grand Total	14	6	7	0	27

Workforce inclusion policy

RECOMMENDATION 20, PAEC REPORT 107 FRD 29

FRV is unwavering in our commitment to building a modern, inclusive and resilient fire and rescue service that reflects the diverse communities we serve. Achieving inclusion, as a diverse organisation, benefits our people, organisation and our community.

The vast majority of FRV’s operational workforce are men, which stems from a range of complex social factors. FRV recognises the opportunity we have to advance gender equality within our workforce and contribute to a safer, respectful and more equitable community. Women now account for 13.2% of FRV’s workforce. Of our senior appointments in 2024–25, 12 (44.4%) of 27 appointments are women.

Workforce area	Group	2024–25	2023–24	2022–23
Senior appointments	Women	44.4%	44.0%	41.7%
	Men	55.6%	56.0%	58.3%
Firefighters	Women	5.5%	5.5%	5.3%
	Men	94.5%	94.5%	94.7%
Corporate and technical	Women	51.0%	49.0%	50.5%
	Men	48.2%	49.8%	48.3%
	Self-described	0.8%	1.2%	1.2%

FRV is committed to improving gender equality for our employees and in the services we provide to the Victorian community.





FRV fully supports the aims and requirements of the *Gender Equality Act 2020* (Vic) and is committed to improving gender equality for our employees and in the services we provide to the Victorian community. As a defined entity for the purposes of the *Gender Equality Act 2020*, we must take meaningful action to improve gender equality.

We have continued to implement a Gender Equality Action Plan which includes proactive steps to address gender inequality over 2022–25. This document is made available on our website.

Our Gender Equality Action Plan outlines 22 objectives across the pillars of leadership, culture and people and seeks to:

- develop a strong foundational understanding of equality, equity and inclusion that enables the creation of a psychologically safe, inclusive and respectful workplace
- identify and remove barriers, if any, to our systems and processes, enabling equitable access to leave requirements, development opportunities, recruitment and promotion and a reduction in the gender pay gap
- break down unhelpful gender stereotypes that prevent FRV from being a contemporary fire service that is reflective of, and responsive to, the community we serve.

Our progress in 2025 included:

Leadership

- Ongoing delivery of Workplace Behaviour Training, reaching more than 3,000 employees.
- Development of a draft Values and Behaviour Policy and Guide for Managing reports of unacceptable workplace behaviour.

Culture

- Delivery of awareness-raising activities, including training at firefighter recruit courses, information sessions and events on a range of topics. Seven participation briefs, which provide resources and learning materials, were issued to promote learning and engagement.
- Drafting of a Family and Domestic Violence Policy and Guide.
- Drafting of a Breastfeeding Policy and Guide and Menopause Policy and Guide.

People

- FRV's Women's Support Coordinator team attended events to visibly promote women firefighters, helping to break down gendered stereotypes and provide positive role models and access to information for women considering a career in firefighting.
- FRV launched 'Women in Firefighting Workshops' and hosted information sessions for women applicants during the firefighter recruitment and selection process.
- FRV's progress report and workplace gender audit results are available online on the Commission for Gender Equality in the Public Sector Insights Portal.

Reconciliation Action Plan

FRV is committed to supporting reconciliation and a more equitable future for Aboriginal and Torres Strait Islander peoples. Published in 2022, our first Reconciliation Action Plan (RAP) 2022–24 is available on our website.

We aim to strengthen our relationships and trust with Aboriginal and Torres Strait Islander peoples and communities and build a culturally safe and respectful workplace.

At the centre of this work is the Reconciliation Action Plan Implementation Group with Aboriginal and Torres Strait Islander employees to ensure their expertise and lived experience guides the implementation of RAP initiatives. The group is co-chaired by an Aboriginal community leader to bring further expertise and support cultural safety.

The plan has 15 activities across the four areas of relationships, respect, opportunities and governance.

Below: EVIE features a distinctive visual design that speaks to its sustainability and FRV's respect for Aboriginal and Torres Strait Islander Peoples and their cultures. The door of the pumper features artwork from Wurundjeri and Dja Dja Wurrung artist Samantha Richards. Titled 'Bunjil and Waa', the artwork is Samantha's depiction of 'Bunjil' the eagle, the protector watching over Country, and 'Waa' the crow—a messenger bird between Bunjil and the plants, animals and people. FRV thanks Samantha for her ongoing support of FRV and working with us to embed her artwork across our organisation

FRV's key progress in 2024–25 included:

- Development of initiatives to support the attraction, recruitment and development of Aboriginal and Torres Strait Islander peoples, including the appointment of FRV's first Aboriginal Engagement Officer.
- Participation in employment expos in Geelong, Morwell and Thornbury.
- Ongoing recognition of National Reconciliation Week and NAIDOC Week, including participation in community events and delivery of internal events to increase awareness and understanding across the organisation.
- Launch of an Aboriginal Engagement and Cultural Protocol Guide to help build cultural awareness and understanding across the workforce.
- Ongoing embedding of artwork created by Wurundjeri and Dja Dja Wurrung artist Samantha Richards across FRV, in digital assets and on FRV's first Electric Vehicle for Incident and Emergency, known as 'EVIE'.
- In 2025–26 FRV will continue to progress and grow our reconciliation work and engage with our stakeholders including Reconciliation Australia regarding the development of our next RAP. A key focus will be increasing cultural safety and awareness through the provision of training and learning opportunities.



FRV employees working in CFA

Under the Fire Services Reform, FRV and CFA entered into an ongoing Secondment Agreement on 1 July 2020 for FRV to provide employees to CFA. The secondment model strengthens Victoria’s fire service capability by complementing CFA’s volunteer capability with FRV’s expertise.

As part of the arrangements with CFA, FRV Assistant Chief Fire Officers (ACFOs), Commanders, Instructors, Practical Area for Drills (PAD) Supervisors and PAD Operators are seconded to CFA to provide operational and management support to CFA. We thank each and every one of these employees for their service to Victoria’s regional communities.

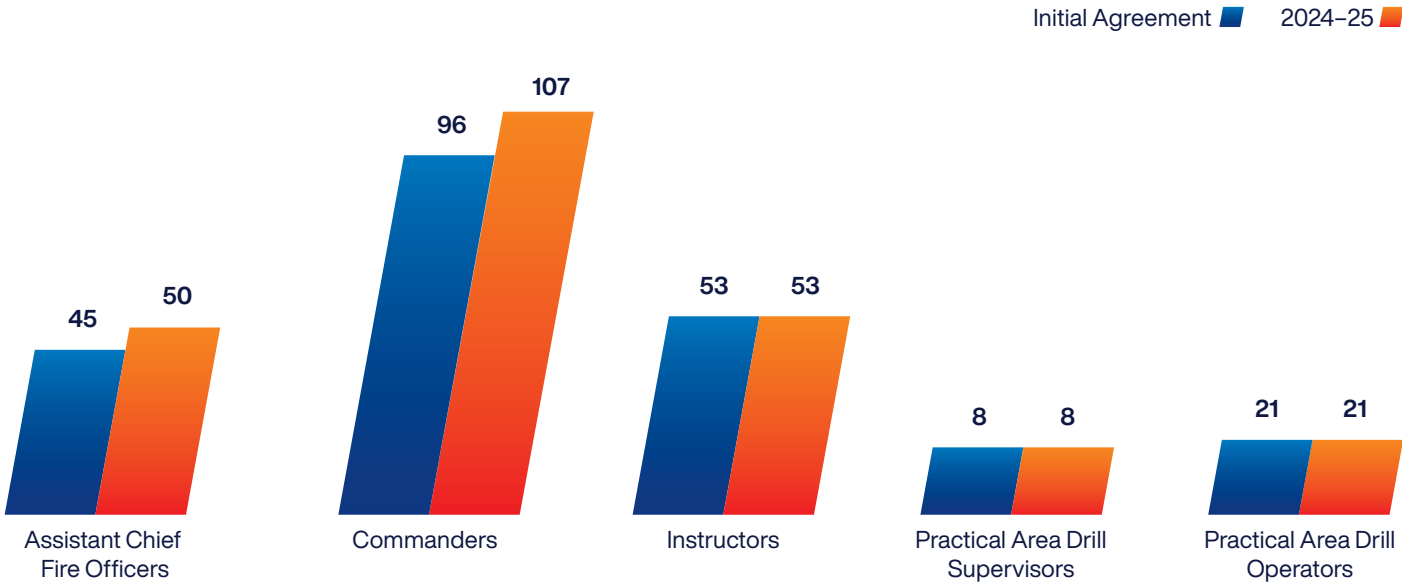
FRV people in these roles are well placed to provide operational and management support, having knowledge of both FRV and CFA operational practices, as well as established relationships with both organisations.

To ensure the continuation of a complementary and exemplary fire service to the community across the state of Victoria, FRV and the CFA have collaboratively achieved the following in 2024–25:

- The Secondment Management Department was formally established with a new structure, vision and strategic plan to effectively manage vacancies in CFA resulting from natural workforce movements such as leave, transfers and promotions.
- 330 vacancies, ranging from short-term transfers, higher duties opportunities and ongoing vacancies were advertised across FRV to support seamless operational coverage to our regional communities.
- 788 Staff Action Forms have been processed as a result of employee movements and leave coverage.

FRV employees working in CFA summary

	2024–25	Change	2023–24	2022–23
FRV employees seconded to CFA	239	4 ↓	242	262
Proportion of FRV’s employees seconded to CFA	6%	0.1% ↓	6.1%	6.6%



In addition, there are 10 Project roles comprising 1 ACFO, 6 Commanders and 3 Instructors, as well as a casual PAD Operator pool of 55, bringing the total of employees being managed by the Secondment Management Department to 304.

FRV people in these roles are well placed to provide leadership, training, and operational support to more than 1,200 volunteer brigades across 30 CFA districts.

Women's Support Unit



Photo by Ariel Skippen.

The Women's Support Unit (WSU) continues to play an active role in encouraging and supporting women to grow and develop their careers at FRV. Key achievements include:

- **Recruitment:** The WSU ran three firefighting recruitment workshops as part of the July 2024 recruitment campaign.
- **Promotion:** The WSU played an active role in encouraging women to apply for the most recent Station Officer promotional course, with four women promoted from Leading Firefighter to Station Officer in Q2 2024–25. Women now occupy 27 operational leadership roles.
- **Retention:** The annual turnover rate for operational women (1.43%) remains lower than the turnover rate for operational men (2.17%) (based on Q3 2024–25 data). Since 2021–22, 100% of all women firefighters recruited have been retained throughout the recruitment process.

Women supporting women

In 2021, recruit hopeful Gemma* attended an online information session hosted by the WSU and felt a strong sense of support immediately. Gemma felt that a sincere rapport was built quickly, and that continuous support was provided by the WSU throughout the recruitment process.

In 2021 Gemma applied for a third time and was this time successful in obtaining a place in the FRV recruitment course for 2023.

Unexpectedly, Gemma suffered a serious injury two weeks out from starting the recruit course, which put her recruit journey on hold for the foreseeable future.

The relationships formed with the WSU throughout the recruit process meant Gemma felt comfortable to contact them without hesitation and seek support. The WSU helped Gemma gain clarity on what her firefighting future looked like and provided a sounding board about her options in a difficult time.

Importantly, this support helped enable Gemma develop a pathway that kept her engaged in the process while she recovered from her injury. In 2024 Gemma was able to commence her recruit course and has since graduated.

A serious injury of this nature may have resulted in Gemma withdrawing from this process. The support provided by the WSU helped retain Gemma in this process and support her successful onboarding into FRV as a career firefighter.

*This is not their real name nor image. Gemma is currently a Level 2 firefighter.

Fire Ops 101 program

FRV strives to be more visible, approachable and accessible to the communities we serve.

Fire Ops 101 is designed to provide participants such as Members of Parliament, senior government officials, corporate executives, cultural leaders, entertainers, media identities, sporting identities and prominent Victorians/Australians a hands-on experience as a firefighter.

The program's objective is to educate key stakeholders on the challenges firefighters face day to day, promoting greater understanding and support of the fire service across all sectors and within the community.

By connecting with the Fire Ops 101 participants the program seeks to reach a broader audience across the community.

In the 2024–25 financial year, three Fire Ops 101 programs were held, with a total of 23 high-profile participants.

To complement the Fire Ops 101 program, the Fire Ops Immersion Program was launched to enhance FRV's social media presence and strengthen partnerships with athletic organisations, leadership teams, select community groups, FRV corporate employees and key stakeholders. This initiative supports recruitment efforts, including a focus on women, by showcasing the physical and mental resilience required in firefighting, aligning with the values of participating communities.

In the 2024–25 financial year, eight Immersion Programs were held, with a total of 118 participants.










Fire Ops 101 photography.

Community education

Community education is critical to building community resilience to fire and other emergencies and empowering individuals with the knowledge and confidence to prevent fires and respond effectively in emergencies.

FRV’s efforts focus on those in the community who are most at risk, where we can have the greatest impact. These priority groups include school children, over 50s, those undertaking risky behaviour, international students and other migrant groups, who may be less familiar with fire prevention strategies.

Our key programs include:

				
Fire Ed for Foundation	Seniors Fire Safety Program	Fit to Drive	Fire-CAP	FLAMES
Target audience Children in first year of school	Target audience Over 50s	Target audience Year 11 students (novice drivers)	Target audience Children/young people partaking in fire risk behaviour	Target audience international students
The program is available to all primary schools within our districts. It involves a 2–3- week program which includes firefighters attending classes at schools and children completing activities prior to and between firefighter visits.	The program is for active seniors to help older people understand and adopt fire safe behaviours around their homes. The presenters are all retired career firefighters who understand the concerns and lifestyle of their audiences.	The program is a half-day workshop to deliver road safety messages. It supports young drivers to take responsibility for keeping themselves and their friends safe regardless of what type of road user they are.	The program is delivered at each young person’s place of residence, free of charge and is strictly confidential. Fire risk behaviour can include lighting of matches or lighters without the approval or supervision of a primary carer, or more serious behaviours.	The program is delivered to international students enrolled in English Language Schools and Centres. Firefighters delivering this program are supported by teacher- led classroom learning involving fire safety messaging and English Language translation exercises.

FRV’s suite of school-based fire safety education programs are the cornerstone of our fire prevention measures targeted at children and young people.

This year, we focused our efforts on increasing the awareness amongst the primary school education sector of FRV’s range of school-based fire safety education programs, particularly Fire Ed for Foundation and Fire Ed for Special Ed. Several strategies were implemented to raise awareness of these programs, with sizeable growth observed in the first quarter of 2025, with approximately 25% of all potential Fire Ed for Foundation sessions being scheduled for the 2025 school year across FRV’s jurisdiction.

FRV’s suite of school-based fire safety education programs are mapped to the Victorian School curriculum and provide children with basic fire safety messages and an understanding of how to respond appropriately in the event of a fire or other emergency, delivered by firefighters to the children in a manner that is carried throughout life. Not only are these programs educational, but they provide children with access to firefighters and support the development of children’s trust in firefighters as community helpers and generates the topic of fire safety in thousands of homes across the state of Victoria.

FRV also continues to support and deliver a variety of education programs that address several risk factors experienced across various age and community groups, including delivery of the Fit to Drive program in collaboration with the Fit to Drive Foundation and Victoria Police, supported by Local Governments. The program is aimed at Year 11 students as they commence learning to drive, with the firefighters delivering a case study involving the loss of young lives through road trauma, reinforcing the dangers caused by inattention and lack of driving experience.

FRV’s FLAMES program continues to be delivered to international students enrolled in English Language Schools and Centres. Firefighters from the Community Education unit deliver important fire safety messaging and promote the role of firefighters to students embarking on their English language classes. Firefighters delivering this program are supported by teacher led classroom learning involving fire safety messaging and English Language translation exercises.

FRV continues to educate children and young people referred to the Firelighting Consequence Awareness Program (Fire-CAP). The program is delivered across the state of Victoria by FRV firefighters and is aimed at redirecting young people away from the dangerous practice of misusing fire or showing a heightened or inappropriate interest in fire. The young people referred to the program are supported by their primary carers, with education extending beyond just the young person to the young person’s family or broader support network.

Participants in community education programs

Education program	2024-25 Bookings	Participants	2023-24 Bookings	Participants
Fire Ed for Foundation	430	26,293	342	17,328
Seniors Fire Safety Program	66	1,811	96	3,505
Fit to Drive	93	14,263	84	10,339
FLAMES	7	147	N/A	N/A
Fire-CAP	238	125	112	112
Total	834	42,639	634	31,284

Note: Bookings refer to visits planned to be conducted within the period. Fire-CAP does not accept bookings but does accept referrals.



Clockwise from Left to Right: Firefighters from FS18 Hawthorn conducted a fire safety session for children aged five to nine with blindness or low vision, with one child declaring it "the most awesomest day" of their life.

FRV's teddy bears are a valuable tool to support children and provide comfort on scene.

Our Fire Ed Program, hosted at FS75 Shepparton, introduced students from Bouchier Street Primary School to fire safety practices.

At-risk groups



In 2024, firefighters at FS01 Eastern Hill welcomed children from an early learning centre to their weekly Friday display to connect more children with basic fire safety messaging and to inspire the next generation of firefighters.

FRV knows that creating an informed community is key to delivering better fire and rescue outcomes across Victoria. We also recognise that the communities we serve continue to grow in diversity, bringing to the forefront new cultural, disability, language and social considerations to our services.

To help ensure no one is left behind in fire safety and preparation, FRV works closely with people who may be more at-risk from fire in their home.

At-risk groups include:

- older people
- the very young (aged 0–4)
- people with disabilities
- people in homes affected by hoarding
- people in homes with no working smoke alarm
- people who experience social and financial disadvantage
- people who smoke.

The risk of a residential fire, as well as the risk of injury and death from fire, is greater in certain population groups. Due to demographic and social factors, at-risk groups represent a growing proportion of the population in Victoria.

To help support at-risk groups improve home fire safety, FRV receives referrals from firefighters through our Fire Safety Issue Notification System as well as referrals from the community, including:

- from workers in the aged and disability home-support sectors
- municipal councils
- health and allied health providers
- housing providers
- affected individuals and family members.

Firefighter and community referrals can be arranged when a person faces a situation that increases their risk of starting a fire, the risk of injury or death from fire. This includes people who are unable to evacuate from their home or people in need of additional support or advice to reduce their fire risk.

Notifications for referrals for fire safety issues, at-risk individuals and hoarding

Notification/ action	2024–25	% change	2023–24	2022–23
Fire safety issues notifications – residential	240	+ 1.7%	236	–
External agency referral of individuals with significant risk	301	- 8.5%	329	–
External agency hoarding notifications of residential property	317	+59.3%	199	–

In 2024–25, FRV saw a significant increase in notifications for hoarding referrals from external agencies. This increase likely reflects FRV's priority post-cyber attack to catch up on renewing notifications to provide meaningful support to the community.

Multicultural Liaison Officers

We understand that our service to the community is not only measured by the number of community education sessions we deliver, but how we interact with and empower the community.

FRV's Multicultural Liaison Officers (MLOs) play a crucial role in building trust, respect and collaborative relationships with Aboriginal and Torres Strait Islander communities, multicultural communities and agencies, multicultural and faith-based groups, refugee and settlement services, adult English language providers and universities supporting international students.

Engaging with these groups enables us to build fire safety awareness and resilience across the community and helps to identify emerging trends or risks within the community. In turn, this means we can adapt our community messaging and programs, so they are delivered in a culturally sensitive and informed manner.

FRV works closely with a broad range of stakeholders to enhance community safety and resilience through culturally informed engagement. Through these relationships, FRV was able to gather valuable insights that will inform the development of tailored resources and programs aimed at raising awareness of fire risks and strengthening preparedness and resilience within Victoria's diverse communities.

This year our MLOs delivered initiatives including:

- fire safety presentations tailored for English as an Additional Language (EAL) learners in collaboration with service providers. These sessions focused on home fire safety, summer fire safety, and smoke alarms, and were supported by pre-learning resources that complemented firefighter-led presentations.
- fire safety presentations tailored to international students through partnerships with institutions. These sessions aimed to equip students with essential fire safety knowledge relevant to their living environments.

Events

MLOs participated in a variety of community support programs, including:

- the Melbourne Royal Show
- Variety Christmas Children's Celebration and the Children with Disabilities event at the Showgrounds
- the STEPUP! Fundraising event
- the Victoria Law Enforcement Torch Run
- Camp Quality
- activities for Burns Awareness Month at both the Alfred and Royal Children's Hospitals
- the Royal Children's Hospital Good Friday Appeal
- MLOs also attended a wide range of multicultural celebrations, reflecting the diversity of the communities FRV serves.

Multilingual video project

In 2024, FRV produced 36 short, impactful videos in 12 languages, each featuring native language speakers to ensure authentic and meaningful engagement with multicultural communities.

The content was shaped by direct community input, focusing on critical fire safety topics such as smoke alarms, home fire safety, and summer fire preparedness.

A key strength of the project was its comprehensive engagement with native language speakers, ensuring that all resources were culturally appropriate, accessible, and relevant. This approach reinforced trust and empowered communities to take proactive steps in safeguarding their homes and families.

To further enhance accessibility, a new language landing page was launched on FRV's website. This page consolidates all fire safety resources by language, making it easier for community members to find and access information in their preferred language.





As part of National Reconciliation Week, FRV welcomed back Jason Mifsud, a proud Kirrae, Peek and Tjab Whurrong man of the Gunditjmara nation in south west Victoria for a 'You Can't Ask That' event. Jason shared his insights and tangible steps we can all take to support reconciliation.

Honours and awards

At FRV, honouring our people is more than tradition, it is a reflection of our values of Community, Teamwork, Integrity, Respect and Accountability.

In 2024–25, we proudly recognised over 2,000 employees whose dedication has shaped our organisation and made Victoria a safer place to be.

These awards celebrated not only long-standing service and commitment but also extraordinary contributions during nationally significant emergencies, including the devastating 2019–20 bushfires.

Across fifteen major ceremonies held in Melbourne, Shepparton, Mildura and Dandenong, we came together to acknowledge the quiet bravery and dedication of our people.

Local stations and worksites also hosted heartfelt recognition events, ensuring that every act of service, whether on the fireground or behind the scenes, was seen and valued.

FRV continues to champion our people by applying on their behalf for prestigious national honours. These awards, bestowed by the Governor General's Office, complement FRV's own honours and awards and affirm the integrity and excellence of both our operational and corporate employees.

Every award tells a story of service and is a reflection of the lasting and positive impact made by our people on FRV, our partners and the communities we serve.

Key awards

FRV honours and awards

Long and Good Service Award, FRV Life Membership Award, FRV Valour Medal, Humanitarian Overseas Service Medal.

FRV commendations

FRV Commissioner's Commendation, Executive Officer's Commendation, FRV Commissioner's Special Recognition.

Australian Fire Service Medal

Awarded for distinguished service when 'carrying out the primary functions of the organisation, particularly where the work has been inherently more hazardous than other occupations'. FRV is proud to acknowledge this year's recipients of the Australian Fire Service Medal (AFSM) in recognition of their commitment to community safety:

- Assistant Chief Fire Officer **Andy Waterson**
- Assistant Chief Fire Officer **Mark Gunning**
- Commander **Colin Brown**
- Senior Station Officer **Ben Schmidt**
- Senior Station Officer **Murray Talbot**
- Wildlife Instructor **Anthony Scicluna**.

Emergency Services Award

FRV's Multicultural Liaison Officers (MLOs) were proud recipients of the Emergency Services Award at the Victorian Multicultural Awards for Excellence 2024 at Government House. This award recognised the role of FRV's MLOs in identifying emerging fire safety trends, building trust and promoting fire safety awareness and resilience across the community. Please join us in congratulating Rebecca Harding, Ron Hayward, Owen Butler, Jon Sculley, Sal Galofaro, Shane McCluskey, Frank Yaman, Danny Jacka and Jason Wagland. You can learn more about the work of our MLOs on page 45.



Left to Right: Long and Good Service Award and National Emergency Medal.



FRV's order for wearing medals and other honours.



Left to Right: Deputy Commissioner Joshua Fischer, Her Excellency Professor the Honourable Margaret Gardner AC, Western District 1 MLO Rebecca Harding and Northern District MLO Jon Sculley.

■ Section

03

Integrity



We act with integrity in everything we say and do. Decisions are made through open, honest and clear communication. With active listening, we build mutual trust and shared understanding. Working in a safe and transparent manner, we do what is right.

Integrity in action

FRV welcomes the release of Operation Turton

Since FRV's formation in July 2020 as part of Victoria's Fire Services Reform, we have made significant progress in modernising our organisation. This includes instilling the highest standards of integrity and accountability within our culture, improving technology systems, enhancing processes and upskilling our people.

We welcomed the release of the Independent Broad-Based Anti-Corruption Commission (IBAC) Operation Turton report in September 2024. The IBAC report highlighted that we must continue to build on the work we are already doing in these areas.

As a public sector organisation, FRV is committed to building and retaining the trust of the community we serve.

Operation Turton did not call into question the dedication and commitment of our firefighters, who continue to deliver high-quality services to Victorians. However, IBAC's investigation did identify several corruption risks at the former Metropolitan Fire Brigade (MFB).

As MFB's workforce, systems, policies and procedures were transitioned to FRV in 2020, we may have inherited the corruption risks identified by IBAC.

The Operation Turton report contains four recommendations for FRV, as the successor to MFB, regarding information security, policies and procedures on information sharing with industrial bodies, privacy and data protection and complaint processes.

The behaviours outlined in the report are concerning and we have taken the findings extremely seriously. FRV will not tolerate behaviour that does not align with our FRV Values and the Victorian Public Sector Values and Code of Conduct.

We accepted the recommendations of this report in full and FRV is committed to implementing them.

This taskforce is leading our implementation of IBAC's recommendations and the delivery of endorsed activities.

The outcome of this work and the key focus of the taskforce is the development of a workplace culture characterised by trust, accountability and a commitment to our values.

Key activities completed in 2024–25 include:

- **Cultural transformation:** FRV has developed a Cultural Transformation Plan, with implementation underway. Built on a set of foundational initiatives, the Plan will create a safe, fair, respectful and inclusive workplace, where trust is at our core and values-based leadership empowers us to thrive and be our best.
- **Internal complaints processes:** FRV is reviewing our internal complaints processes to ensure our people feel safe making complaints, trust the channels available to them, and have confidence that reporting will make a difference. We have engaged with the Victorian Public Sector Commission to include complaint-related questions in the People Matter Survey 2025. Survey outcomes will contribute to our review of our internal complaint processes.
- **Privacy and data protection:** FRV has reviewed all information-sharing policies, procedures and frameworks to ensure our people understand and comply with their responsibilities to protect public sector information.
- **Information security:** FRV has engaged independent cyber security expertise to conduct an assessment of our security systems, to ensure we meet contemporary security requirements and expectations.

FRV will report progress to IBAC by the end of October 2025. We will also continue to build an organisational culture that has strong values and a shared understanding of our integrity obligations.



FRV is committed to building and retaining the trust of the community we serve.



Governance structure

Our Minister

The responsible Minister is the Minister for Emergency Services. Jaclyn Symes MP was appointed as Minister for Emergency Services in August 2021. Vicki Ward MP was appointed as Minister for Emergency Services in December 2024.

Fire Rescue Commissioner

FRV is constituted by a single Commissioner, the Fire Rescue Commissioner, occupied by Gavin Freeman AFSM. Commissioner Freeman was appointed by the Governor in Council, pursuant to section 9 of the *Fire Rescue Victoria Act 1958* in May 2023. The Commissioner has all the functions, duties and powers of FRV, and all acts and things done by the Commissioner in the name of, or on behalf of, FRV are taken to have been done by FRV.

The Commissioner has responsibility for the overall strategic direction and oversight of FRV, management of FRV's operations and ensuring that FRV complies with our statutory obligations under the FRV Act and all other applicable laws.

Executive Leadership Team

The FRV Executive Leadership Team (ELT) is established to support the Commissioner in executing his responsibilities. The ELT is comprised of FRV's most senior leaders and plays a critical role in how the organisation makes enterprise-wide decisions and monitors and manages the execution of strategy. The ELT provides guidance in the areas of direction, development, assurance and performance.

The membership comprises:

- Deputy Commissioner Operations North and West
- Deputy Commissioner Operations Central, South and East
- Deputy Commissioner Strategy
- Deputy Commissioner Office of the Fire Rescue Commissioner
- Deputy Commissioner Operational Training
- Deputy Commissioner Community Safety
- Deputy Secretary, Corporate, Regulations and Strategic Services
- Executive Director Strategic Services
- Executive Director Corporate Services
- Executive Director People and Culture

The six Deputy Commissioners are appointed by the Governor in Council pursuant to section 9A of the *Fire Rescue Victoria Act 1958* to support the Commissioner.

The ELT has established sub-committees to support the functions of ELT and to streamline decision making:

- Finance and Investment Sub-Committee (FISC), commenced August 2024
- Planning and Performance Sub-Committee (PPSC), commenced August 2024
- Service Delivery Sub-Committee (SDSC), commenced October 2024
- People Sub-Committee (PSC), commenced January 2025.

All sub-committees have Terms of Reference (TOR), which are reviewed annually.

Audit Risk and Compliance Committee

SD 3.2.1.3(F), FRD 22

The Commissioner established the Audit Risk and Compliance Committee (ARCC) in accordance with the Standing Direction 3.2.1 - Audit Committee of the Standing Directions 2018 under the *Financial Management Act 1994* (FMA) (Standing Directions). The ARCC is governed by the ARCC Charter.

The purpose of the ARCC is to assist the Commissioner and FRV to discharge their responsibilities, by having oversight of:

- published financial statements and Annual Report
- the operation, management and improvement of the risk management framework
- internal controls and compliance with statutory compliance obligations
- the Internal audit function, including performance and independence; and
- liaison with the external auditor (Victorian Auditor-General).

ARCC has an advisory focus and is not responsible for the executive management of these functions.

In accordance with the Charter, updated and last reviewed in March 2025, ARCC consists of four independent members (including the Chair) appointed by the Commissioner.

Member	Meetings attended
Andrew Nicolaou (Chair)	5/5
Gregory Sword OAM	5/5
Karen Phillips	5/5
Kerrie Howard	4/5

Prior to the March update, the ARCC included two management members:

Member	Meetings attended
Deputy Secretary	4/5
DC Office of the Fire Rescue Commissioner	4/5

Strategic Advisory Committee

The Strategic Advisory Committee (SAC) is a public entity established under Section 33A of the *Fire Rescue Victoria Act 1958*. It comprises external independent members appointed by the Minister, with the Fire Rescue Commissioner an observer at all Committee meetings. The Committee meets a minimum of four times a year and provides independent and expert advice to FRV on:

- cultural change
- workforce diversity and flexibility
- organisational governance
- engagement and integration with the broader emergency management sector
- future direction, including emerging opportunities and risks
- matters on strategic advice
- any other matters relevant to FRV.

A list of current members and their respective terms is available on FRV’s website at: www.frv.vic.gov.au.

Attendance of current members*

SAC Member	Meetings attended
Dr David Hayward (Chair)	4/4
Tricia Malowney OAM	4/4
Gregory Sword OAM	4/4
Tina Housseini	4/4
Greg Ferrington	3/4

*Tasneem Chopra resigned as a member of the Strategic Advisory Committee on 14 October 2024.
A meeting was not held during the period of her tenure this financial year.

SAC offers FRV advice around workplace reform, organisational culture and broader engagement with inclusive values and practices. SAC’s perspective on how some of the social determinants of fire risk, particularly arising from low income, disability, and culturally and linguistically diverse communities, has been considered and embedded in service demand planning methodology. SAC continues to provide advice as FRV seeks to reach our objective to become a truly inclusive and community engaged organisation.

Executive leaders

As of 30 June 2025



Gavin Freeman AFSM

Commissioner

Gavin Freeman was appointed Fire Rescue Commissioner in May 2023. Gavin joined FRV as a Deputy Commissioner in 2020. He previously served with CFA as Deputy Chief Officer and Executive Director for Community Service Delivery. He joined CFA in 2017 from the Tasmania Fire Service where he worked for 32 years, including seven years as Deputy Chief and Chief Officer. Gavin previously acted as CFA's Chief Executive Officer/Chief Officer and has been an endorsed Victorian State Response Controller since 2017, including during the damaging 2019–20 bushfire season.

Gavin holds a Master's Degree in Emergency Management, along with a Graduate Diploma in Executive Leadership and an Advanced Diploma of Firefighting (Management). He is a Fellow of the Institute of Fire Engineers and a graduate of the Australian Institute of Company Directors (AICD). He is also a certified Strategic Commander under the Emergency Management Professionalisation Scheme. Gavin participates in a range of forums at national and state level.

Up until his appointment as Fire Rescue Commissioner, Gavin chaired the Australasian Urban Operations Group and was a member of the Bushfire Risk Advisory Panel, which advises the Victorian Government on the implementation of evidence-based bushfire risk management on both public and private land in Victoria.

Gavin received an AFSM in 2011, the National Emergency Medal in 2013 and a National Medal in 2010. Gavin is also a Director of AFAC – the Australian and New Zealand National Council for Fire and Emergency Services.



Tony Matthews
GAICD, MBA, CPA, B.Bus

Acting Deputy Secretary, Corporate, Regulation and Strategic Services

Tony Matthews is a seasoned senior executive with a distinguished career across the Victorian public sector. Currently serving as Deputy Secretary at Fire Rescue Victoria, Tony brings a wealth of expertise in strategic planning, financial stewardship, corporate governance, transformational leadership, and operational excellence.

With a proven track record in leading high-performing teams and driving complex organisational change. Tony has held pivotal roles including Executive Director at the Department of Premier and Cabinet, Environment Protection Authority, Service Victoria and Director of Business Services at Victoria Legal Aid. His leadership is characterised by authenticity, resilience, and a deep commitment to public value.

Tony is a Certified Practising Accountant (CPA), a graduate of the Australian Institute of Company Directors (GAICD), and holds a Master of Business Administration (MBA). He is recognised for his ability to navigate strategic, operational, and tactical domains concurrently, and for fostering dynamic environments that deliver measurable business outcomes.

A passionate advocate for continuous learning and endurance sports, Tony's leadership philosophy is grounded in adaptability, curiosity, and purpose-driven engagement.



Michelle Cowling
AFSM

Deputy Commissioner, Operations North and West

Michelle Cowling is the Deputy Commissioner North and West Operations and has more than 30 years' combined experience across Fire Rescue Victoria (FRV) and Queensland Fire and Emergency Services. Michelle has successfully led transformation and reform through collaborative leadership, communication, focus, commitment, and dedication.

Michelle is a strong advocate for continued personal development and believes in coaching and mentoring junior employees to grow future leaders. As a qualified mediator, Michelle believes this assists her to build strong teams in which members feel valued.

Michelle holds a Master's Degree in Public Business Administration, Graduate Diploma in Executive Leadership (Policing and Emergency Services), a Graduate Diploma in Strategic Leadership and a Graduate Certificate in Public Safety Business Management.

Michelle has held several board positions both nationally and internationally with Women and Firefighting Australasia and the International Association of Fire and Rescue Services. She is dedicated to attracting, promoting and developing women across the emergency service sector and received an AFSM in 2021 for her work in increasing diversity and inclusion within fire and emergency service industries.



Costa Katsikis
AFSM

Deputy Commissioner, Operations Central, South and East

Costa Katsikis joined the fire services in 1988 and has served the Victorian community for more than 36 years as a career firefighter with the former-MFB and FRV.

Costa's experience spans across several roles including: Operations, seconded to Premier and Cabinet Securities and Emergencies Unit, seconded to Tyne and Wear Fire Service UK, Training, Technical Operations, Planning and Policy, Operations Communications and Office of the Chief Officer.

Costa holds a Graduate Diploma of Executive Leadership, Graduate Certificate in Applied Management, Diploma of Training and Assessment Systems and Associate Diploma of Applied Science. He is a Williamson Fellow, a graduate of Fire Engineers, a graduate of the Australian Institute of Company Directors and was awarded the AFSM in 2024.



Joshua Fischer

Deputy Commissioner, Community Safety

Joshua Fischer was appointed to FRV in January 2024. He has experience as a CFA volunteer and previously worked with Forest Fire Management Victoria.

Joshua returned to Victoria after 10 years of service with fire services in the Northern Territory (NT). He most recently served with the NT Fire and Rescue Service as Deputy Chief Fire Officer for Strategy and Capability and prior to that as Assistant Director Operations with Bushfires NT.

Joshua holds a Graduate Certificate in Business (Public Sector Management), Advanced Diploma of Public Safety (Emergency Management), Advanced Diploma of Leadership and Management, Diploma of Public Safety (Firefighting Management) and has been awarded the National Emergency Medal for the 2009 Victorian bushfires, a National Medal, NT Wildfire Response Medal and Victorian Country Fire Authority Service Medal. He is also an Associate Member of the Institute of Fire Engineers.



Eddie Lacko

Deputy Commissioner, Strategy

Eddie Lacko brings over three-and-a-half decades of experience in fire and emergency services to FRV. He served with CFA and Queensland Fire and Emergency Services before joining FRV. He held numerous positions with QFES including operations, training, community safety and business operations roles as well as Superintendent Strategic Planning.

Eddie has undertaken deployments throughout Australia to disasters including Category 5 Tropical Cyclones, major floods and bushfires, including Black Saturday 2009, 2010–11 Queensland Floods, Tasmania Fires 2016 and the 2019–20 NSW/ACT bushfires

Eddie holds a Master's Degree in Emergency Management, a Graduate Diploma in Executive Leadership, an Advanced Diploma in Firefighting Management and an Advanced Diploma in Strategic Management.

Eddie is also a Certified Incident Controller, Member of the Institute of Fire Engineers and Program Visiting Fellow of the Australian Institute of Police Management.



Michael Morgan AFSM

Deputy Commissioner, Office of the Fire Rescue Commissioner

Michael Morgan has 40 years of experience in the fire services. Of Michael's tenure, 38 years were served with the South Australian Metropolitan Fire Service (MFS) with 5 years as the Chief Officer and Chief Executive Officer.

Michael holds a Master's Degree in Business Administration (MBA) with a focus on Human Resources and has championed health and wellbeing throughout his career while actively bringing about improvement in systems and processes and access to support.

Michael has worked with the Champions of Change and AFAC to progress Diversity, Equity, and Inclusion across the Emergency Services Sector. He currently Chairs the Victorian Emergency Services Sector Diversity, Equity and Inclusion Leadership Group and sits on the Gender and Disaster Australia Expert Advisory Group.



Tom McPherson

Acting Executive Director, People and Culture

Tom McPherson is a dedicated career public servant with over 17 years' experience in the areas of people leadership, industrial relations frameworks, human resources, and strategic communications.

Tom's career began in workplace relations, where he developed deep expertise in employment law and regulatory frameworks. He later transitioned into senior communications roles, including leadership positions at Environment Protection Authority Victoria and Industrial Relations Victoria, before joining FRV in 2022 as Director Strategic Communications.

Tom holds a Master's Degree in Global Media Communications, and qualifications in leadership and workplace relations.

Tom advocates for values-based leadership and creating positive workplace environments that are safe, respectful and inclusive for all.



Chris Moon

Acting Executive Director, Corporate Services

Chris Moon is an experienced Chief Information Officer, with a background in technological and business transformation and strategic capability delivery.

Currently acting as Executive Director at Fire Rescue Victoria, Chris brings expertise in transformational leadership, and operational excellence.

Chris has worked across the not-for-profit and environment sectors. He was also a volunteer for the State Emergency Service (SES) until 2019.

Chris holds a Bachelor (Hons) of Applied Computing and has won an Australian Government Young ICT Professional award.

Chris specialises in utilising the latest innovations, the implementation of enterprise systems and delivery of new operating models. In his time in as the Chief Information Officer at EPA Victoria, Chris led the transformation of EPA's digital capabilities, transforming the organisation as legacy technologies were replaced and practices with modern agile processes and capabilities implemented.



Luisa Interligi

Acting Executive Director, Strategic Services

Luisa Interligi brings extensive experience to FRV, with a background in health practitioner regulation, health workforce, service and strategic policy and planning to the organisation.

Luisa has qualifications in science, education and a Master's Degree in Public Health. She has held roles across government, higher education and in the health, practitioner regulation, health complaints and education sectors.

In her role as Executive Officer of the Dental Board of Australia, Luisa provided executive leadership and led the establishment, coordination and maintenance of systems and structures to ensure proper registration and regulation of the profession. In her time as Victoria's Deputy Health Complaints Commissioner, Luisa worked to help drive ongoing improvement in the quality of health services.



Andy Waterson

Acting Deputy Commissioner, Operational Training

Andy Waterson brings 24 years of experience in firefighting and emergency management to FRV. Currently serving as Acting Deputy Commissioner, Operational Training, Andy has dedicated his career to enhancing operational training, leadership, and strategic planning.

Andy has performed many roles within Technical Operations, Urban Search and Rescue and Training to develop and refine programs which empower responders with the skills and knowledge they need to protect communities.

Andy holds a Graduate Certificate in Applied Management from the Australian Institute of Police Management and is studying for a Graduate Diploma of Executive Leadership (Policing and Emergency Services). Andy's previous roles have included ACFO Policy and Planning and more recently ACFO Training delivery.

He recently completed the Singapore Civil Defence Force Senior Executive Programme in Disaster Management. Andy began this role in June 2024.



Mark Kennedy

Chief of Staff to the Fire Rescue Commissioner

Mark Kennedy commenced as a recruit firefighter with CFA and served for 25 years at stations and districts around regional and outer metropolitan Victoria. He worked up to the rank of Operations Manager/ACFO.

In 2021, after extensive service in CFA, Mark was appointed to FRV during the Fire Services Reform and establishment of FRV to the role of ACFO – Chief of Staff to the Fire Rescue Commissioner.

Mark took a leading role within both organisations in implementing changes stemming from the Fire Services Reform.

Mark was awarded a National Emergency Medal for both Black Saturday and 2019–20 Fires and a National Medal with his first clasp in 2022. He holds a Graduate Diploma in Executive Leadership from the Australian Institute of Police Management (AIPM). He is the current President of Yarra Road Primary School Council.

Mark was appointed Acting Deputy Commissioner, Operational Training, from 1 June 2025 to 1 August 2025.

Organisational structure chart

As of 30 June 2025

Fire Rescue
Commissioner
Gavin Freeman AFSM

ACFO Chief of Staff
to the Commissioner
Steve Morgan ^(A)
Mark Kennedy ^(S)

Deputy Commissioner
Office of the Fire
Commissioner
Michael Morgan AFSM

Deputy Commissioner
Operations Central,
South and East
Costa Katsikis AFSM ^(S)

Deputy Commissioner
Operations North & West
Michelle Cowling AFSM ^(S)

Deputy Commissioner
Community Safety
Joshua Fischer ^(S)

Director Health &
Wellbeing

ACFO
Central District

ACFO
Western District 1

ACFO
Community
Resilience

Director Safety
& Recovery

ACFO
Eastern District

ACFO
Western District 2

ACFO
Built Environment

ACFO
Southern District 1

ACFO
Western District 3

ACFO
Alarms &
Investigations

ACFO
State Operations

ACFO
Southern District 2

ACFO
Northern District

ACFO
Fire Safety

ACFO Health, Safety &
Wellbeing - COVID

ACFO
Southern District 1

ACFO
South & East Regional

ACFO
North & West
Regional

ACFO Advocacy
(including PFAS)

ACFO Secondment
Management

Deputy Commissioner
Strategy
Eddie Lacko ^(S)

ACFO Protective
Equipment

ACFO Property, Fleet &
Infrastructure

ACFO Op Comms
& IT Services

ACFO
Policy & Planning

ACFO
Interoperability

A/Deputy Commissioner
Operational Training
Martin Braid AFSM ^(S)
Mark Kennedy ^(A)

ACFO Operational Training
Development

ACFO Operational Training
Service Delivery

ACFO
Technical Operations

A/ Deputy Secretary,
Corporate, Regulations
and Strategic Services
Tony Matthews

A/ ED Corporate Services
Chris Moon ^(A)

A/ED Strategic Services
Luisa Interligi ^(A)

A/ ED People & Culture
Tom McPherson ^(A)

Key
A = Acting
S = Substantive

■ Section

04

Accountability



We are professional and accountable. We take pride in everything we do. We are consistent, reliable and strive for excellence. With a positive attitude, we show initiative and are responsive. We maintain a high level of safety for ourselves and for others. We take ownership and deliver on our commitments.

Accountability in action



FRV responds to Derrimut factory fire

At 11.20am on 10 July 2024, FRV responded to our first seventh alarm, a major factory fire in Derrimut.

True to FRV’s ongoing commitment to community safety, our firefighters delivered a swift, reliable, and coordinated response when it mattered most.

More than 180 firefighters attended the scene as plumes of black smoke and toxic chemicals polluted Melbourne’s western suburbs.

Supported by the Aviation Rescue Fire Fighting Service and CFA, firefighters brought the blaze under control at 3.32pm.

The chemical-rich nature of the materials within the facility presented a unique challenge for crews on the scene. With preparation and operational control, firefighters worked around the clock over the coming weeks to completely extinguish the fire and manage the atmosphere and surrounding environment via air monitoring and water testing.

Our dedicated firefighters worked quickly and effectively, with over three million litres of water and 40,000 litres of foam used in the first 24 hours. A variety of appliances, including Remote Piloted Aircraft Systems (RPAS) drones were also used to monitor the incident for thermal changes as hotspots continued to burn.

Given the nature of the incident and potential exposure risks, appliances compromised by the blaze were taken out of commission for safety purposes.

A team of specialists, including FRV medical and safety officers, arrived quickly, working with the Incident Management Team (IMT) to immediately assess the health and wellbeing of firefighters on scene.

This commitment to care extended beyond the initial incident, as FRV Health contacted all employees who attended the factory fire. This comprehensive follow-up included health monitoring, risk assessment, and ongoing confidential health checks.

This incident is not only a clear demonstration of our accountability to the Victorian public, but also FRV’s duty to maintaining workplace health and safety.

“I really want to thank all the first responders, particularly our firefighters, working in the most dangerous conditions,” Deputy Commissioner and incident controller Joshua Fischer said on Thursday 11 July 2024.

Victoria Police, Ambulance Victoria, CFA, the Environment Protection Authority, Melbourne Water, WorkSafe and VICSES also played key roles in responding to this emergency.

The scene was not handed back to the factory occupier until late August.

■ ■ ■ This incident is not only a clear demonstration of our accountability to the Victorian public, but also FRV’s duty to maintaining workplace health and safety.


1,740
courses

→


9,929
participants

Our well-coordinated response to the factory fire in Derrimut is a testament to our operational readiness and training. FRV delivered a total of 1,740 courses, involving 9,929 participants this year.

See page 76 to learn more about our world-class training.

Photo by RPAS Office Team.





CASE STUDY

FRV supports multi-agency response in Grampians

As 2024 drew to a close, FRV helped the CFA and Fire Forest Management Victoria (FFMVic) tackle an unfolding emergency in December.

More than 160 dedicated FRV personnel worked to contain a raging bushfire that put families, homes and wildlife at risk in the Grampians National Park.

Between 26 December and 29 December 2024, FRV firefighters worked on rotating shifts to defend the area, working in sweltering heat and navigating dense bushland. FRV's strike team protected the township of Halls Gap, allowing for CFA and FFMVic to work on containing the fire to the national park.

Teams consisted of five Pumper Tankers, 20 firefighters, command personnel and mechanics.

Through it all, FRV's people provided exceptional support to CFA and FFMVic, who led the response, navigating a complex landscape and dangerous weather patterns.

"The CFA and locals that were still there were very grateful for all the support we could offer them," Commander Darren Brown, a member of the response team, said. "All the crews understood that they were in an area where people had been removed from their homes. They were aware of the sensitivities and did whatever they could to help the local communities."

CFA declared the fire contained on 6 January 2025, by which time the fire had burned through more than 76,000 hectares of land, destroyed four homes and 41 outbuildings and led to the loss of livestock and the temporary evacuation of hundreds of people.

Fire Rescue Commissioner Gavin Freeman AFSM and Deputy Commissioner (DC) Michael Morgan AFSM tour Grampians after significant December bushfires.



Supporting the nation: FRV helps out in NSW

In an emergency all agencies work together as one to exchange resources and personnel. This reciprocal way of working ensures all Australians receive the strongest possible protection from their emergency services.

In May 2025, FRV answered the call from our New South Wales emergency service counterparts to provide equipment and expertise following catastrophic flooding in the state's Mid North Coast.

Our people deployed alongside colleagues from the VICSES and CFA to support the significant rescue and recovery effort.

FRV assisted NSW SES to provide food, water and medical supplies to people stranded in the flood, rescue those trapped, and transport people needing critical medical attention.

We organised volunteer and professional emergency services personnel to clear damaged items and belongings, hose out affected properties and arrange temporary accommodation for those unable to return to their homes.

Media advisers supplied by FRV helped coordinate media opportunities, developed strategies to keep the community informed, and assisted with the opening of a volunteer headquarters to streamline rescue and recovery efforts.

"FRV's proven commitment and ability to stand in support of our emergency service partners is something we can all be very proud of," said Fire Rescue Commissioner Gavin Freeman AFSM.

 **FRV's proven commitment and ability to stand in support of our emergency service partners is something we can all be very proud of.**

Left to Right: Marcus Uhe, Alistair Walton, and Prime Minister Anthony Albanese.



FRV's Swift Water Rescue.



454
Employees



Community
recovery
activities

This financial year, a total of 454 employees have engaged in community recovery activities following a disaster or emergency.

CASE STUDY



From Left to Right: Cmdr Luke Klein and SO Sam Miletta with FRV's enhanced first-aid and trauma kits.

New skills and equipment for mass casualty incidents

Mass casualty events are thankfully rare, but FRV firefighters are prepared for any situation. FRV's Hostile Event Strategy 2022 identified the need to bolster our firefighters' first-aid skills for mass casualty scenarios and we took a big step towards achieving that with this year's introduction of an enhanced first-aid kit and complementary training for all firefighters.

We are proud to say that FRV firefighters are now trained and equipped with a new enhanced first-aid capability to provide life-saving care in the event of a mass casualty incident.


Every frontline FRV fire truck is now carrying the kit for trained firefighters to provide improved medical support when responding to an incident involving multiple injuries, such as a terrorist attack. This new equipment includes:

- two lightweight soft stretchers to move casualties
- new first-aid kits, containing tourniquets, bandages and haemostatic gauze designed to stop bleeding quickly.

FRV's Heavy Rescue appliances, based at metro and regional locations, will carry an additional trauma kit containing bleeding control equipment that can be quickly dispensed.

The new equipment is in addition to the existing defibrillators and oxygen kits on fire trucks.

This enhanced first-aid capability means that vital treatment is now significantly closer to those who urgently need it in challenging and complex situations, making a potentially life-saving difference in mass casualty incident responses.



We are proud to say that FRV firefighters are now trained and equipped with a new enhanced first-aid capability to provide life-saving care in the event of a mass casualty incident.



Technical operations




FRV is continually striving to build trust and confidence in our services through providing a consistently exceptional response to a range of emergency incidents.

We invest heavily in our specialist capabilities, through rigorous training and skills maintenance, cutting-edge equipment, and a strong focus on research, evolving doctrine and strategic partnerships. Through these initiatives, FRV is strengthening our response capabilities to not only meet the needs of today but proactively preparing for the challenges of tomorrow.





Rope rescue training exercise.

	Specialist capability	Highlights and training delivered
	Marine FRV marine firefighters help keep Victoria's bays and waterways safe by responding to rescues, swift water rescues, fires, and other incidents like chemical spills on ships and in ports.	<ul style="list-style-type: none">• Specialised swift water rescue operator and instructor skills maintenance program delivery.• Fireboats 11 and 12 project completion including vessel dry berth solution and training program.• Practical communication exercise completed with Port of Melbourne and Svitzer Tug company-Enhanced marine operational support and deployment readiness at FRV Burnley Complex.• Commenced project activities to replace Fireboat 1.• Maintenance of relationships with key marine stakeholders including Port of Melbourne, Department of Transport, Victoria Police, CFA and Ports Victoria.• Deployment of swift water responders to NSW floods in May 2025.
	Rope and Confined Space Rescue Rescue operations from high or steep angles or confined spaces that would otherwise be inaccessible or unsafe to rescue people or animals.	<ul style="list-style-type: none">• Implemented and delivered regional rope rescue skills maintenance programs.• Delivered confined space rescue skills maintenance training.• Supported the delivery of rope rescue technician acquisition training courses.• Continued to build on the rope rescue harmonisation project.• Delivered 11mm rope rescue equipment training caches to regional technical rescue fire stations.• FRV members taking part in Victoria police rope rescue training courses.• Delivered multiple rope rescue specialist training days at Government House, MCG, Morwell power station and Kardinia Park.

Specialist capability	Highlights and training delivered
 <p>Trench Rescue Rescue operations where firefighters stabilise trench walls to prevent collapse, and safely extricate people.</p>	<ul style="list-style-type: none"> • Delivered confined space rescue skills maintenance training and supported trench rescue skills acquisition training courses. • Delivered trench rescue instructor training days. • Researching and trialing modern trench rescue equipment. • Continued to work on harmonisation of equipment and capability in trench rescue, across the state.
 <p>Hazmat FRV responds to incidents that involve hazardous materials including fires, chemical spills and chemical-related medical emergencies. Our technicians and scientific advisors carry out investigation, mitigation and decontamination work to protect life and property.</p>	<ul style="list-style-type: none"> • Harmonised hazmat technician course and skills maintenance, increasing state capability. • Remote Ground Vehicle (RGV robot) for remote gas detecting arrived at FRV and due for commissioning in FY2025–26. • Finalised project to provide personal detectors to firefighters in metropolitan Melbourne and commenced implementation of the capability to the rest of Victoria. • Achieved permanency of dedicated gas detector service technician position to service and maintain detection equipment. • Identification and mitigation of increased hydrogen sulfide events.
 <p>Emergency Medical Response (EMR) Dual response with Ambulance Victoria to emergencies where a person is unconscious, not breathing or has no pulse.</p>	<ul style="list-style-type: none"> • Implementation and rollout of mass casualty and advanced bleeding control equipment to all FRV EMR appliances and Heavy Rescue appliances. • Replacement and modernisation of FRV EMR first-aid kits. • EMR response performance exceeding the benchmark of 90% within 9.2 minutes. • Developed and implemented new suite of clinical practice protocols and EMR policy. • Undertook several mass casualty training exercises with partner agencies, embedding and sharing knowledge and capability.

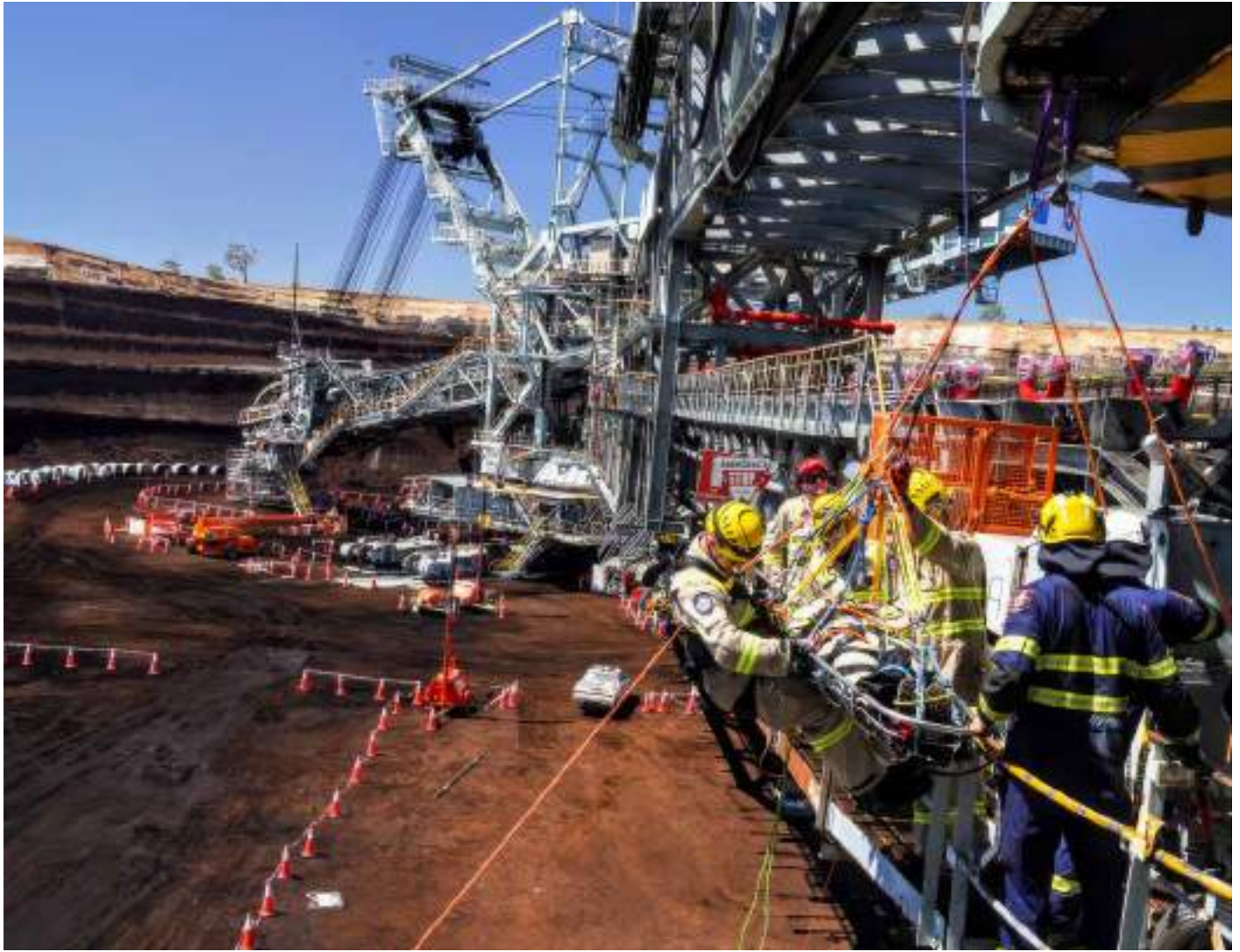
Mt Buffalo 2025.





Specialist capability		Highlights and training delivered
	Road Crash Rescue Support (RCRS) RCR Support providers may provide a system of work for patient access	<ul style="list-style-type: none">Following its successful implementation in regional Victoria, RCRS training has commenced for all operational personnel throughout the state.Delivered 68 RCRS courses and trained a total of 563 personnel, significantly strengthening our road crash rescue response capacity.Targeted RCRS awareness sessions delivered to external agencies and FRV corporate employees, promoting broader understanding and inter-agency cooperation.Productive partnerships with Ambulance Victoria and Victoria Police continued, with both agencies participating in a range of on-site training days, further supporting joint operational readiness.Moving forward, all firefighters will receive RCRS qualifications as part of their ongoing professional development
	Heavy Rescue Heavy Rescue backs up the FRV RCRS program with a more advanced response to complex rescues, industrial rescues and technical rescues.	<ul style="list-style-type: none">The Heavy Rescue team has delivered two complete FRV harmonised heavy rescue skills maintenance sessions on heavy vehicle relocation and heavy lifting consolidation.Delivery of four harmonised FRV heavy rescue courses, two FRV heavy rescue instructor courses, and four new heavy rescue trucks to Division B.Continued growth in partnerships with all other rescue agencies and completion of multi-agency exercises.Expanding partnerships with Ambulance Victoria, The Alfred trauma team and the Victorian Field Emergency Medical Officer team.Produced a heavy rescue field guide.Progressed continual improvement on techniques and theory with international research partners.Participated in advanced training program with the Australian Defence Force in winching and heavy vehicle recovery.Progressed winch kit upgrade and replacement project.

13mm Skills Maintenance at Bright Tower.





Morwell Dredger Drill 2025.

	Specialist capability	Highlights and training delivered
	Urban Search and Rescue (USAR) FRV's USAR team plays a key role in the state's response to major structural collapses and natural disasters. These firefighters are involved in locating, removing and providing medical assistance to victims of structural collapses.	<ul style="list-style-type: none"> • USAR training harmonised across FRV through skills maintenance delivery. • Continued work in developing relationships across jurisdictions to develop and contribute a National USAR response plan. • Further developed relationships across jurisdictions and contributed to National USAR response model.
	Impact Assessment Evaluation of damage and hazards of an emergency during the event (to inform approach) and in the aftermath.	<ul style="list-style-type: none"> • Continued development of plans to work with partner agencies to review and identify improvements in serviced delivery model and expectations. • Provided critical incident intelligence across multiple deployments during state emergencies.

Operational training

FRV firefighters receive world-class training to ensure they are prepared for whatever they encounter in firefighting operations on scene. This includes specialist training and qualifications to deploy for specialist functions such as heavy rescue/road crash rescue, high angle rescue, trench rescue, marine response and more. Over the past financial year, we delivered 10 per cent more training to further uplift our capability in key areas and support the rollout of new firefighting appliances and other programs.

Expanded training service delivery

A total of 1,740 courses were delivered across the service, involving 9,929 participants and accumulating more than 259,000 contact hours. This represents a **10% increase** in both course volume and participation compared to the previous year. Strategic use of temporary training facilities in Kew and Williamstown enabled greater accessibility and reach, particularly in delivering Operational Practical Skills Maintenance training for core competencies such as structural firefighting, pumping operations, and technical rescue.

Capability uplift and innovation

Key operational training highlights for the year included:

- **Introduction of Series 1 Pumper Courses**, signalling an exciting new chapter in enhancing FRV's operational capabilities and frontline preparedness. This course builds on the strong foundation of appliance and pump operations, preparing crews for the deployment of FRV's latest pumping appliance.
- **Road Crash Rescue Support (RCRS)**: an initial phase of capability was successfully introduced for Division A, strengthening rescue capability and aligning with state-wide response arrangements.
- **EVIE Training** commenced in support of FRV's transition to an electric fleet option, preparing members for the safe and efficient operation of Victoria's first electric pumper.
- The ongoing rollout of the **Single Person Emergency Responder Deployment (SPERD)** program delivered focused, scenario-specific training for personnel in responding alone in FRVs light fleet.
- The FRV Academy launched the **Command Simulation Centre**, a state-of-the-art facility designed to provide command staff with contemporary skills maintenance contextualised to growing and escalating incidents within and outside of the FRV District incident management training.
- **Training and Assessment (TAE) Workforce Development**: a total of 48 learners successfully completed the Certificate IV in Training and Assessment (TAE40122) across four on-site courses delivered in partnership with an external RTO provider. This investment in internal training capability strengthens FRV's instructional workforce, supports quality assurance, and ensures compliance with national vocational education standards.

Rope Rescue Technician training.



Strategic alignment and leadership development

Operational Training initiatives are aligned with FRV's State Training Strategy, with substantial progress made in finalising the implementation strategies for subcategories for the Training strategy and advancing the Skills Maintenance program. These efforts ensure consistent, scalable, and operationally relevant training practices across all technical disciplines.

A tiered Leadership Development Framework has been endorsed and is currently being developed and refined. It is planned to feature programs for emerging, mid-level and senior leaders. This initiative will complement FRV's promotional pathways and support a culture of capable, confident, and strategically aligned leadership.

Training development achievements

The Training Development Department achieved several strategic milestones:

- **Digital transformation** of training manuals, reducing reliance on paper-based systems and improving access to current, accurate information.
- Establishment of a structured **Instructor Development Program** to enhance the internal capability and consistency of FRV's training workforce.
- Implementation of proactive **internal auditing** systems to maintain RTO compliance and drive continuous improvement.
- Development of a **Training Resource Lifecycle Doctrine** to ensure timely, compliant, and cost-efficient course material updates.
- Continued progress toward deploying a modern **Learning Management System (LMS)** and improved **Student Records Management** platform.

These results reflect a strong culture of innovation, accountability, and collaboration across Operational Training. Through strategic planning, targeted delivery, and a focus on sustainability, FRV continues to build the operational capability and resilience required to meet the evolving demands of a modern fire and rescue service. You can find a full breakdown on our training for employees on page 76.

13mm Skills Maintenance at Bright Tower.



Training delivered

FRV Training Academy – Training Delivered 2024–25 (July 2024–June 2025)	Course Duration (Number in Days)	Hours Per Day	Course Delivered	Total Participants	Total Contact Hours (Days x Hours x Participants)
External Leadership Training and Events					
Fire Ops 101 Program	1	5	4	32	160
Structural Firefighting (SFF/CFBT) Operations (VicPol)	1	8	1	6	48
Structural Firefighting					
Structural Firefighting (SFF/CFBT) Operations	2	8	7	40	640
Structural Firefighting Instructor Course	15	8	1	8	960
Level 1 – Training Engagement and Awareness	1	4	1	7	28
Level 2 – Foundation Skill Set Reinforcement and Familiarisation	1	4	10	42	168
Practical Skills Maintenance					
Level 2 – Foundation Skill Set Reinforcement and Familiarisation	1	4	132	838	3,352
Level 3 – Operational Response Familiarisation Exercise	1	4	51	462	1,848
Command Simulation Training	1	6	5	25	150
District Training Officers (DTO)					
District Skills Maintenance Sessions	1	3	142	992	2,976
EV/LEV - Approaching a Fire/Incident	1	1.5	112	664	996
HAZMAT - Approaching a HAZMAT Incident	1	4	88	439	1,756
Return to Operations familiarisation program	2	8	32	32	512
Open Water Drill	1	3	48	190	570
Combined Drill	1	4	8	89	356
Pumper General	1	2	24	152	304
Command and Control	1	2	15	48	96
RNERV	1	2	9	68	136
Door Entry Prop	1	1.5	86	465	698
Other Drills	1	1.5	66	280	420
Trench Rescue/SW Heights	1	1.5	17	48	72
Continuation Training	1	1	73	385	385
Ladder	1	1	55	215	215

FRV Training Academy – Training Delivered 2024–25 (July 2024–June 2025)	Course Duration (Number in Days)	Hours Per Day	Course Delivered	Total Participants	Total Contact Hours (Days x Hours x Participants)
Interdivisional Firefighter Program (IFP)					
Interdivisional Firefighter program (IFP) FF (A >B)	4	8.5	18	139	4,726
Interdivisional Firefighter program (IFP) FF (B>A)	4	8.5	18	139	4,726
Interdivisional Firefighter program (IFP) Officer (A >B)	3	8.5	4	62	1,581
Interdivisional Firefighter program (IFP) Officer (B>A)	3	8.5	2	6	153
Catchment Commander	10	8	1	24	1,920
Driving Training					
Trailer Training	1	4	23	105	420
Driver Training 4 Day Course - Defensive Driver (RTW)	4	8	3	4	128
Driver Trainer Course EV (Electric Vehicle)	1	0.5	5	23	12
GATOR RV Training	1	4	1	2	8
Single Person Emergency Responder Driver Program (SPERD)	1	8	13	73	584
Driver Skills Maintenance	1	2.5	47	115	288
Driving Instructor Induction	16	8	1	8	1,024
Remedial Driving	1	2	10	19	38
Lateral Entry Commanders	1	1	1	1	1
Pump Operations					
Mk IV Pumper Tanker Conversion	1	2	6	12	24
MKV Pumper & Pumper Tanker	1	8	35	193	1,544
Ultra Large Pumper	4	10	4	16	640
Mills Tui Pumper	1	8	24	198	1,584
Electric Pumper - Evie	3	8	13	65	1,560
Rescue Pumper - Series 1 Pumper	1	8	12	101	808
Continuation Training - Pumping Assessment	2	8	14	209	3,344
SEM Conversion	1	1	20	174	174
2017 Conversion	1	1	40	198	198
2020 Conversion - Not Running	1	2	16	16	32
60 Series PT Conversion	1	2	94	309	618
60 Series Pumper Conversion	1	2	94	310	620
ULP Skills Maintenance	1	2	14	66	132
Recruit Theory Session	1	4	1	30	120

Training delivered (continued)

FRV Training Academy – Training Delivered 2024–25 (July 2024 – June 2025)	Course Duration (Number in Days)	Hours Per Day	Course Delivered	Total Participants	Total Contact Hours (Days x Hours x Participants)
Specialist					
Safe Working at Heights	1	8	11	110	880
Tech Rescue Transporter Div B	1	10	1	2	20
Tech Rescue Transporter Div A	1	8	31	65	520
Control Unit Course	8	10	2	8	640
Aerial Pumper (Div B)	4	8	18	107	3,424
Ladder Platform	12	10	7	60	7,200
Ladder Platform conversion	1	4	3	5	20
Pumper Platform	8	8	9	34	2,176
Tech Ops					
Road Crash Rescue Support Skills Acquisition - Div A	3	8	23	218	5,232
Rope Rescue Specialist (Formally HART)	4	10	3	20	800
Heavy Rescue Skills Acquisition	20	8	6	73	11,680
Trench Rescue Acquisition	5	8	1	110	4,400
HAZMAT					
Atmospheric Monitoring (Div A)(Altair/ Micro RAE)	2	10	37	183	3,660
Atmospheric Monitoring (Div B)	2	10	3	15	300
Hazmat Technician	16	8	1	16	2,048
Marine					
Marine - General Purpose Hand Stage 1	40	8	0.5	10	3,200
Marine - Coxswains Stage 1	45	8	4	36	12,960
Dry Berth Training Course	1	4	15	60	240
Other Training					
Marine-SRI Upskill	1	8	1	2	16
Marine-Fireboat 11 & 12 Inductions/ Assessments	4	8	3	12	384
Assist Marine Dept - Skills Maintenance Programs	2	8	3	16	256
Promotions					
Leading Firefighter (LFF)	4	8	22	209	6,688
Station Officer (SO)	80	8	2	42	26,880
Commander Course	70	8	1	12	6,720
Recruits & Continuation					
Recruit Firefighter Course	72	10	4	120	86,400
Continuation Training	12	10	8	240	28,800
					259,396

Firefighter graduation and promotion

Firefighting is an extraordinary career that attracts people from diverse backgrounds with a genuine desire to serve their community. In 2024–25, 120 people graduated as FRV firefighters.

Following graduation, our priority is to deliver the best possible learning opportunities to our people. We are pleased to share:

- 240 employees completed Continuation Training, which is a core prerequisite and provides eligibility for selection and promotion to the rank of Qualified Fire Fighter
- 209 employees were promoted to Leading Firefighter
- 42 employees were promoted to Station Officer
- 12 employees completed the Commander Course.

FRV thanks our people for their ongoing commitment to community safety. Looking to the future, we will continue to strengthen our focus on supporting women firefighting applicants and engaging with diverse communities to further increase these numbers over the coming years.



240

Employees completed Continuation Training



209

Leading Firefighter promotions



42

Station Officer promotions



12

Employees completed Commander Course



Facilities

FRV is continually planning and delivering fire station builds and upgrades to ensure the highest possible level of service to the community and to provide contemporary facilities for our firefighters.

Facilities management encompasses a range of activities aimed at ensuring safe, functional and sustainable working environments for our firefighters, employees, and the communities we serve.

Our facilities management approach focuses on four key areas:

- **Safety and compliance:** We set a high standard and adhere to regulatory compliance measures, conducting regular inspections, implementing preventive measures and addressing any identified hazards promptly.
- **Infrastructure maintenance:** We prioritise regular maintenance, repair and upgrade of our facilities, including fire stations, training centres and administrative buildings.
- **Asset management:** We employ asset management practices, including inventory tracking, maintenance scheduling and lifecycle planning to minimise the lifespan of facilities.
- **Sustainability:** We strive to minimise our carbon footprint by implementing energy-efficient technologies, waste management strategies and water conservation measures.

Our commitment to maintaining well-managed facilities ensures operational readiness and resilience.

FRV owns and oversees more than \$1 billion in property assets across Victoria. The portfolio includes 85 fire stations and more than 50 other facilities that we maintain and continually improve to ensure they are fit-for-purpose in supporting our operations.

We are developing infrastructure to ensure the safety and wellbeing of the Victorian community and to meet future requirements. These infrastructure projects enable FRV to provide ongoing critical emergency response. Our infrastructure development efforts have focused on modernising existing fire stations, incorporating advanced technology systems and fostering strategic partnerships.

Over the 2024–25 year, we:

- progressed the acquisition, design, construction or refurbishment of 34 fire stations and other facilities to support delivery of world-class emergency services
- conducted a maintenance and improvement program including re-roofing and re-cladding of 12 fire stations
- continued planning for the electrification of our properties (incorporating solar generation, energy storage and electric vehicle charging stations) and trials for major technology upgrades to our building management systems.

See Compliance with *Building Act 1993* on page 111 for more detail.



Significant works

FRV is modernising key sites through a comprehensive program that spans concept development, design, consultation, and construction. Every milestone, whether securing planning approvals or breaking ground, marks progress toward delivering safe, sustainable, and fit-for-purpose facilities that support the needs of our people and the communities we serve.

Moe

FRV is pleased to share that on 29 May 2025, demolition works were completed on the site of the future Moe fire station.

FRV expects to finalise the purchase of one of the subdivided lots in November 2025. We will then proceed with the safe development of a fit for purpose fire station for the Moe community.

Once built, the Moe fire station will be well-positioned to support the Traralgon, Morwell, and Latrobe West fire stations in delivering an excellent emergency response across FRV's South and East Regional district.



Bendigo

Modernising a fire station goes beyond rebuilding bricks and mortar, it's about designing a purpose-built space that keeps our crews safe, so they are ready to respond with confidence when the seconds count, and reinforces our visible commitment to local communities.

While not without its challenges, FRV remains committed to rebuilding the Bendigo Fire Station. A timeline for construction will be communicated as soon as it is finalised.



Artist's impression

Broadmeadows

We are making significant progress on redeveloping the existing Broadmeadows Fire Station into a new and improved facility. After appointing Ducon Building Solutions to the project in 2024, building works resumed on 6 August 2024, replacing a previous builder. To date, all works have been completed without interruption to site operations.

Through carefully staggered stages, FRV is reshaping the Broadmeadows Fire Station without disrupting our operational response. We are pleased to report that stage one of the build, which included four new rest/recline rooms, two bathrooms, kitchen/mess area, locker and storage facilities, gymnasium, communications room and external landscaping, was completed on 15 May 2025.

Stage two of the build is currently underway. Upon its expected completion in August 2025, Stage two will add eight additional rest/recline rooms, four bathrooms and improved storage for personal protective equipment and ancillary firefighting equipment. Through this work, FRV is creating an emergency service space we hope will seamlessly serve crews and communities for decades to come.



Lara

As the demands on fire and rescue services continue to grow and shift, FRV is delivering a new fire station to the Lara community.

We are pleased to confirm the design for the new Lara Fire Station is now complete. FRV is currently awaiting final local council planning arrangements and government approvals before proceeding to tender. We look forward to translating these plans into action over the coming years.

Armstrong Creek

FRV knows the communities we serve are changing. Geelong and surrounding areas are no exception. We recognise that Geelong is one of Australia's fastest growing cities, and FRV must be ready to adapt and respond to its changing needs.

As at 30 June 2025, the development of the Armstrong Creek Fire Station remains dependent on the subdivision and settlement of the land, which is the responsibility of the current owner. FRV is committed to delivering the best possible outcomes to the Victorian community, and will continue to monitor opportunities in this area.

Western District 3

FRV recently opened the Western District 3 Geelong Headquarters, which houses a dedicated group of emergency service personnel, both operational and corporate, who serve the region daily.

FRV anticipates that the opening of this office will significantly enhance our coordination and service delivery in the region by providing an opportunity for several departments to work under one roof including Health, Safety and Welfare, Community Safety, Training, and People and Culture.

This office is strategically located to provide excellent access to all FRV stations within FRV's Western District 3 via major road networks. This includes the existing Lara, Corio, Geelong City, Belmont and Ocean Grove Fire Stations.

By streamlining our services and having a central touchpoint within Geelong, FRV continues to build a more integrated and responsive network that better reflects a modern fire service.

Southern District 2

On Friday 6 September 2024, FRV colleagues and distinguished guests celebrated the official opening of our new Southern District 2 office in Dandenong South.

The facility consolidates a number of key people, both operational and corporate, under one roof to help us strengthen connections with community stakeholders and protect life and property across the district.

This facility has been purpose-built to serve the Dandenong South community. It is equipped with the technology and resources required to maximise our operational capacity.



Left to Right: Fire Rescue Commissioner Gavin Freeman AFSM, ACFO Greg Christison and MP Gabrielle Williams.

Victoria is one of the most fire-prone areas in the world. Our firefighters turn out every day to serve and protect life and property across Melbourne and Victoria's major regional centres with a suite of 250 firefighting appliances, fireboats and technical operation pods. The primary appliance that crews use to fight fires is a pumping appliance (also called a pumper truck or fire truck).

Summary of infrastructure and appliances

Infrastructure and appliances	2024–25	2023–24	2022–23
Stations	85	85	85
Light vehicles	741	687	646
Pumping appliances (fire trucks)	156	156	156
Aerial appliances	25	25	25
Ladder platforms	13	13	13
Telebooms	5	5	5
Water tower	4	4	4
Pumper platform	3	3	3
Specialised appliances	31	31	34
Hazmat	4	4	4
Transporter	10	10	10
Rescue	11	11	11
Other*	6	6	9
Fireboats	10	10	10
Technical operation pods	28	28	28
Total firefighting appliances**	250	250	253

* Other specialist appliances include breathing apparatus, control unit, decontamination, tray trucks and transport trucks. The reduction in specialist appliances is due to FRV decommissioning Breathing Apparatus Support vehicles. There are three vehicles in the build stage to replace these.

** This total includes the number of pumping appliances, aerial appliances, specialised appliances, fireboats and technical operation pods. This total does not include stations and light vehicles.

Modernising our fleet

We acknowledge the significant challenges associated with maintaining a large and ageing fleet. FRV continues to undertake strategic planning for the maintenance, upgrade and replacement of firefighting appliances, including ongoing engagement with Government to secure the necessary investment to support the progressive renewal of our fleet.

This challenge is not unique to FRV. Fire services around the world face the task of progressively replacing and upgrading their fleet, whilst ensuring firefighter safety and high availability for emergency response.

FRV's priority is not only replacing our fleet over time but ensuring we are embracing innovation and the latest technology to optimise firefighter health and response capability.

The pipeline from ordering a fire truck to it joining FRV's fleet is highly complex, and it can take up to three years for a single fire truck to be delivered to FRV.

While there is still significant work ahead, much has been achieved in the five years since FRV's formation.

Since 2020, 68 new appliances have either entered service or are in the commissioning, build or funding pipelines.

This financial year, FRV welcomed three new Pumper Platform trucks to our fleet, stationed at Mildura, Warrnambool and Shepparton.

Furthermore, Victoria's first electric fire truck—Electric Vehicle for Incident and Emergency, known as EVIE—entered service in February 2025.

Throughout the financial year, 27 new appliances and support vehicles were in the design, build or training phases. This includes:

- two (2) rehabilitation units
- three (3) new breathing apparatus support vehicles
- twelve (12) Heavy Pumpers
- one (1) Ultra Large Pumper
- four (4) Heavy Rescue vehicles
- five (5) Pumper Platforms.

Fleet maintenance

FRV employs highly skilled workshop specialists, including mechanics, electricians, body technicians and fitters so that our appliances are in good working order and ready to respond across the state. FRV’s firefighting appliances are specially built and can remain in service for long periods, depending on their usage and workload.

FRV ensures that appropriate equipment is deployed to emergencies and utilises our full fleet across Victoria to ensure a high level of availability.

Fleet maintenance	2024–25	2023–24	2022–23
Appliances serviced	1,279	2,815	1,355
Reported fleet issues (fixed)	7,289	4,649	3,406
Fleet availability	86%	*87%	90.2%

* Due to protected industrial action, FRV’s fleet availability for 2023–24 excludes appliances not based in metropolitan areas.

Independent fleet audit

As part of our commitment to quality improvement and assurance, FRV initiated an internal audit of fleet maintenance to ensure the highest standards are met regarding road registration compliance, routine maintenance and preventative maintenance of the fleet. Internal audit provides independent and objective assurance that operational controls are effective, risks are managed appropriately, and compliance obligations are being met.

This independent audit, conducted by FRV’s internal auditor, KPMG, began in 2024 with work anticipated to continue into late 2025. The audit will cover the commissioning, monitoring, maintenance and decommissioning of our operational fleet. By undertaking the independent audit, we are seeking to identify improvements to how FRV manages this critical component of our operational capability.



Top to Bottom: Parkdale house fire, September 2024.
On scene at the Campbellfield factory fire.
Photo by Tom Winter.



FRV ensures that appropriate equipment is deployed to emergencies and utilised across Victoria to ensure a high level of availability.



Built environment

FRV's Built Environment department continues to provide service delivery on building regulatory functions throughout Victoria, including high level engagement with major infrastructure projects, and a range of significant projects that present many considerations for firefighting operational intervention.

FRV looks forward to supporting building regulators at all levels in the pursuit of fire safety outcomes, and contribute to potential reforms that protect life and property.

The final phase of the Grenfell report was released in September 2024 and has provided some key lessons for both building regulators and fire services around the world.

Melbourne has its own history of cladding fires, and the work continues with Cladding Safe Victoria and municipal building surveyors to share knowledge around the cladding environment and risk mitigation strategies.

The last year has seen a negative focus on the maintenance and compliance of installed fire safety systems. FRV are actively pursuing partnerships with industry to assist with educating the building management sector in understanding their installed systems and how to meet their maintenance requirements.

Providing industry and community guidance, along with the ongoing development of employees, remains a key priority for the department. Over the past year, Built Environment employees have actively participated in conferences, delivered presentations, and hosted industry groups. These engagements have not only strengthened professional relationships across the sector but also fostered a shared understanding of regulatory challenges and opportunities.

Through these forums, employees have contributed to and gained insights into emerging trends, best practices, and collaborative approaches to fire safety and compliance. This ongoing exchange of knowledge supports continuous improvement and reinforces FRV's commitment to leadership and excellence in built environment.



Years of advocacy from FRV employees has resulted in an overhaul of systems and firefighting equipment at Melbourne's iconic Flinders Street Station.

Alarm assessment and engagement

FRV understands that, to create a safer Victoria, we must minimise activity which diverts our resources. This is why we review and charge, when warranted, for attendance to unwanted false alarms and hazardous materials and toxic fire incidents. We also engage with the community and fire service industry to eliminate 'unwanted false alarms of fire'.

An unwanted false alarm is where the situation would not have resulted in any danger to life and property from fire. These can include alarms caused by technical faults, work practices, accidental activation, prank or malicious intent. Alarms from automated systems are common and make up most of the unwanted false alarms.

FRV is developing systems and strategies to eliminate the number and frequency of unwanted false alarms. We are also routinely assessing alarm causes to inform our education and engagement strategy.

In 2024–25, FRV engaged with key stakeholders including:

- hospitals
- nursing homes
- universities
- owners' corporations (i.e. property managers)
- government building managers
- prisons
- public housing.

Connected properties

A connected property includes a fire indicator panel (FIP) monitored by an alarm monitoring company which notifies Triple Zero Victoria when an alarm activates. The notification of an alarm is instantaneous. Triple Zero Victoria dispatch FRV and other relevant emergency services to the alarmed premises. As the number of connected premises increase, there is a corresponding rise in the incidence of false alarms. However, this broader coverage also leads to more effective and timely detection of actual structure fires, allowing emergency services to be notified at the earliest stages of a fire's development. This early notification can significantly improve response times and potentially reduce the severity of fire-related damage.

Connected properties with a fire indicator panel, false alarms and charges

Year	Connected property false alarms	Change in percentage of false alarms	Total charged '000	Number of connected properties	Change in percentage of connected properties
2024–25	21,620	+16.2%	\$0	12,507	+ 3.7%
2023–24	18,601	+113.1%	\$0	12,057	+ 4.8%
2022–23	*8,728	- 44.2%	\$4,921	*11,506	+ 3.8%
2021–22	15,633	n/a	\$15,400	11,083	n/a

Please Note: This data only refers to false alarms originating from connected properties. FRV attended a total of 31,527 alarms of fire or other incident which upon arrival were determined not to be emergency incidents. See 'Responses and emergency incidents by type' on page 20.

*Due to the cyber-attack in December 2022 and protected industrial work bans, a high proportion of false alarms in 2024–25, 2023–24 and 2022–23 were unknown causes for which FRV cannot charge. For this reason, the amount charged in 2022–23 is lower than in 2021–22. The absence of charges in 2024–25 appears to have led to complacency, as the number of false alarms has increased disproportionately to the number of new connections with an increased call volume of approximately 10%.

When FRV charges for false alarms

Charging for false alarm attendances is one of our levers to drive behavioural change and encourage property owners to take steps to eliminate false alarms.

Under the FRV Act, FRV may charge for false alarms when certain criteria are met. Where there is a reasonable reason, FRV will not apply a charge. The charge for attending a false alarm in 2024–25 was \$657 per appliance (truck), per 15 minutes.

Hazardous materials incident charges

FRV has a process in place to easily identify and charge for equipment, tools and resources associated with mitigating a hazardous materials incident. FRV does not charge to attend a fire, but may charge if an associated hazardous materials incident occurs due to the fire.

Year	Total
2024–25	\$513,000
2023–24	\$787,000
2022–23	\$40,000
2021–22	\$987,000

Number of properties with six or more false alarms on different days (rolling 12 months)

To eliminate unwanted false alarms, FRV engages with building managers who have a high frequency of false alarms.

Year	Total
2024–25	783
2023–24	250
2022–23	255
2021–22	646
2020–21	525

Fire investigations

Fire investigation is an important part of community safety, and we value the trust placed in us to protect life and property. By applying our expertise to fire investigation and advocacy, FRV ensures we honour that responsibility.

FRV undertakes investigations to identify the origin and cause of fires. This leads to identification of patterns, trends and emerging risks in the community. Investigation can provide occupants and owners with answers and reasons for a fire to have occurred.

FRV develops strategies to mitigate risks, improve fire prevention measures and educate the community on fire safety. FRV operates within the Victoria Fire Investigation community. This involves collaboration with Victoria Police detectives and Forensic Scientists, other fire agency investigators, Energy Safe Victoria and WorkSafe Victoria together with insurance agencies.

All fires are investigated, and in most cases the cause is determined by the firefighters attending the scene. When the cause is not able to be determined, it is investigated by the State Fire Investigation Unit (SFIU) within FRV.

FRV's SFIU provides specialist investigation capacity and attends complex and serious injury or fatality scenes. Our dedicated team of fire investigators bring a wealth of expertise and specialised skills. They meticulously examine fire scenes, analyse evidence and employ advanced techniques to determine the origin, cause and circumstances surrounding each incident they investigate.

The findings and recommendations derived from fire investigations are integral to shaping our policies, training programs and public education initiatives. They help us identify emerging fire hazards, advocate for improved safety measures and strengthen collaboration with relevant stakeholders.

A preventable fire fatality is defined as a death occurring in any fire that was started accidentally. A non-preventable fire fatality is a fatality resulting from a deliberately lit fire.

FRV Fire Investigators work closely with Victoria Police Arson and Explosives Detectives and Forensic Services Department Chemists at fatality scenes, analysing the built environment, fire safety measures and human factors to determine if fire-related fatalities were preventable.

The reported fatalities within the FRV fire districts were deemed preventable at the time of reporting (fatalities from deliberately lit fires and motor vehicles are excluded), however the cause of fatalities is ultimately determined by coronial inquest.

Fire investigations by cause

Item	2024-25	2023-24	2022-23	2021-22
Accidental	25.9%	19.1%	33.7%	35.2%
Accidental electrical	28.8%	30.5%	38.3%	31.2%
Natural	0.4%	0.9%	0%	1.7%
Suspicious incendiary	2.6%	6.8%	3.2%	5.1%
Suspicious undetermined	8.8%	6.8%	5.2%	6.2%
Undetermined	32.5%	31.4%	19.5%	15.9%
Still under investigation	0.0%	4.5%	0.0%	4.5%
Total	100.0%	100.0%	100.0%	100.0%

Please Note: Values may not add to 100% due to rounding.

Preventable fatalities attended by the State Fire Investigation Unit within FRV districts

Year	Preventable fatalities
2024-25	22
2023-24	13
2022-23	9
2021-22	12

In the last year FRV has observed:

- fire fatalities are highly likely to be associated with residential properties
- approximately half of fatal fires involved discarded smoking materials such as cigarettes, lighters and matches
- impairment due to drug or alcohol consumption increases the risk of death or injury in a fire
- men are overrepresented in fire fatalities
- people with disability are overrepresented in fire deaths
- people over 65 years are at higher risk of a fire fatality
- lithium-ion battery-related fires are increasing, with a shift in society towards micro-mobility devices such as e-scooters and e-bikes
- the importance of having working smoke alarms is validated, with evidence that lives have been saved due to working smoke alarms
- building fire safety features such as an alarm detection system, fire sprinklers and smoke doors have a significant effect on early intervention and containment of fires.

Key achievements during 2024–25 include:

- improvement in service delivery with a new workforce roster providing daily on duty fire investigator capacity
- continued collaboration with interstate fire agencies through participation in the AFAC Fire Investigation Network
- improved knowledge of fire investigation process and scene preservation through delivery of awareness training to fire stations and firefighter promotional courses
- investigators' obtaining Bushfire Investigation qualifications together with officers from the Country Fire Authority and Forest Fire Management Victoria
- attending and presenting at Victoria Police bushfire arson courses, improving inter-agency relationships and shared understanding
- enhanced training through attending Victoria Police Bomb Scene Examination courses and witness training
- investigators completion of units of competency from the training package Advanced Diploma in Public Safety (Fire Investigation)
- research into software and mobile devices that improve fire scene recording and reporting.

Significant fires investigated include:

- 3rd Alarm Moorabbin factory fire
- 3rd Alarm Ripponlea Synagogue fire
- 4th Alarm Cheltenham warehouse fire
- 4th Alarm Deer Park factory fire
- 4th Alarm Laverton paper recycling facility fire
- 7th Alarm Factory Fire Derrimut
- Airport West Calder Fwy grass fire
- Brooklyn storage building fire
- Burwood East animal hospital fire
- Deer Park fatal house fire
- Donvale multiple fatality house fire
- Footscray fatal residential care fire
- Forest Hill fatal house fire
- Frankston fatal house fire
- Hastings Train Station fire
- Hawthorn shop fire
- Kew fatal house fire
- Kurunjang fatal house fire
- Melbourne Airport Cargo Loading Unit fire
- Melbourne Hoyts Cinema fire in theatre
- Moe shop fire
- Morwell Bowls Club
- Morwell fatal house fire
- Murrumbeena fatal apartment fire
- Nunawading van explosion
- Pascoe Vale fatal house fire
- Point Cook multiple injury house fire
- Reservoir explosion and fire in recycling factory
- Springvale fatal house fire
- St Albans fatal house fire
- Sydenham multiple fatality house fire
- Traralgon shop fire
- Watsonia fatal house fire.

Lithium-ion battery fires

FRV is constantly working to identify emerging risks and advocate for community safety. A key example of this is our focus on lithium-ion battery fires, where we dedicate considerable resources towards researching and advocating for targeted action to address this growing risk. Lithium-ion batteries are widely used in rechargeable devices such as laptops, mobile phones, e-bikes, e-scooters, power banks, and power tools. While generally safe if used correctly, these batteries can pose a serious fire risk if they malfunction due to internal faults, overcharging or external damage.

Fires involving lithium-ion batteries behave differently from other types of fires. When damaged or defective, battery cells can enter a dangerous state known as thermal runaway—a rapidly escalating reaction that generates intense heat, causes fire, and may result in explosions. During a thermal runaway event, there is rapid discharge of toxic gases such as Hydrogen Fluoride, Hydrogen Cyanide, Hydrogen Chloride and Carbon Monoxide. These gases are both toxic and flammable and pose immediate risk to any person within proximity to the battery. The resulting chemical reaction releases energy that is self-sustaining and is difficult to extinguish and can even reignite after appearing to be out.

Lithium-ion battery safety: know the warning signs

FRV is now responding to nearly one lithium-ion battery fire every day. These incidents are especially dangerous in residential settings, where the risk of injury or death is significantly higher.

To stay safe, users should be alert to the following warning signs:

Excessive Heat: It's normal for batteries to warm slightly during charging or use. However, if a battery feels very hot to the touch, it may be defective and could ignite. Cease charging and use of the device immediately, place on a cool hard surface (e.g. kitchen bench) and seek professional advice.

Appearance: A battery bulging or swelling out of shape, discolouration, blistering or is leaking is a clear sign of internal battery failure. Do not attempt to charge or use the device. Safely disconnect it and dispose of it at a designated e-waste facility.

Unusual Noises: Hissing, popping, or cracking sounds coming from a battery or device may indicate an imminent failure that could lead to the device smoking or catching on fire. Treat this seriously—unplug the device, place on a cool hard surface (e.g. kitchen bench, or outside on concrete) and ensure no flammable materials are in the immediate surrounds

Strong or Unusual Smell: A strong or chemical odour and gases coming from a battery can signal overheating or internal damage. Treat this seriously—these gases are both toxic and flammable and pose immediate risk to any person within proximity to the battery.

Poor Performance: If your device is taking much longer to charge or fails to hold charge, this could be a sign the battery is deteriorating. Replace the battery or device before it becomes dangerous.

Smoke or Fire: If you see smoke or flames coming from a battery or device, evacuate the area immediately. Call Triple Zero Victoria (000) and alert others. Do not attempt to extinguish the fire yourself unless it is safe to do so.

Battery fire safety

Fires in residential environments remain a critical concern due to their higher likelihood of resulting in injury or death. While fires involving electric vehicles (EVs) and heavy industrial machinery are relatively rare, thanks to stringent manufacturing standards and regulatory oversight, battery-powered micro-mobility devices such as e-scooters and e-bikes are emerging as a significant and growing fire risk.

Tragically, lithium-ion battery-related fires have resulted in fatalities both interstate and overseas, often linked to low-quality or poorly maintained devices. The growing presence of these batteries in homes, particularly in high-rise apartments, introduces new and significant safety challenges.

FRV continues to lead efforts in battery fire prevention through community education and advocacy for stronger regulation. FRV recently partnered with Energy Safe Victoria together with the Country Fire Authority to launch the 'Before you know it' campaign video which features a short video showing how quickly a fire can start if an incompatible battery and charger is being used.

FRV is particularly concerned about the storage and charging of devices in high-density residential buildings. Charging e-bikes or e-scooters in hallways or near exits can obstruct evacuation routes and significantly increase fire risk due to leaving the item unattended while charging or leaving the item charging for long periods. Balconies are also commonly used for charging, which becomes especially dangerous if flammable cladding is present on the building exterior.

e-Bike fire on Metro train

FRV firefighters responded to a fire on a Metro train in Melbourne's west when an e-bike entered a state of thermal runaway and subsequently caught fire after emitting large quantities of toxic gas and smoke into the carriage.

The train was nearing a station at the time, enabling occupants to escape relatively quickly. The bike was retro-fitted with a battery and bought online. The battery did not meet any safety standards and was not from a reputable supplier.

While the use of micro-mobility devices such as e-bikes and e-scooters provide a convenient option for commuters travelling across the rail network, they come with a level of risk.

Firefighters were able to remove the bike and minimise any further damage to the train.

These scenarios are evidenced in numerous examples around the world, triggering bans of some devices on various public transport systems.



E-bike fire on a Metro train.



Before you know it, your house is up in flames.

Always charge your e-scooter with the battery and charger recommended by the manufacturer.

Visit energy-safe.vic.gov.au to learn how to charge safely.

energy safe SAFETY PARTNER

Before you know it, you've lost more than your e-bike.

Always charge your e-bike with the battery and charger recommended by the manufacturer.

Visit energy-safe.vic.gov.au to learn how to charge safely.

energy safe SAFETY PARTNER

Before you know it, your e-scooter is on fire.

Always charge your e-scooter with the battery and charger recommended by the manufacturer.

Visit energy-safe.vic.gov.au to learn how to charge safely.

energy safe SAFETY PARTNER

FRV proudly supported Energy Safe Victoria's lithium-ion battery awareness and behaviour change campaign.

Fire Equipment Services

Fire Equipment Services (FES) is the commercial division of FRV. It plays a key role in FRV's legislated purpose to provide fire safety and fire prevention services.

The central mission of FES is to enhance community safety by partnering with building owners, tenants, and facility managers across a wide range of commercial sectors (including office, retail, hospitality, health care, education, industrial, logistics and specialty). FES sets the industry benchmark for quality fire prevention services. All income generated by FES is directly returned to support FRV's operations.

FES provides expertise in installation, testing and maintaining fire protection equipment across a wide range of locations. FES service capabilities include, but are not limited to:

- inspecting and servicing first attack fire equipment (e.g. extinguishers, hydrants, hoses, hose reels)
- installing and maintaining active fire systems (e.g. detectors, alarms, Fire Indicator Panels, occupant warning systems, sprinklers and fire pumps)
- reporting on passive fire systems (e.g. building fire integrity and fire doors) and providing annual essential safety measures reports
- inspecting and testing essential safety measures (e.g. exit and emergency lighting and means of egress)
- conducting emergency training (e.g. initial response, fire warden, chief fire warden, place of public entertainment safety officer)
- delivering emergency management (e.g. evacuation drills and evacuation diagrams).

Key achievements:

In 2024–25, FES successfully completed its first year in delivering the contract for servicing, inspection and testing of essential fire safety equipment for the Department of Education's Victorian Government schools and kindergartens for 2024–28.

Due to the geographical breadth, the scope of works was originally seen as a challenging initiative (over a 100,000 Assets) but has been a successful example of teamwork between FES employees and technicians. The FES team is continuing to take steps to improve and enhance our service delivery to forge successful partnerships with future clients and stakeholders.

Having recently exhibited at the Melbourne Workplace Health & Safety Show, the FES team are busily following up client leads and responding to many incoming enquiries. FES educated many visitors on the legislated requirements to both Essential Safety Measures and Emergency Management Training.



FES representing FRV at the Melbourne Workplace Health & Safety Show.



16,017
(-9.5% YoY)

Client properties
undergoing
scheduled routine
services.



487,131
(+ 7% YoY)

Assets under
management at
client properties.



6,066
(+16% YoY)

Participants
in emergency
management and
community educational
awareness training.

Collaboration on Alternate and Renewable Energy Technologies

FRV continues to support research into lithium-ion battery safety and on Alternate and Renewable Energy Technologies where we collaborate with national bodies such as the Australasian Fire and Emergency Services Authorities Council (AFAC). FRV has also joined with Fire and Rescue NSW as a partner to their collaborative research program on the Safety of Alternative and Renewable Energy Technologies (SARET).

Partnering with other fire services, government agencies, research institutions and industry from around the world, the program will look at best practice fire brigade response to lithium-ion battery-related fires, end-of-life lithium-ion battery hazard management, electric vehicle fires in structures, and fire propagation in battery energy storage systems.

FRV is supporting the research through assistance from our risk engineers and this initiative will see us work with fire services throughout the world, as well as government, the private sector and tertiary and research institutions.

Our own Alternative Renewable Energy Technologies working group is:

- investigating equipment and training to assist our firefighters in their response to fires involving lithium-ion batteries and electric vehicles
- considering fire safety for hydrogen fuel cells and hydrogen storage
- supporting AFAC to develop doctrine and advocate for regulatory change
- establishing a 'community of practice', which will provide FRV employees an opportunity to hear directly from experts in the field, receive regular updates and hear about emerging risks.

In consultation with industry and regulators, we have developed a Battery Energy Storage System Guideline and Fire Safety Study Guideline to provide guidance to the industry regarding safe design and installation principles to mitigate risk to firefighters and the community. This is in addition to work that FRV completed in the development of AFAC guidelines for the charging of electric vehicles in the built environment, particularly in underground car parks.

In 2025, FRV will be leading an ongoing round table discussion with partners from emergency services agencies, government departments, industry, researchers, universities and business, who will come together to share knowledge and technologies.

FRV is also represented on the Energy Regulators Taskforce, which brings Victorian regulators together to ensure a safe and sustainable transition to renewable energy (large scale installations) through joint regulatory approaches and identification of gaps in regulatory coverage.



The first joint exercise for electric vehicle (EV) rescue response in Australia was held in December 2024, with specialists from Queensland, Western Australia, South Australia and FRV attending training in Brisbane.

Waste and recycling

FRV dedicates considerable resources to reducing the frequency and severity of fires involving combustible and recyclable waste material.

In recent times, improperly disposed of lithium-ion batteries and vapes entering the waste stream and causing fires continue to be a concern of FRV. In turn, we have identified the need for increased public education, novel detection and suppression systems to reduce this repetitive problem.

FRV works proactively and collaboratively with our partner agencies by sharing information. We also conduct joint inspections at waste and resource recovery facilities, assess fire safety risks and apply appropriate mitigation strategies to support firefighter and community safety.

We continue to address fire safety issues at waste and resource recovery facilities and participate in the Victorian Government's Coordinated Prevention and Response Framework.

The framework addresses challenging and protracted waste fires that impacted the community, the environment and the health of responding firefighters. It has established an agreed approach across agencies for the coordination and regulation of high-risk waste sites, including instances of waste crime.

The success of the framework relies upon interoperability between participating agencies and the development of strong working relationships and information-sharing agreements between FRV and major contributors, including:

- CFA
- Department of Energy, Environment and Climate Action
- Environment Protection Authority Victoria
- local government areas
- Victorian Building Authority
- WorkSafe Victoria.

The information-sharing agreement allows for the seamless

sharing of information and assists in the early identification of emerging trends.

FRV acts proactively to reduce the incidence and severity of fires occurring at waste and resource recovery facilities. We visit sites that manage combustible and recyclable waste material in the metropolitan district of Melbourne and regional areas of Victoria. After site visits, we prepare a fire safety report that may be used by our partner agencies to support any regulatory controls necessary to bring a site back into compliance.

The early detection of non-compliant sites allows us to alert crews of the identified risks they may be confronted with, allowing for site familiarisation and the development of pre-fire plans.

In the past 12 months FRV has:

- been involved in over 70 joint inspections and written fire safety reports for our partners
- actively reviewed and visited over 50 sites identified through our Local Intelligence Network (LIN)
- been involved in interagency operational teams for multiple sites identified on the high-risk waste site register
- identified sites that meet the criteria to be added to the High-Risk Waste Register (ensuring an increased level of oversight for facilities with unacceptable levels of risk)
- reviewed multiple emergency management plans and fire risk assessments for the EPA and local government councils.

Although the amount of high-risk waste sites has steadily reduced from our register, all agencies working under the framework are required to remain vigilant. Victoria's growing population means we produce more waste, and as the cost of disposal increases, the possibility of waste crime and stockpiling also increases, creating an additional fire risk. Through this work, FRV is able to help protect the people and places we care about.



FRV firefighters from Lucas Fire Station (FS68) attending to a blaze at Alfredton green waste recycling facility, with the support of CFA.

Environmental reporting

Climate-related risk disclosure

► FRD 24 PARAGRAPH 4.6

Risk Governance

The Risk Management Policy and Enterprise Risk Management Framework embodies FRV's approach to risk management based on Victorian Government mandatory requirements outlined in the Victorian Government Risk Management Framework. This risk guidance equips FRV personnel with clarity on accountabilities, responsibilities, risk governance and how to protect value and achieve our strategic objectives. It assists FRV in integrating risk management into all activities and functions.

There are two key considerations for climate-related risk:

- how climate change may affect emergency operations, for example, firefighting and rescue operations
- how climate change may affect the administration of the organisation, for example major projects, maintenance and reporting obligations.

Climate risk management

The potential risks of climate change are addressed by two different areas across FRV:

- operations (i.e. active firefighters)
- corporate and technical.

Operations

FRV works collaboratively with our partner agencies and recognises the relationship between disaster risk reduction, sustainable development, and climate change. Commitment and action on climate change will improve the ability of FRV to deliver the right services and allocate the right resources to effectively contribute to disaster risk reduction, emergency management, and the resilience of communities in Victoria.

FRV has adopted a principles-based approach aligned with our emergency sector partners:

- ensuring informed and risk-based decision making
- working toward improving energy efficiency and seeking alternative energy solutions for our fleet, buildings and equipment
- knowledge sharing with our communities in support of having access to the right information to better prepare for emergencies.

Corporate and technical

Climate change may affect the administration of the organisation, for example, major projects, maintenance and reporting obligations. These risks are principally owned by the Corporate Regulations and Strategic Services Directorate. This includes addressing risks such as:

- risks to infrastructure and assets
- legal and reporting obligations, for example, *Climate Change Act 2017*, FRD 24 Reporting of environmental data by government entities
- financial implications, for example, cost to transition to net-zero emissions, and increase in insurance costs.



Other structures, roles and groups that address climate change-related risk within FRV

Environmental Sustainability and Compliance Manager

Environmental reporting, including greenhouse gas emissions, is tracked by FRV and a dedicated role of Environmental Sustainability and Compliance Manager sits within the Corporate Services Directorate.

Alternate and Renewable Energy Technologies (ARET) working group

FRV's ARET working group considers the risks associated with firefighting in connection with a range of technologies that are part of the transition to net-zero emissions (climate-related risks). The technologies included are:

- Electric Vehicles
- residential technologies and BESS
- renewable energy installations and BESS
- hydrogen
- waste and recycling (additionally FRV is an active member of the WIN and FPP).

To address climate-related risks within the vehicle fleet, there is a variety of activities and processes such as:

- ongoing assessment of electric pumping trucks
- ongoing fleet diversification including assessment and adoption of hybrid and EVs
- diesel emissions reduction for newer pumper trucks through the addition of diesel exhaust fluid (DEF), also known as AUS 32 and marketed as AdBlue
- end of life and disposal policy and procedure
- idling minimisation policy for trucks
- maintenance schedule and emission compliance testing.

Facilities and infrastructure are also key areas for management of climate change risks. Key activities and policies include:

- new fire stations are constructed with supporting infrastructure for charging EVs in place. The charging stations are not installed but can be easily fitted
- installing energy-efficient lighting progressively at office and station refurbishments
- progressively replacing heating, ventilation and air-conditioning systems with the most energy-efficient options available.

Climate risk types

There are two risk types for climate change-related risk: physical and transition.

Physical risks

This includes those such as the possibility of:

- an increase in the frequency and severity of extreme fire weather and increasing intensity, severity, frequency and duration of other weather and ocean hazards (e.g. heatwave, bushfire, flooding, storm surge, etc.)
- altered ecosystem, reduced biodiversity and diminishing environmental values
- rising loss of public and private infrastructure and properties
- long-term challenges on the emergency management sector to conduct established disaster mitigation activities (e.g. prescribed burning).
- This impacts the resources we require, such as the number of days firefighters would be deployed in the event of extended extreme fire danger days or major emergencies, as well as the number and type of appliances (e.g. pumper tanker, helicopter) required to adequately meet demand.

Transition risks

Transition risks include changes such as:

- meeting the *Climate Change Act 2017* target of net-zero emissions by 2045
- updating the fleet to EVs (importantly, the availability of both funds and vehicles), phasing out old technology and training employees in new doctrines or use of technology.

They also include the risks of:

- reputational damage if failing to acknowledge, assess and respond to climate change and community and other stakeholder expectations
- OHS (physical and emotional impacts) on workforces and communities due to elevated operational risks and response requirements
- variation and uncertainty in the financing and insurability of government operations and critical infrastructure against changing risk profiles.

Metric and targets

FRV measures our environmental performance through metrics including but not limited to: total energy use, electricity use, stationary fuel use and vehicle fuel consumption, and greenhouse gas emissions.

FRV has not set emission reduction targets but is working towards environmental footprint reductions to play our part in meeting the Victorian Government's net-zero emissions target in 2045. Refer to the environmental indicators from page 97 for more details and highlights of the past financial year.

Environmental reporting

FRD 24

FRV is committed to minimising our environmental footprint through proactive engagement and continuous improvement. We actively contribute to climate change and sustainability discourse by participating in sector forums, environmental conferences, government reference groups, and policy consultation processes. These engagements ensure that FRV remains informed of the latest scientific advancements, technological innovations, and industry best practices in environmental management.

In collaboration with the Department of Justice and Community Safety (DJCS) and the Department of Energy, Environment and Climate Action (DEECA), FRV continues to explore and pilot emerging sustainability initiatives. These efforts support the state's transition to net zero emissions by 2045, enhance climate risk mitigation, and uphold compliance with the General Environmental Duty under the *Environment Protection Act 2017*.

Our Environmental Policy underpins FRV's commitment to delivering fire prevention, suppression, and emergency response services in a manner that prioritises environmental responsibility and operational safety. The policy is routinely reviewed and refined to ensure alignment with evolving legislative obligations, organisational objectives, and community expectations.

FRV systematically monitors sustainability performance and discloses relevant environmental indicators in this report, in accordance with the guidance specified in the FRD 24 Reporting of Environmental Data by Government Entities [FRD 24 Section 4.1].

Reporting boundary

FRD 24 Section 4.3

The organisational boundary has been established by applying the operational control approach as defined in the GHG Protocol Corporate Standard. Environmental data has been compiled across all operations and assets over which FRV exercises operational control, including owned and leased premises (e.g. fire stations, offices, workshops, warehouses, training centres and other facilities), fleet, plant and equipment.

The reporting period corresponds to the financial year of 2024–25, encompassing data from July 2024 through June 2025.

Where available, the dataset comprises actual measured values; where data is incomplete or unavailable, reasonable estimates have been made using widely accepted methodologies, including historical trends, monthly averages, or other appropriate statistical techniques.

Full-Time Equivalent (FTE) is selected as the normalisation factor for certain indicators where required, maintaining consistency with prior environmental reporting.

Data coverage and quality

FRD 24 Sections 4.4 & 4.5

FRV has made every reasonable effort to collect relevant environmental data with the highest possible degree of accuracy and completeness across our operations and assets. However, due to a range of contributing factors, not all required performance data was available at the time of preparing this annual report.

Unavailable data is denoted as “NA” in the environmental indicators tables. Further commentary on data availability and completeness is detailed in the explanatory notes accompanying each table. The summary outcome of the utility data assessment is presented in the table below.

The following methods are employed to collect and store FRV's environmental information:

- utility consumption (including electricity, natural gas, etc.) – FRV engages Eden Suite, a third party environmental data management system provider, to source and track usage invoices directly from the utility suppliers.
- stationary fuel use (in addition to natural gas) – FRV obtains the fuel delivery record and installed generation capacity of the backup generators from the maintenance contractor.
- transportation – FRV retrieves the fleet data including the number and type of vehicles and the associated fuel use from the lease provider's customer account portal.
- buildings and infrastructure – FRV summarises the property-related activities through enquiries and interviews with the relevant internal stakeholders.
- other fugitive emissions – FRV obtains the refrigerant types and operating losses record of the refrigeration and air conditioning systems from the maintenance contractor.

Utility	No. of sites with meters	No. of meters with data	% of sites with meters	% of meters with data	% of estimation against total usage	Comment
Electricity	116	114	100%	98%	11%	Estimates have been derived from prior year data to account for monthly invoices yet to be released and for several missing landlord invoices.
Natural gas	78	78	67%	100%	27%	Estimates have been derived from prior year data to account for quarterly invoices yet to be released.

Greenhouse gas emissions

Greenhouse gas (GHG) emissions are reported in accordance with national and international standards, categorised into defined emission scopes. Scope 1 emissions refer to direct emissions arising from sources that are owned or controlled by FRV, such as the combustion of fossil fuels in operational vehicles and machinery. Scope 2 emissions refer to indirect emissions resulting from FRV's consumption of electricity procured from the grid, which is predominantly generated from coal and gas-fired power sources.

FRV's Scope 1 direct GHG emissions increased by 7.48% from FY 2022–23 to FY 2023–24, followed by a further 5.76% rise from FY 2023–24 to FY 2024–25. These consecutive increases were primarily attributable to the growth in fleet size over the past two financial years.

FRV's Scope 2 indirect GHG emissions increased by 0.26% from FY 2022–23 to FY 2023–24, followed by a further 3.14% rise from FY 2023–24 to FY 2024–25. Overall, Scope 2 emissions have remained relatively stable since FY 2022–23, reflecting consistent energy consumption patterns across the organisation.

FRV is currently developing a practical, evidence-based Emissions Reduction Plan (ERP) in accordance with DEECA's Guidance on Portfolio Emissions Reduction Planning. The ERP incorporates key considerations including technological feasibility, financial viability, and continued service delivery.

The final ERP will define measurable and actionable emissions reduction targets and pathways that will guide FRV to achieve the legislated objective of net zero emissions by 2045. It will also embed sustainable initiatives and practices across all FRV sites and activities, strengthen long-term sustainability strategies and goals, and enhance environmental governance, social responsibility, and employees engagement.

To mitigate GHG emissions, FRV will implement the recommended emissions reduction interventions and programs outlined in the mutually agreed Action Plan, developed as part of the ERP. Progress of the actions will be reviewed regularly against established timelines and milestones to ensure clear accountability and timely completion.

Indicator	2024–25	2023–24	2022–23
Total Scope 1 greenhouse gas emissions (Tonnes CO ² -e) [Indicator G1]	10,011.33	9,466.14	8,807.26
Greenhouse gas emissions from stationary fuel	1,264.28	1,414.54	1,309.61
Greenhouse gas emissions from transportation fuel	8,499.51	7,959.43	7,428.24
Carbon Dioxide (CO ²)	9,701.26	9,319.01	8,683.47
Methane (CH ⁴)	3.97	4.43	3.93
Nitrous Oxide (N ₂ O)	58.56	50.53	50.45
Greenhouse gas emissions from refrigerant gases ^(a)	247.54	92.17	69.41
Refrigerant - R134A (HFC-134A)	122.40	0	0
Refrigerant - R22 (HCFC-22)	47.57	0	17.60
Refrigerant - R32 (HFC-32)	3.16	6.53	1.02
Refrigerant - R407A (blend HFC-32/HFC-125/HFC-134a)	30.54	0	0
Refrigerant - R407C (blend R32/R125/R134a)	4.39	24.84	0
Refrigerant - R410A (HFC-410A)	39.48	60.80	50.79
Total Scope 2 greenhouse gas emissions (Tonnes CO ² e) ^(b) [Indicator G2]	8,847.75	8,578.32 ^(c)	8,555.65

Notes:

(a) Fire suppression systems at the two FRV data centres utilise the inert gaseous agent IG-541, which includes a minor component of carbon dioxide (8%). Given the low concentration and controlled application, fugitive emissions from this source are considered negligible and are unlikely to exceed the material activity threshold.

(b) Emissions associated with electricity consumption are calculated using the market-based method. This represents a methodological shift from previous FRD24 report versions, which employed the location-based approach prior to the 2022–23 financial year.

(c) Emissions data for the 2022–23 and 2023–24 financial years have been updated to reflect improved data accuracy. These updates were made due to:

- the resolution of historical data gaps, and/or
- the replacement of previously estimated values with actual figures sourced from utility invoices.

Electricity production and consumption

FRV's electricity consumption increased by 4.72% from FY 2022–23 to FY 2023–24, followed by a further 2.77% rise from FY 2023–24 to FY 2024–25. These increases closely correlate with growth in full-time equivalent (FTE) employee levels over the same period. Looking ahead, the phased replacement of natural gas-consuming assets with electric heat pumps and heating systems, consistent with the ERP, is expected to result in a modest increase in grid-sourced electricity consumption.

We will continue to implement and expand energy efficiency solutions and measures to reduce electricity consumption across our operations, including:

- Transition to renewable energy: Extending 100% renewable energy coverage to small sites through the State Purchase Contract (SPC), complementing our existing use of renewable energy at large sites.
- Building Management System (BMS) rollout: Advancing the progressive deployment of the Siemens BMS at new and Division B fire stations. This system enables real-time monitoring of energy and water usage, facilitates performance diagnostics, supports predictive maintenance scheduling, and helps minimise unplanned equipment downtime and energy waste.
- LED lighting upgrades: Ongoing replacement of existing lighting with light-emitting diode (LED) fixtures across FRV sites for better energy performance and longer product lifespan.
- HVAC and hot water system upgrades: Systematic replacement of heating, ventilation, air conditioning (HVAC) and hot water systems across FRV sites to meet the energy efficiency standards outlined in Section J of the National Construction Code.
- Energy efficient appliance procurement: Prioritising the purchase of high energy efficiency rated appliances and devices when acquiring new equipment or replacing outdated units.
- Power management settings: Establishing default power-saving configurations on desktop computers and laptops, including sleep and hibernation settings for monitors, to reduce electricity usage.

Indicator	2024–25	2023–24 ^(f)	2022–23
Total electricity consumption (MWh) [Indicator EL1] ^(a)	13,403.25	13,042.46	12,454.58
Purchased Electricity ^(b)	13,403.25	13,042.46	12,454.58
Self-generated ^(c)	NA	NA	NA
On-site electricity generated (MWh) [Indicator EL2] ^(d)	NA	NA	NA
Solar PV ^(c)	NA	NA	NA
Consumption behind-the-meter ^(c)	NA	NA	NA
Exports	NA	NA	NA
On-site installed generation capacity (MW) [Indicator EL3]	NA	NA	NA
Solar PV ^(c)	NA	NA	NA
Diesel backup generator	14.28	14.28	14.28
Total electricity offsets (MWh) [Indicator EL4]	2,454.64	2,446.80	2,341.83
Greenpower	0.14	0.14	0.37
Renewable power percentage (RPP) in the grid ^(e)	2,454.50	2,446.65	2,341.46

Notes:

(a) The total electricity consumption across FRV is based solely on purchased electricity. Refer to notes (c) and (d) for exclusions.

(b) For leased sites where FRV pays outgoings under shared tenancy arrangements, utility invoices are prepared by and received from landlords or their agents. In cases of missing invoices, estimates are derived from the previous year's data or monthly averages.

(c) Approximately 24 small-scale legacy solar photovoltaic (PV) systems are installed on fire station rooftops within the FRV site portfolio. These systems are not separately metered, and their generation capacity is currently unavailable. Consequently, electricity produced by these systems is not captured under indicators EL1 and EL2. Future upgrades or replacements will include appropriate monitoring instruments.

(d) Diesel backup generators are not separately metered. Due to their limited and incidental use, primarily for routine testing, the electricity produced is considered negligible and is not reported under indicator EL2. Instead, fuel consumption for these systems is reported under indicator F1.

(e) Electricity offset by the Renewable Power Percentage (RPP) has been included in reporting since the 2023–24 financial year. The RPP is set annually by the Minister for Climate Change and Energy, based on advice from the Clean Energy Regulator.

(f) Electricity production and consumption data for the 2022–23 and 2023–24 financial years have been updated to reflect improved data accuracy. These updates were made due to:

- the resolution of historical data gaps, and/or
- the replacement of previously estimated values with actual figures sourced from utility invoices.

Stationary fuel use

Emissions from stationary fuel sources generally arise from natural gas used for water and space heating in select buildings, liquefied petroleum gas (LPG) utilised in fire training props at the FRV Academy, and diesel consumed by backup generators at various fire stations.

Stationary fuel use increased by 7.35% from FY 2022–23 to FY 2023–24, followed by a 10.19% decrease from FY 2023–24 to FY 2024–25. These fluctuations are likely attributable to variations in winter weather conditions and associated heating demand, the scheduling of new recruit training courses, and changes in the operational need for backup diesel generation.

FRV plans to phase out natural gas water and space heating systems and replace them with efficient electric alternatives over the next 10 years. This transition aligns with the requirements of the ERP and forms part of FRV's strategic asset management and renewal program aimed at reducing GHG emissions from stationary fuel use.

Indicator	2024–25	2023–24 ^(d)	2022–23
Total fuels used in buildings and machinery (MJ) [Indicator F1]	24,122,837.90	26,861,330.90	25,021,954.60
Buildings	24,104,153.10	26,837,777.30	24,998,416.00
Natural gas ^(a)	21,801,762.10	23,537,573.60	22,815,979.70
LPG ^(b)	2,302,391.00	3,300,203.70	2,182,436.30
Machinery	18,684.80	23,553.60	23,538.60
Diesel ^(c)	18,684.80	23,553.60	23,538.60
Greenhouse gas emissions from stationary fuel consumption (Tonnes CO ₂ -e) [Indicator F2]	1,264.28	1,414.54	1,309.61
Natural gas ^(a)	1,123.44	1,212.89	1,175.71
LPG ^(b)	139.52	199.99	132.26
Diesel ^(c)	1.31	1.65	1.65

Notes:

- (a) For leased sites where FRV pays outgoings under shared tenancy arrangements, utility invoices are prepared by and received from landlords or their agents. In cases of missing invoices, estimates are derived from the previous year's data or monthly averages.
- (b) LPG used in fire training props at the FRV Academy and the associated GHG emissions have been included in the annual report for the first time. With the historical data gap now addressed, consistent capture and reporting of this information will be maintained going forward.
- (c) Backup generators are operated at several fire stations. Calculations of diesel consumption and the associated GHG emissions are based on fuel delivery records provided by the maintenance contractor.
- (d) Stationary fuel use data for the 2022–23 and 2023–24 financial years have been updated to reflect improved data accuracy. These updates were made due to:
 - the resolution of historical data gaps, and/or
 - the replacement of previously estimated values with actual figures sourced from utility invoices.

Transportation

FRVs fleet comprises of 1,022 vehicles/operational units that are essential to delivering fire and rescue services and ensuring the safety of our personnel and communities. There are 1,026 powertrains associated with this fleet (Mixture of single and dual internal combustion engines, LPG and Battery Electric etc). Of these, 20.7% are fire appliances and 72.2% are passenger vehicles. The remaining vehicles include marine vessels and specialised work vehicles. A detailed breakdown of vehicles by category and engine/fuel type is presented in the table below.

Energy consumption from transport fuels increased by 7.56% from FY 2022–23 to FY 2023–24, followed by a further 6.21% rise from FY 2023–24 to FY 2024–25. Correspondingly, GHG emissions from transportation rose by 7.15% and 6.79% over the same periods. This upward trend in transport energy use and emissions was primarily driven by the expansion of FRV's operational and administrative vehicle fleet.

Fuel consumption from FRV's fleet is projected to become the organisation's largest source of emissions, making fleet decarbonisation a key focus of the ERP. Between now and 2045, FRV will implement a staged, integrated emissions reduction strategy for its fleet.

This strategy includes a series of complementary initiatives:

- Pilot introduction and phased rollout of renewable diesel (hydrotreated vegetable oil, HVO)
- Transition to electric pumper fire appliances
- Transition to electric specialist fire appliances
- Transition of administrative light fleet to electric vehicles
- Transition of operational light fleet to hybrid and electric vehicles

Indicator	2024–25	– x3	2023–24	– x3	2022–23	– x3
Number and proportion of vehicles ^(a) [Indicator T2]	1022	100.0%	953	100.0%	918	100.0%
Road vehicles	953	92.9%	899	94.3%	857	93.4%
Fire appliances	212	20.7%	212	22.3%	215	23.4%
Internal combustion engines	211	20.6%	212	22.3%	215	23.4%
Diesel/Biodiesel	211	20.6%	212	22.3%	215	23.4%
Electric propulsion	1	0.1%	0	0%	0	0%
Battery Electric Vehicle (BEV)	1	0.1%	0	0%	0	0%
Passenger vehicles	741	72.2%	687	72.1%	642	69.9%
Internal combustion engines ^(b)	740	72.1%	686	72.0%	641	69.8%
Petrol	199	19.4%	190	19.9%	213	23.2%
Diesel/Biodiesel	541	52.7%	496	52.1%	427	46.5%
LPG	0	0.0%	0	0.0%	1	0.1%
Electric propulsion	1	0.1%	1	0.1%	1	0.1%
Battery Electric Vehicle (BEV)	1	0.1%	1	0.1%	1	0.1%
Non-road vehicles	73	7.1%	54	5.7%	61	6.6%
Marine vessels	10	1.0%	10	1.1%	10	1.1%
Internal combustion engines	10	1.0%	10	1.1%	10	1.1%
Petrol	10	1.0%	10	1.1%	10	1.1%
Special work vehicles ^(c)	63	6.1%	44	4.6%	51	5.6%
Internal combustion engines	63	6.1%	44	4.6%	51	5.6%
Petrol	21	2.0%	29	3.0%	9	1.0%
Diesel/Biodiesel	25	2.4%	5	0.5%	7	0.8%
LPG	6	0.6%	4	0.4%	3	0.3%
Other	11	1.1%	6	0.6%	32	3.5%

Notes:

(a) The fleet assets listed in this table exclude vehicles that were decommissioned, newly ordered, or disposed of during the 2024–25 financial year.

(b) FRV operates a number of hybrid passenger vehicles; however, these are not classified as plug-in hybrid electric vehicles (PHEVs) or range-extended electric vehicles under the definitions provided in the Guidance for FRD Reporting. As a result, they have been included in the internal combustion engine category rather than the hybrid category.

(c) Special work vehicles include transport-related and fuel-powered vehicles and equipment such as forklifts, pods, trailers, and similar assets.

Indicator	2024-25	2023-24	2022-23
Total energy used in transportation (MJ) ^(a) [Indicator T1]	121,198,558.20	114,115,379.30	106,091,478.80
Diesel	110,667,847.70	87,798,194.00	93,684,882.70
Road vehicles	109,974,993.10	87,317,044.90	93,095,198.10
Fire appliances	55,899,635.70	53,918,888.50	51,623,323.50
Passenger vehicles	54,075,357.40	33,398,156.40	41,471,874.60
Non-road vehicles	692,854.60	481,149.10	589,684.60
Marine vessels	692,854.60	481,149.10	557,163.59
Special Work Vehicles	0	0	32,521.01
Petrol	9,831,464.40	26,018,853.80	11,357,303.50
Road vehicles	9,555,466.70	25,702,493.70	11,186,286.70
Fire appliances	42,606.70	186,424.10	90,107.00
Passenger vehicles	9,512,860.00	25,516,069.60	11,096,179.70
Non-road vehicles	275,997.70	316,360.10	171,016.80
Marine vessels	275,997.70	316,360.10	171,016.80
Petrol (E10)	699,246.10	288,524.60	1,036,983.80
LPG ^(b)	0	9,806.90	12,308.80
Road vehicles	0	9,806.90	12,308.80
Fire appliances	0	1,823.50	0
Passenger vehicles	0	7,983.40	12,308.80
Non-road vehicles	0	0	0
Special Work Vehicles	0	0	0

Indicator	2024-25	2023-24	2022-23
Greenhouse gas emissions from vehicle fleet (Tonnes CO ₂ e) [Indicator T3]	8,499.51	7,959.43	7,428.24
Diesel	7,792.12	6,181.87	6,596.35
Road vehicles	7,743.34	6,147.99	6,554.83
Fire appliances	3,935.89	3,796.43	3,634.80
Passenger vehicles	3,807.45	2,351.56	2,920.03
Non-road vehicles	48.78	33.88	41.52
Petrol	664.80	1,759.39	767.98
Road vehicles	646.14	1,738.00	756.42
Fire appliances	2.88	12.61	6.09
Passenger vehicles	643.26	1,725.40	750.32
Non-road vehicles	18.66	21.39	11.56
Petrol (E10)	42.58	17.57	63.15
LPG ^(b)	0	0.60	0.75
Road vehicles	0	0.60	0.75
Fire appliances	0	0.11	0
Passenger vehicles	0	0.49	0.75
Non-road vehicles	0	0	0
Special Work Vehicles	0	0	0
Total distance travelled by commercial air travel (Passenger km) ^(c) [Indicator T4]	972,022.00	505,075.23	952,164.57

Notes:

(a) Electricity energy and associated emissions from charging battery electric vehicles are excluded from indicators T1 and T3. This approach is designed to avoid double counting and ensures that all electricity usage is comprehensively captured under indicator EL1, in accordance with the Guidance for FRD Reporting.

(b) No LPG consumption was recorded during the 2024-25 financial year, as outdated LPG vehicles were progressively phased out of the fleet.

(c) Commercial air travel distance for June 2025 has been estimated using June 2024 data due to the unavailability of current records at the time of preparing this annual report.

Total energy use

Total energy used by FRV saw two consecutive increases of 6.81% from FY 2022–23 to FY 2023–24 and 3% from FY 2023–24 to FY 2024–25, respectively. These increases were largely driven by the expansion of FRV's operational and administrative vehicle fleet, resulting in higher transport fuel consumption. Despite the overall rise in energy use, energy consumption per full-time equivalent (FTE) employees member has remained relatively stable, due to the proportional growth in workforce size.

To reduce GHG emissions, FRV has implemented, and will continue to implement, a range of initiatives and programs outlined in the sections on electricity use, stationary fuel use, transport fuel use, and sustainable buildings and infrastructure.

Indicator	2024–25	2023–24 ^(b)	2022–23
Total energy used from fuels (stationary and transportation) (MJ) [Indicator E1]	145,321,396.10	140,976,710.20	131,113,433.40
Total energy used from electricity (MJ) [Indicator E2]	48,251,716.05	46,952,851.62	44,836,477.99
Total energy used segmented into renewable and non-renewable sources (MJ) [Indicator E3]	193,573,112.15	187,929,561.82	175,949,911.39
Renewable	8,906,638.06	8,837,314.81	8,534,294.13
Non-renewable	184,666,474.09	179,092,247.01	167,415,617.25
Units of energy used normalised by FTE (MJ/FTE) [Indicator E4]	15,251.00	15,771.92 ^(a)	15,571.54

Notes:

(a) Energy data for the 2022–23 and 2023–24 financial years have been updated to reflect improved data accuracy. These updates were made due to:

- the resolution of historical data gaps, and/or
- the replacement of previously estimated values with actual figures sourced from utility invoices.

(b) Total energy use data for the 2022–23 and 2023–24 financial years have been updated to reflect improved data accuracy. These updates were made due to:

- the resolution of historical data gaps, and/or
- the replacement of previously estimated values with actual figures sourced from utility invoices.

Sustainable buildings and infrastructure

FRV's Environmental Policy was reviewed and updated in 2022 to strengthen our commitment to environmental compliance and sustainability. A dedicated section on sustainable buildings and infrastructure was introduced, outlining the following key provisions:

- adopt environmentally sustainable design (ESD) principles and innovative solutions across all property-related activities throughout a building's life cycle—from planning and design to construction, operation, maintenance, renovation, and demolition
- continue energy performance upgrades to enhance efficiency, and explore alternative energy options across the supply chain, infrastructure, fleet, plant, and equipment where appropriate
- integrate water-saving measures into both existing and new premises, and select drought-tolerant native plant species suited to local conditions wherever feasible.

In addition, the FRV fire station design working group is finalising the FRV Fire Station Design Guide, intended for use by project managers, contractors, architects, and engineers. The guide will embed ESD principles and resource efficiency considerations into the technical, functional, and performance specifications for FRV-owned fire stations. It will underpin informed decision-making throughout the design, budgeting, and delivery phases, and will be adaptable for future fire station developments, supporting FRV's long-term commitment to environmentally sustainable infrastructure.

[\[Indicator B1\]](#)

During the 2024–25 financial year, FRV continued to deliver various building, plant and equipment improvements across our sites portfolio, including but not limited to:

District	Replacement of lighting with LEDs	Replacement of legacy HVACs with split system units	Other
Central District and Eastern Hill/ Spring St Precinct	FS18 Hawthorn	FS18 Hawthorn	FS04 Brunswick, FS39 Port Melbourne, FS50 Ascot Vale – programmable garden sprinkler systems, drought tolerant native plants in landscaping works Select fire stations – exhaust fume extraction systems
Eastern District and Burnley Complex	FS20 Box Hill FS26 Croydon FS30 Templestowe – external lighting Eastern District Office Burnley Complex – external lighting		Select fire stations – exhaust fume extraction systems
Western Districts	FS66 Ocean Grove	FS48 Taylors Lakes FS56 Melton Western District 1 Office Western District 3 Office	Select fire stations – exhaust fume extraction systems Western District 3 Office – wall and door sealing
Northern District, FRV Academy and Thornbury Workshop	FS06 Pascoe Vale FS12 Preston FS15 Heidelberg FRV Academy – emergency lighting Thornbury Workshop – internal and external lighting		Select fire stations – exhaust fume extraction systems
Southern Districts	Southern District 2 – replacement 95% complete	Southern District 2 – 100% complete	Select fire stations – exhaust fume extraction systems Southern District 2 – rainwater harvesting tanks 100% installed Southern District 2 Office – wall and door sealing
Regional Northwest and Southeast Districts	FS70 Warrnambool FS71 Portland		

Environmentally Sustainable Design in new buildings and infrastructure

During the 2024–25 financial year, no new office buildings were constructed, nor were any substantial tenancy fit-outs commissioned. In terms of existing leased office accommodation, the Spring Street office in Melbourne maintains a 5-star NABERS Energy rating for its base building, while the Eastern District office in Blackburn holds a 4.5-star NABERS Energy rating for its base building. The selection of new office locations continues to be guided primarily by operational requirements aligned with strategic service delivery objectives. Within these parameters, environmentally sustainable building options available in the designated areas are identified and further assessed for suitability. [\[Indicator B3\]](#)

The most recently accredited non-office facility is the Derrimut Fire Station which was completed in October 2020 and subsequently awarded a 5-star Green Star – Design & As Built certified rating on 1 June 2022. As Australia's first fire station to achieve this distinction, the site incorporates a range of environmentally sustainable features, including solar panels, rainwater harvesting tanks, an automated irrigation system, an exhaust fume extraction system, acoustically treated rooms, and automated electrical control systems.

Building on the success of this project, key ESD principles from Derrimut have been embedded into the organisation's Fire Station Design Guide. Moving forward, we will explore the implementation of a portfolio-wide rating system aligned with the Design Guide to inform planning, design, construction, and delivery of future capital projects. [\[Indicators B4 and B5\]](#)

Sustainable procurement

Our Environmental Policy reflects sustainable procurement objectives through the implementation of Victoria's Social Procurement Framework, with the following key provisions:

- Apply ethical and sustainable procurement principles when purchasing goods, services and works, considering life cycle costs and materials circularity perspectives, to support the state's circular economy plan.
- Articulate our appreciation for vendors and suppliers to propose and provide goods, services and works that meet or exceed high environmental standards wherever feasible.
- Prioritise procurement decisions that attain the best value for money on a whole-of-life basis, creating benefits not only for the organisation, but also for the society, economy and environment.

To reinforce these commitments, the Environmentally Sustainable Business Practices questionnaire is included in all tenders issued to the market as part of our standardised tender documentation. Furthermore, environmental criteria are assigned appropriate weightings and evaluated by qualified environmental professionals during the tender assessment process.

Local jobs first disclosure

FRD 25

The *Local Jobs First Act 2003* introduced in August 2018 brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately.

FRV is required to apply the Local Jobs First policy in all projects valued at \$3 million or more in Metropolitan Melbourne or for statewide projects, or \$1 million or more for projects in regional Victoria.

MPSG applies to all construction projects valued at \$20 million or more. The MPSG guidelines and VIPP guidelines will continue to apply to MPSG-applicable and VIPP applicable projects respectively where contracts have been entered prior to 15 August 2018.

Projects commenced – Local Jobs First Standard

During 2024–25, FRV commenced one Local Jobs First Standard project totalling \$12 million. This project is located in metropolitan Melbourne with a commitment of 34.36% local content. The MPSG did not apply to this project.

Projects completed – Local Jobs First Standard

During 2024–25, FRV completed one Local Job First Standard project totalling \$11 million. This project has a statewide commitment of 76.8% local content. The MPSG did not apply to this project.



Disclosure of major contracts

FRD 12

During 2024–25, FRV entered two (2) contracts greater than \$10 million.

Contract Number	Contract Name	Vendor	Start Date	End Date	Contract Value
23/025	The Provision of Fleet Management Services	Summit Auto Lease Australia Pty Ltd	07 Nov 24	06/11/2027	\$30M
24/017	Manufacture and Supply of Five Pumper Platform Fire Appliances	Global Fire Solutions Pty Ltd	18 Dec 24	31/03/2028	\$11.1M

Disclosure of government advertising expenditure

RECOMMENDATION 49, PAEC REPORT 118

In 2024–25, there were no government advertising campaigns with total media spend of \$100,000 or greater (exclusive of GST).

FRV at the Melbourne Cricket Ground.



Consultancy expenditure

Consultancy expenditure of \$10,000 or greater

► FRD 22, RECOMMENDATION 71, PAEC REPORT 87

In 2024–25, there were 4 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2024–25 in relation to these consultancies is \$0.1 million (excluding GST). Details of individual consultancies are outlined below.

	2024–25	2023–24*	2022–23	2021–22
Number of consultancies	4	26	37	24
Total expenditure ex. GST	\$107,021	\$2,599,241	\$14,096,063	\$4,329,705

* Restated. Refer to Note 3.4 Other operating expenses in the Financial Report.

Details of consultancy expenditure of \$10,000 or greater

Consultant	Purpose of consultancy	Start	End	Total approved project fee (excl. GST)	Expenditure 2024–25 (excl. GST)	Future expenditure (excl. GST)
Complete Office Supplies Pty Ltd	Stationery	1/08/24	31/08/24	\$39,041	\$39,041	\$0
CyberCX Pty Ltd	Strategic Recovery Partner	1/02/25	1/02/25	\$31,236	\$31,236	\$0
Mercer Consulting Australia	Job Analysis Workshop/ Remuneration Survey	1/07/24	30/06/25	\$39,041	\$26,119	\$0
Stratagem Enterprises Pty Ltd	Psychosocial Risk Management Project	26/05/25	30/07/27	\$164,970	\$10,625	\$154,345
Total				\$274,288	\$107,021	\$154,345

Consultancy expenditure of less than \$10,000

In 2024–25, there were 5 consultancies engaged during the year where the total fees payable to the individual consultancies was less than \$10,000. The total expenditure incurred during 2024–25 in relation to these consultancies was \$0.0 million (excl. GST).

Summary of consultancy expenditure of less than \$10,000

	2024–25	2023–24	2022–23	2021–22
Number of consultancies	5	28	30	7
Total expenditure ex. GST	\$34,100	\$54,254	\$155,009	\$39,618

Details of information and communication technology (ICT) expenditure

FRD 22

For the 2024–25 reporting period, FRV had a total ICT expenditure of \$61,084,080, with the details shown below.

All operational ICT expenditure Business as usual (BAU) ICT expenditure (total)	ICT expenditure related to projects to create or enhance ICT capabilities		
	Non business as usual (non BAU) total = Operational expenditure and capital expenditure	Operational expenditure	Capital expenditure
\$38,451,133	\$22,632,947	\$16,672,096	\$5,960,851

ICT expenditure refers to FRV's costs in providing business enabling ICT services within the current reporting period. It comprises Business as Usual (BAU) ICT expenditure and Non-Business as Usual (Non-BAU) ICT expenditure. Non-BAU ICT expenditure relates to extending or enhancing FRV's current ICT capabilities. BAU ICT expenditure is all remaining ICT expenditure that primarily relates to ongoing activities to operate and maintain the current ICT capability.

Freedom of information

FRD 22

FRV is committed to being open and accountable for our expenditure across all areas, and in full compliance with all requirements of a Victorian public service organisation.

The *Freedom of Information Act 1982* (FOI Act) allows the public a right of access to documents held by FRV. The purpose of the FOI Act is to extend as far as possible the right of the community to access information held by government departments, local councils, Ministers and other bodies.

An applicant has a right to apply for access to documents held by FRV. This comprises documents both created by FRV or supplied to the department by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by FRV is available on our website.

The FOI Act allows FRV to refuse access, either fully or partially, to certain documents or information if the requested documents fall under exemptions in the FOI Act. Examples of documents that may not be accessed include cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; and information provided to a department in-confidence and information that is confidential under another Act.

Under the FOI Act, the FOI processing time for requests received is 30 days. However, when external consultation is required under sections 29, 29A, 31, 31A, 33, 34 or 35, a 15-day automatic extension applies. Processing time may also be extended by periods of up to 30 days, in consultation with the applicant. With the applicant's agreement this may occur any number of times.

If an applicant is not satisfied by a decision made by FRV, under section 49A of the FOI Act, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter

Making a request

Freedom of Information requests can be submitted in writing by email or by post. An application fee of \$32.70 applies, the application fee increases on 1 July each year. Access charges may also be payable if the document pool is large and the searches will be time consuming.

When making a Freedom of Information request, applicants should ensure requests are in writing and clearly identify what types of material/documents are being sought.

Access to documents should be addressed to FRV's Freedom of Information Officer, and can be made via email to foi@frwvic.gov.au or addressed to:

Freedom of Information Officer

Fire Rescue Victoria
456 Albert Street
East Melbourne Vic 3002

Further information

Further information regarding the operation and scope of FOI can be obtained from the FOI Act, regulations made under the FOI Act and ovic.vic.gov.au.

Freedom of information statistics/timeliness

During 2024–25, FRV processed 558 valid applications. A total of 548 decisions were made where access to documents was granted in full, granted in part or denied in full. One request was subject to a complaint and five decisions were subject to review by OVIC.

Source of FOI requests

Source	2024–25	2023–24
Media organisations	3	1
Members of Parliament	0	1
Members of the public	543	308
United Firefighters' Union	12	0
Total	558	310

Number of FOI decisions by response time

Time period	2024–25	2023–24
Within the statutory 30-day period	533	302
With the extended statutory 30–45-day period	9	5
46–90 days	6	3
More than 90 days	0	0
Open (not yet finalised)	10	0
Total	558	310

Compliance with the *Building Act 1993*

FRD 22

Number of FOI decisions by response time

Reporting standard	Status
Mechanisms to ensure that buildings conform with the building standards	FRV ensures it is compliant with provisions of the <i>Building Act 1993</i> , the National Construction Code and all other legislative requirements
Major works projects (greater than \$50,000)	<p>List of major work sites:</p> <ul style="list-style-type: none"> ▪ Eastern Hill Watchtower repairs and maintenance project ▪ Spring St Auto Doors upgrades ▪ FS01 Accessible Bathroom Works ▪ FS01 Switchboard upgrades Mezzanine ▪ Burnley Training Academy DCC Air Conditioning ▪ Derrimut Road Crash Rescue Training Portables building works ▪ FS12 Preston Transition Room Works ▪ FS12 Preston Failed HVAC upgrade ▪ FS15 Heidelberg Transition Room Works ▪ FS06 Pascoe Vale Transition Room Works ▪ FS 28 Vermont South Transition Room Works ▪ FS23 Burwood Bedroom Privacy Works ▪ FS19 North Balwyn Bedroom Privacy and Transition Room Works ▪ FS41 St Albans Locker Room Project ▪ FS56 Melton Failed HVAC Upgrade ▪ FS48 Taylor Lakes HVAC Upgrade ▪ Western District 1 Office Breathing Apparatus Department Technical Room HVAC Upgrade ▪ FS62 Corio Tenancy Agreement Kitchenette and Turnout Room Fit-out.
The number of building permits, occupancy permits, or certificate of final inspection issued in relation to buildings owned by the department or entity	Over the year FRV received 12 building permits, 4 Occupancy Permits and 11 Certificates of final inspection.
Mechanisms for inspection, reporting, scheduling and carrying out of maintenance works on existing buildings	FRV engages compliance program managers to carry out inspections, reporting, scheduling, and rectification works to ensure that buildings comply with current building regulations. Compliance programs cover areas such as asbestos identification and removal, fire service upgrades and environmental works (e.g. PFAS remediation). Other compliance reporting is the 5 yearly Asbestos Division 5 audits which is currently being conducted for 2025 across all owned and fire stations and selected buildings.
The number of emergency orders and building orders issued in relation to buildings	0 emergency orders were issued.
The number of buildings that have been brought into conformity with building standards during the reporting period	0 buildings were required to be brought into conformity with building standards.

Compliance with the *Public Interest Disclosures Act 2012*

FRD 22

At FRV, we are dedicated to fostering a culture built on honesty, transparency and accountability. We stand firmly against improper conduct and strongly support individuals who speak up when they witness or suspect wrongdoing.

The *Public Interest Disclosures Act 2012* (Vic) and the *Public Interest Disclosures Act 2021* play a vital role in safeguarding the integrity of Victoria's public sector. These laws provide clear processes for reporting misconduct or corruption and ensuring such matters are investigated and addressed appropriately.

FRV supports disclosures because they help protect the public interest and strengthen our commitment to our Strategic Plan for 'A place where everyone belongs' and we are delivering 'A service that sets the industry standard'.

This also reflects our alignment with both the Victorian Public Sector Values and our own FRV values, which guide how we serve the community, remind us that we have integrity and that we are accountable.

We are dedicated to creating an environment where individuals feel safe to raise concerns – knowing they will be treated fairly and protected from reprisal. FRV's policies and procedures ensure public interest disclosures are handled in line with legislation and best practice. These resources are available at frv.vic.gov.au.

Reporting procedures

If an employee or member of the public wishes to make a public interest disclosure about FRV or an employee or officer of FRV, they must make the disclosure to the Independent Broadbased Anti-corruption Commission (IBAC) or to another entity.

IBAC's contact details are:

📞 1300 735 135

✉ ibac.vic.gov.au/report

If you need guidance, please contact FRV's Public Interest Disclosures Coordinator on (03) 9935 1982 or PublicInterestDisclosureCoordinator@frv.vic.gov.au. Together, we are building a more transparent, inclusive, and accountable organisation.

Compliance with the *Carers Recognition Act 2012*

FRV has taken all practical measures to comply with our obligations under the *Carers Recognition Act 2012*.

These include:

- promoting the care relationship principles set out in the *Carers Recognition Act 2021* to people in care relationships
- building awareness and understanding of the care relationship principles through internal communications that recognise the contribution of carers and how to provide a supportive workplace for those who combine paid work with the caring role.
- considering the care relationships principles when setting policies and providing services.

Compliance with the *Disability Act 2006*

FRV recognises people with disability as a specific priority diversity group in our Diversity, Equity and Inclusion Strategy, launched in May 2025.

Key highlights of our work on disability inclusion over the past year include:

- providing tailored support to people with disability across FRV
 - delivery of Disability Inclusive Recruitment training and Autism at Work information session
 - raising awareness of issues experienced by people with disability, including releasing internal and external communications on days of significance, such as International Day of People with Disability
 - ongoing advocacy and program provision to support the safety and wellbeing of people with disability living in the community.
- FRV recognises people with disability as a specific priority diversity group in our draft Diversity and Inclusion Strategy.

Competitive neutrality policy

FRV activities are conducted consistently with the National Competition Policy including the policy statement and the Competitive Neutrality Policy Victoria. No competitive neutrality complaints were lodged in relation to business activities conducted by FRV.

Commercial-in-Confidence (CiC) grant recipient

► [NEW] FRD 22, PAEC RECOMMENDATION, RECOMMENDATION 34, PAEC INQUIRY INTO THE 2021-22 AND 2022-23 FINANCIAL AND PERFORMANCE OUTCOMES

There is no Commercial-in-confidence grant in 2024–25.

Subsequent events

► FRD 22

On 24 August 2025, the Minister for Emergency Services approved transfer statements for the transfer of net assets from CFA to FRV of \$13.2m and from FRV to CFA of \$0.9m. Refer Note 8.4 for further details of the arrangement.

The policy in connection with recognising subsequent events that are for events that occur between the end of the reporting period and the date when the financial statements are authorised for issue is as follows:

- adjustments are made to amounts recognised in the financial statements where those events provide information about conditions that existed at the reporting date
- disclosure is made where the events relate to conditions that arose after the end of the reporting period that are considered to be of material interest.

Disclosure of critical incident procurement

► FRD 22

FRV did not declare a critical incident during the last financial year and no new contracts were entered into, however, we continued to manage contracts which were awarded in connection with the cyber-attack of December 2022.

A critical incident in the context of FRV Procurement Policy M-30004 Market Approach is defined as either:

- a business continuity incident: being an incident that might affect the business continuity of FRV; or
- an alarm of fire incident: being an incident defined in section 32A of the *Fire Rescue Victoria Act 1958*.

During a critical incident the standard procurement process does not apply, and Critical Incident Procurement framework is put in place. FRV records contract information and expenses incurred in the response.

Nature of incident	Date of activation	Summary of goods and services procured under new contracts	Total spend on goods and services in response to the emergency	Number of new contracts awarded valued at \$100,000 (including GST) or more
Cyber-attack	16 Dec 2022	IT Professional Services Professional Advisory Services End User Computing Software licensing	\$19,319,767 This is the total of all expenditure, including contracts under and over \$100,000 since 2022.	0

Direct costs attributable to machinery of government changes

► RECOMMENDATION 39, PAEC REPORT ON THE 2015-16 BUDGET ESTIMATES

A machinery of government change refers to the allocation and reallocation of functions between departments and ministers. FRV incurred no direct costs attributable to machinery of government changes pursuant to section 53(1)(b) of the *Financial Management Act 1994*.

Disclosure of social procurement activities under the Social Procurement Framework

► [NEW] FRD 22 Revised Paragraph 5.19

The Social Procurement Framework applies to the procurement of all goods, services and construction undertaken by, or on behalf of, entities subject to the Standing Directions 2018 under the *Financial Management Act 1994*.

Social procurement achievements

During 2024–25, FRV:

- engaged 8 social benefit suppliers with a total spend of \$678K with certified social enterprises, Aboriginal businesses and disability enterprises
- The proportion of suppliers that are Victorian Aboriginal businesses is 0.27% of the total suppliers, engaging 4 Aboriginal businesses
- established 11 contracts that include social procurement framework commitments.

During 2024–25, FRV also implemented several initiatives to support its Social Procurement Strategy which included:

- introducing a requirement in FRV's internal procurement policy and process to search available databases for social benefit suppliers
- incorporating social and sustainable evaluation criteria into procurement documentation (e.g. Requests for Tender) to ensure purchases align with FRV's Social Procurement Strategy
- providing education and training to procurement employees to increase awareness of social procurement.

Disclosure of procurement complaints

► [NEW] FRD 22 Revised Paragraph 5.19

Under the Governance Policy of the Victorian Government Purchasing Board (VGPB), FRV must disclose any formal complaints relating to the procurement of goods and services received through our procurement complaints management system. FRV received no formal complaints through our procurement complaints management system in 2024–25.

Compliance with DataVic Access Policy

Consistent with the DataVic Access Policy issued by the Victorian Government in 2012, FRV made six data sets available on the DataVic website in 2022–23. Information included in this Annual Report will also be available at data.vic.gov.au in electronic readable format.

Attestation for financial management compliance with Standing Direction 5.1.4

► REVISED: INSTRUCTION 5.1, CLAUSE 2

I, Gavin Freeman, Fire Rescue Commissioner, on behalf of FRV, certify that FRV has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Gavin Freeman AFSM
Commissioner
Fire Rescue Victoria

14 January 2026

Asset Management Accountability Framework maturity assessment

FRD 22

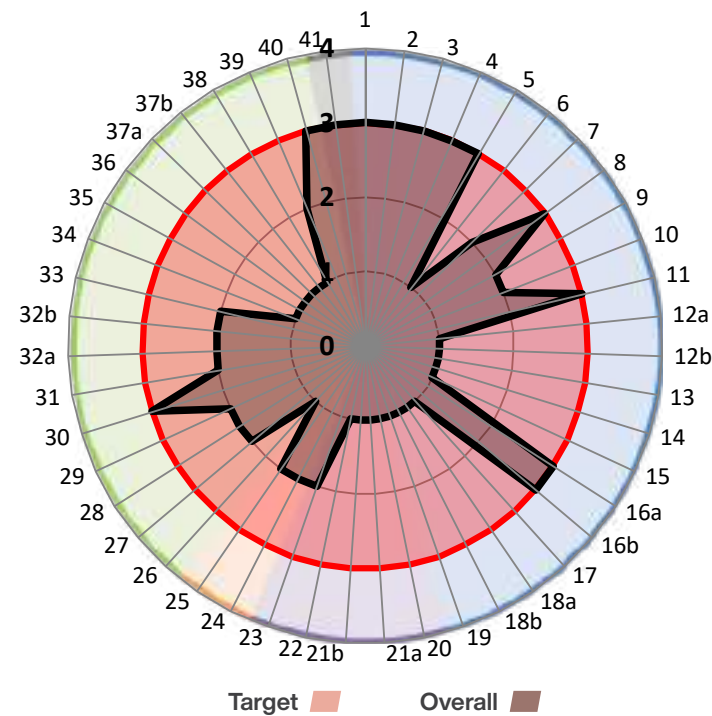
The following sections summarise FRV’s assessment of maturity against the requirements of the Asset Management Accountability Framework (AMAF). The AMAF is a non-prescriptive, devolved accountability model of asset management that requires compliance with 41 mandatory requirements. These requirements can be found on the Department of Treasury and Finance (DTF) webpage.

FRV’s target maturity rating is “Competence”, which is a state where asset management systems and processes are fully in place across the asset lifecycle, from asset acquisition, performance management, maintenance, critical failure, through to disposal. To reach “Competence”, these systems and processes need to be consistently and systematically applied

to meet the AMAF requirements. This includes a continuous improvement process to expand system performance above AMAF minimum requirements. Assurance activities must consider the size, criticality and service delivery objectives of each type of asset.

The 2024–25 FRV AMAF compliance assessment concludes that compliance is attained with 11 of the 41 requirements (see chart below). There is partial compliance with 30 requirements and there is no material compliance deficiency. The areas of focus for improvement relate to the implementation of an asset information management system and development of asset strategies for FRV’s various asset classes.

2024–25 Asset Management Accountability Framework compliance assessment



Legend

Status Definition

- 1= Awareness** systems and processes are being developed, effectiveness of application is not consistent, some knowledge of AMAF requirements.
- 2= Developing** systems and processes are being embedded, often applied effectively, with clear links to AMAF requirements.
- 3= Competence** systems and processes fully in place, consistently applied and systematically meeting AMAF requirements, includes a continuous improvements process to expand system performance above AMAF minimum requirements. This is the target maturity for Victoria Police.
- 4= Optimising** systems and processes are now leading practice, exceeding AMAF requirements, and constantly being improved to align with support and drive organisations objectives.

Summary of Asset Management Accountability

Framework requirements and compliance Leadership and accountability (requirements 1–19)

FRV met its target maturity level of competence for 8 of the 19 requirements. Requirement 16a achieved competence this year which requires agencies to present their self-assessment of maturity in their annual report at least every three years.

Planning (requirements 20–23)

FRV continues to develop its asset strategies and working through its asset management improvement plan.

Acquisition (requirements 24 and 25)

FRV is developing a set of supporting documents to assist acquisition, which will be delivered through its asset management improvement plan.

Operation (requirements 26–40)

FRV achieved its target maturity level for one of the 15 requirements during the year regarding the processes around revaluation. The remaining requirements are developing in line with the implementation of an asset information management system to support monitoring, maintenance and record keeping.

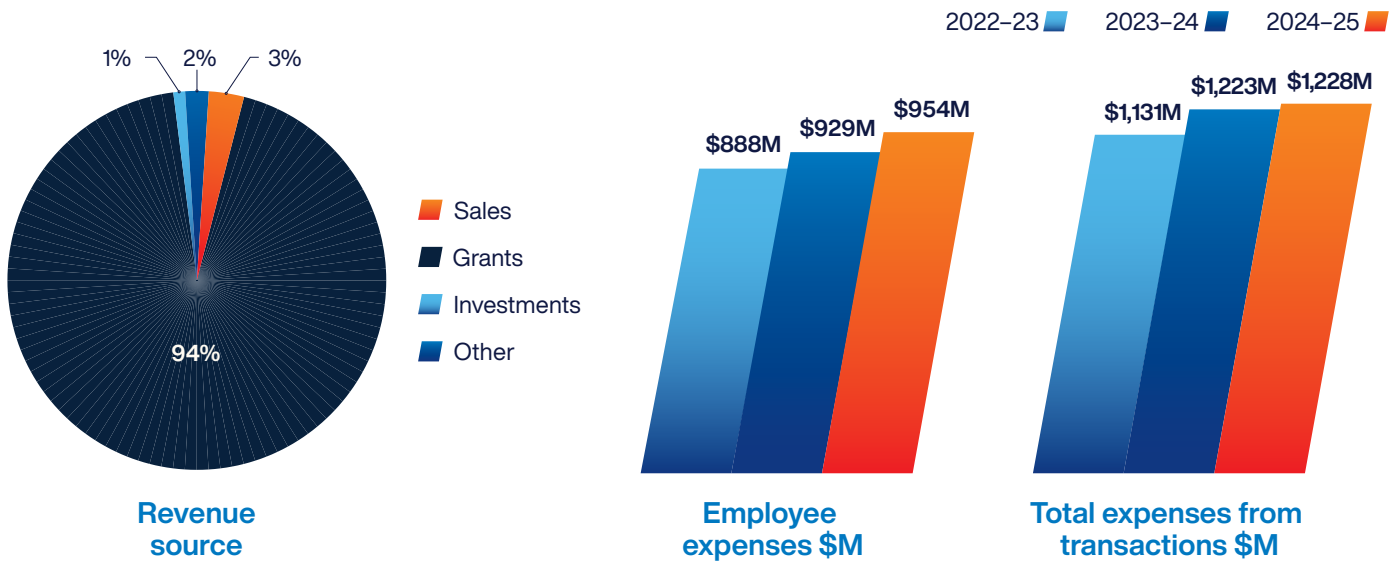
Disposal (requirement 41)

FRV met its target competence maturity level for the mandatory requirement in this category

Financial management discussion and analysis

As a public sector statutory body with a vital role in protecting the lives and properties of Victorians, FRV's financial performance is also of significance.

FRV received a Total Output Cost Budget of \$1,221 million in 2024–25 to deliver fire rescue services to the Victorian community 24 hours a day, seven days a week. As a statutory authority we are accountable to government and the community for our performance.



FRV graduation ceremony exercise, 2025.



Continuing operations	2025	2024	2023	2022
Income from transactions				
Grants	\$1,120,825	\$1,070,026	\$877,889	\$848,944
Sale of goods and services	\$41,396	\$31,058	\$35,759	\$48,163
Interest	\$7,007	\$6,166	\$7,704	\$980
Investment distributions	\$0	\$0	\$0	\$5,422
Gain on financial instruments – investments	\$0	\$0	\$4,228	\$0
Other income	\$20,576	\$15,166	\$35,374	\$16,216
Total income from transactions	\$1,189,804	\$1,122,416	\$960,954	\$919,725
Expenses from transactions				
Employee expenses	\$953,852	\$929,088	\$887,869	\$842,355
Depreciation and amortisation	\$69,393	\$63,490	\$57,187	\$54,798
Contract services with State Government entities	\$27,135	\$26,458	\$26,263	\$27,136
Other operating expenses	\$177,385	\$204,143	\$159,422	\$137,758
Total expenses from transactions	\$1,227,765	\$1,223,179	\$1,130,741	\$1,062,047
Net result from transactions (net operating balance)	(\$37,961)	(\$100,763)	(\$169,787)	(\$142,322)
Total other economic flows included in net result	(\$3,843)	(\$3,531)	(\$528)	\$9,832
Net result	(\$41,804)	(\$104,294)	(\$170,315)	(\$132,490)
Total other economic flows – other comprehensive income	\$0	\$49,537	\$50,727	\$0
Comprehensive result (total change in net worth)	(\$41,804)	(\$54,757)	(\$119,588)	(\$132,490)

■ Section

05

Financial Report

How this report is structured

The Fire Rescue Commissioner of Fire Rescue Victoria (FRV) presents its audited general purpose financial statements for the financial year ended 30 June 2025 in the following structure to provide users with the information about FRV's stewardship of resources entrusted to it.

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Declaration in the Financial Statements

The attached financial statements for FRV have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under the *Financial Management Act 1994 (FMA)*, applicable Financial Reporting Directions, Australian Accounting Standards (AASs) including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity, and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of FRV at 30 June 2025.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 17 November 2025.



Gavin Freeman
Fire Rescue Commissioner
Fire Rescue Victoria
Melbourne
17 November 2025



Tony Matthews
Deputy Secretary
Corporate, Regulations and
Strategic Services
17 November 2025



Independent Auditor’s Report

To the Commissioner of Fire Rescue Victoria

Opinion	<p>I have audited the financial report of Fire Rescue Victoria which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2025• comprehensive operating statement for the year then ended• statement of changes in equity for the year then ended• cash flow statement for the year then ended• notes to the financial statements, including material accounting policy information• declaration in the financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of Fire Rescue Victoria as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of Fire Rescue Victoria in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Commissioner’s responsibilities for the financial report	<p>The Commissioner of Fire Rescue Victoria is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Commissioner is responsible for assessing Fire Rescue Victoria’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report


As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Fire Rescue Victoria's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Commissioner
- conclude on the appropriateness of the Commissioner's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Fire Rescue Victoria's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Fire Rescue Victoria to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commissioner regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
27 November 2025


Charlotte Jeffries
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2025

	Notes	2025	(\$ thousand) 2024
Continuing operations			
Revenue and income from transactions			
Grants	2.2	1,120,825	1,070,026
Sale of goods and services and statutory income	2.3.1	41,396	31,058
Interest	2.3.2	7,007	6,166
Other income	2.3.4	20,576	15,166
Total revenue and income from transactions		1,189,804	1,122,416
Expenses from transactions			
Employee expenses	3.2.1	953,852	929,088
Depreciation	4.1.2	69,393	63,490
Contract services with State Government entities	3.3	27,135	26,458
Other operating expenses	3.4	177,385	204,143
Total expenses from transactions		1,227,765	1,223,179
Net result from transactions (net operating balance)		(37,961)	(100,763)
Other economic flows included in net result			
Net gain/(loss) on non financial assets(i)		(2,202)	(3,253)
Net gain/(loss) on financial instruments(ii)		(2,517)	(2,887)
Other gains/(losses) from other economic flows		876	2,609
Total other economic flows included in net result	8.2	(3,843)	(3,531)
Net result		(41,804)	(104,294)
Other economic flows – other comprehensive income:			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	4.1.3	–	49,537
Total other economic flows – other comprehensive income		–	49,537
Comprehensive result		(41,804)	(54,757)

The accompanying notes form part of these financial statements.

Notes:

- (i) Net gain/(loss) on non financial assets' includes gains/(losses) from revaluations, impairments, and disposals of all physical assets and intangible assets, except when these are taken through the asset revaluation surplus.
- (ii) 'Net gain/(loss) on financial instruments' includes bad and doubtful debts from other economic flows, unrealised and realised gains/(losses) from revaluations, impairments and reversals of impairment, and gains/(losses) from disposals of financial instruments.

Balance sheet

As at 30 June 2025

	Notes	2025	(\$ thousand) 2024
Assets			
Financial assets			
Cash and deposits	6.3	136,887	98,793
Receivables	5.1	17,866	18,604
Total financial assets		154,753	117,397
Non-financial assets			
Inventories	5.3	2,616	2,542
Property, plant and equipment	4.1	1,150,278	1,177,391
Investment properties	4.2	27,863	27,234
Intangible assets	4.3	14,624	12,532
Prepayments		9,998	8,250
Total non-financial assets		1,205,379	1,227,949
Total assets		1,360,132	1,345,346
Liabilities			
Payables	5.2	70,453	70,460
Borrowings	6.1	21,888	21,717
Employee related provisions	3.2.2	365,091	344,814
Other liabilities		17	115
Total liabilities		457,449	437,106
Net assets		902,683	908,240
Equity			
Accumulated surplus/(deficit)		(288,894)	(247,090)
Physical asset revaluation surplus	8.3	685,111	685,111
Contributed capital		506,466	470,219
Net worth		902,683	908,240

The accompanying notes form part of these financial statements.

Cash flow statement

For the financial year ended 30 June 2025

	Notes	2025	(\$ thousand) 2024
Cash flows from operating activities			
Receipts			
Receipts from government		1,128,691	1,070,026
Receipts from other entities		65,184	63,933
Interest received		7,020	6,202
Goods and Services Tax recovered from the ATO ⁽ⁱ⁾		24,631	28,126
Total receipts		1,225,526	1,168,287
Payments			
Payments to suppliers and employees		(1,175,958)	(1,184,498)
Total payments		(1,175,958)	(1,184,498)
Net cash flows from/(used in) operating activities	6.3.1	49,568	(16,211)
Cash flows from investing activities			
Purchases of non financial assets		(35,443)	(38,842)
Sales of non financial assets		785	627
Net cash flows from/(used in) investing activities		(34,658)	(38,215)
Cash flows from financing activities			
Owner contributions by State Government – appropriation for capital expenditure purposes		30,747	28,665
Repayment of borrowings and principal portion of lease liabilities	6.2.3	(7,563)	(7,037)
Net cash flows from/(used in) financing activities		23,184	21,628
Net increase / (decrease) in cash and cash equivalents		38,094	(32,798)
Cash and cash equivalents at beginning of financial year		98,793	131,591
Cash and cash equivalents at end of financial year	6.3	136,887	98,793

The accompanying notes form part of these financial statements.

Notes:

(i) Goods and Services Tax paid to and recovered from the ATO is presented on a net basis.

Statement of changes in equity

For the financial year ended 30 June 2025

	Notes	Physical asset revaluation surplus	Accumulated surplus	Contributed capital	(\$ thousand) Total
Balance at 1 July 2023		635,574	(142,796)	441,554	934,332
Net result for the year		–	(104,294)	–	(104,294)
Transfer to contributed capital ⁽ⁱ⁾		–	–	28,665	28,665
Other comprehensive income for the year	8.8	49,537	–	–	49,537
Balance at 30 June 2024		685,111	(247,090)	470,219	908,240
Balance at 1 July 2024		685,111	(247,090)	470,219	908,240
Net result for the year		–	(41,804)	–	(41,804)
Transfer to contributed capital ⁽ⁱ⁾		–	–	36,247	36,247
Other comprehensive income for the year	8.8	–	–	–	–
Balance at 30 June 2025		685,111	(288,894)	506,466	902,683

The accompanying notes form part of these financial statements.

Notes:

(i) State Government funding towards non-financial asset acquisitions.

1. About this report

FRV is a modern fire and rescue service that meets the needs of twenty-first century Victoria. FRV serves and protects communities across Melbourne and Victoria's major regional centres. FRV is a statutory authority established by the *Fire Rescue Victoria Act 1958 (FRV Act)*. A description of the nature of its operations and its principal activities is included in the Report of operations, which does not form part of these financial statements.

Its principal address is:

Fire Rescue Victoria
456 Albert Street
East Melbourne VIC 3002

The annual financial statements represent the audited general purpose financial statements of FRV for the year ended 30 June 2025. The purpose of the report is to provide users with information about FRV's stewardship of resources entrusted to it.

Basis of preparation

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured. The exceptions to the historical cost convention are:

- Revaluation (refer Note 7.3)
 - Land and buildings
 - Vehicles
 - Investment property
 - Investments
- Liabilities (refer Note 3.2.2)
 - Employee related provisions

The accrual basis of accounting has been applied in preparing these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of FRV.

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates have been recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying AAS that have significant effects on the financial statements and estimates relate to:

- Revaluation (refer Note 7.3 Fair Value Determination)
 - Land and buildings are measured initially at cost and are subject to annual revaluation review by applying land and building indices published by Valuer-General Victoria. Material movements in a class are accounted for in the financial statements and full land and building revaluations are accounted for on a designated 5-year cycle.
 - Vehicles are subject to annual revaluation review using current replacement cost method. Material movements in a class are accounted for in the financial statements and vehicle revaluations are accounted for on a designated 5-year cycle.
 - Investment properties are adjusted annually by applying land and building indices published by Valuer-General Victoria.

These financial statements cover FRV as an individual reporting entity and include all the controlled activities of FRV.

All amounts in the financial statements have been rounded to the nearest \$1,000 unless otherwise stated.

Compliance information

These general-purpose financial statements (Tier 1) have been prepared in accordance with the FMA and applicable AAS which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

Going Concern

FRV has prepared the financial statements on a going concern basis. FRV is primarily funded through grants from the Victorian Government. FRV reported a net operating deficit of \$41.8 million for the year ended 30 June 2025, and operating cash inflows of \$46.9 million—which were funded through accumulated liquid funds as agreed with the Victorian Government. FRV is actively working on strategies to improve its financial sustainability.

FRV expects to continue to deliver financial savings where available and that the Victorian Government will continue to provide funding to support FRV's operations throughout the 2026 year.

2. Funding delivery of our services

Introduction

FRV provides comprehensive fire, rescue and emergency response services including community resilience and educative programs to residents and organisations within the FRV fire district with the key objective to reduce the incidence and impact of fire and other emergencies on the community. FRV works closely and jointly with other organisations in the emergency services sector.

FRV receives income in the form of grants from the Victorian State Government through the Department of Justice and Community Safety (DJCS). The grants are significantly funded by the Fire Services Property Levy (FSPL) which is administrated by the State Revenue Office. The FSPL applies to property owners, including local municipal councils who remit the levy annually to the State Revenue Office.

FRV also receives income from supplementary funding, other grants, regulatory fees, fire suppression equipment sales and services, other services and interest income from bank deposits. As a result of the Fire Services Reform, FRV also receives services free of charge from CFA.

Structure

2.1	Summary of revenue and income that funds the delivery of our services	130
2.2	Grants	131
2.3	Income from transactions	132

2.1 Summary of revenue and income that funds the delivery of our services

	Notes	2025	(\$ thousand) 2024
Grants	2.2	1,120,825	1,070,026
Sale of goods and services and statutory income	2.3.1	41,396	31,058
Interest	2.3.2	7,007	6,166
Other income	2.3.5	20,576	15,166
Total revenue and income from transactions		1,189,804	1,122,416

Revenue and income that fund delivery of FRV's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

2.2 Grants

	2025	(\$ thousand) 2024
Income recognised as income of not-for-profit entities		
General purpose	797,600	887,146
Supplementary grants ⁽ⁱ⁾	322,185	182,880
Treasurer's advance ⁽ⁱⁱ⁾	1,040	–
Total grants	1,120,825	1,070,026

(i) Includes the agreed repayment of Growth Areas Infrastructure Contribution of \$7.866m which was originally received as part of supplementary grants in 22/23. Funding will be returned when the project is ready to recommence.

(ii) The Treasurer's advance received via the DJCS is the State Government's re-imbursement of one-off unexpected expenses that arose during the financial year and are substantial in nature to warrant additional appropriation.

Grants recognised under AASB 1058

FRV has determined that the grant income included in the table above is to be recognised under AASB 1058 and has been earned under arrangements that are either not enforceable and/or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when FRV had an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, FRV recognised any related contributions by owners, increases in liabilities, decreases in assets, and revenue ('related amounts') in accordance with other AASs. Related amounts may take the form of:

- contributions by owners, in accordance with AASB 1004 *Contributions*;
- revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15 *Revenue from Contracts with Customers*;
- a lease liability in accordance with AASB 16 *Leases*;
- a financial instrument, in accordance with AASB 9 *Financial Instruments*;
- a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Grants can be received as **general-purpose grants**, which refer to grants which are not subject to conditions regarding their use. Alternatively, they may be received as **specific-purpose grants**, which are paid for a particular purpose and/or have conditions attached regarding their use. FRV grants are primarily general-purpose grants appropriated from the State Government.

2.3 Income from transactions

2.3.1 Sale of goods and services and statutory income

	2025	(\$ thousand) 2024
Contractual revenue:		
Fire suppression equipment sales and servicing	30,330	20,591
Road accident rescue	6,356	6,135
Charges building control audits	2,896	2,897
Other charges for services	1,312	789
Total contractual revenue	40,894	30,412
Statutory income:		
False alarm charges	(11)	(17)
Hazardous materials	513	663
Total statutory income	502	646
Total sale of goods and services and statutory income	41,396	31,058

Revenue Recognition

Contractual Revenue

Contractual revenue is accounted according to AASB 15 *Revenue from contracts with customers*, accordingly revenue is recognised when the contract performance obligations are met and the goods or services are transferred to the customer and FRV has a present right to payment. Revenue from the rendering of fire suppression equipment sales and servicing is recognised at a point in time when the performance obligation is satisfied when the supply of goods or service is completed; and over time when the customer simultaneously receives and consumes the service as it is provided.

Infrequently there may be a change in the scope of services provided, in such cases, the customer will be provided with a new contract for the additional services to be rendered and revenue is recognised consistent with accounting policy above.

For contracts that permit the customer to return an item, revenue is recognised to the extent it is highly probable that a significant cumulative reversal will not occur; historically customer returns are insignificant in volume and amount.

Fire suppression equipment sales may include provision for advance consideration. Consideration received in advance of recognising the associated revenue from the customer is recorded as a contract liability (Note 5.2). Where the performance obligations are satisfied but not yet billed, a contract asset is recorded (Note 5.1).

Road accident rescue revenue is determined under an agreement between FRV and the Transport Accident Commission (TAC); the agreement requires FRV to provide responsive road accident rescue services for the annual period. In providing this service an obligation is created over the period of the agreement to attend road incidents and stand ready to attend such incidents. Revenue is fully accounted on a monthly basis.

Building control audit services, which generally are accompanied by a formal report, and other charges for services revenue is recognised when the contract performance obligations are met and the service is transferred to the customer.

Statutory Income

False alarm and hazardous materials charges

False alarm and hazardous material charges are statutory charges. The income is recognised upon FRV's final determination that a charge is to be applied subsequent to consideration of related submissions that may be received detailing specific circumstances. FRV when reviewing the incident may determine that a reduction may apply prior to a final determination.

The total income disclosed for false alarm charges continued to be impacted by lawful protected industrial action and post cyber-attack disruptions to FRV's systems.

2.3.2 Interest Income

	2025	(\$ thousand) 2024
Interest from financial assets not at fair value through profit and loss		
Interest on bank deposits	7,007	6,166
Total interest from financial assets not at fair value through profit and loss	7,007	6,166

2.3.3 Fair value of assets and services receive free of charge or for nominal consideration recognised as income

Where it can be reliably measured and the resources would have been purchased externally had they not been provided free of charge, contributions of resources provided free of charge or for nominal consideration have been recognised at their fair value when the recipient obtains control over the resources, irrespective of whether restrictions or conditions are imposed over the use of the contributions. It has been estimated that approximately \$1.0 million (2024: \$1.0 million) free of charge services for vehicle maintenance and administrative support were provided by CFA to FRV for the financial year, but as the majority of the resources would not have been purchased externally, the criteria for recognition as income had not been met. FRV proudly works with the CFA, which is a community-based volunteer fire service.

	2025	(\$ thousand) 2024
Services		
Services received from CFA ⁽ⁱ⁾	1,031	1,030
Total fair value of services received free of charge or for nominal consideration	1,031	1,030

(i) Services received from CFA relates to services rendered by CFA as a result of the Fire Services Reform (refer Note 8.7).

2.3.4 Other income

	2025	(\$ thousand) 2024
Workers compensation recovered from WorkCover	19,788	16,721
Rental income – investment properties ⁽ⁱ⁾	226	340
Other miscellaneous income	562	(1,895)
Total other income	20,576	15,166

(i) Investment properties are reported in Note 4.2.

3. The cost of delivering services

Introduction

This section provides an account of the expenses incurred by FRV in delivering services and outputs. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are recorded.

Structure

3.1	Expenses incurred in delivery of services	135
3.2	Employee benefit expenses	135
3.3	Contract services with State Government entities	138
3.4	Other operating expenses	139

3.1 Expenses incurred in delivery of services

	Notes	2025	(\$ thousand) 2024
Employee benefit expenses	3.2.1	953,852	929,088
Depreciation and amortisation	4.1.2	69,393	63,490
Contract services with State Government entities	3.3	27,135	26,458
Other operating expenses	3.4	177,385	204,143
Total expenses incurred in delivery of services		1,227,765	1,223,179

3.2 Employee benefit expenses

3.2.1 Employee benefits in the comprehensive operating statement

	2025	(\$ thousand) 2024
Salaries and wages, annual leave and long service leave	627,312	616,442
Overtime	122,690	125,047
Defined benefit superannuation expense ⁽ⁱ⁾	23,723	23,850
Defined contribution superannuation expense	16,581	15,525
Movement in employee leave benefit provisions	27,895	10,076
Payroll tax	53,232	52,819
WorkCover	43,913	43,123
Travelling/meal allowance	25,845	25,065
Relocation expenses	1,261	1,668
Fringe benefits tax	11,400	15,473
Total employee expenses	953,852	929,088

(i) Refer to Note 3.2.3 on page 138.

Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments and WorkCover premiums. Overtime expenses include all costs related to station strength, call out cost, backfilling of employees who support training and special projects to ensure service delivery standards are met at all metropolitan and regional areas to ensure community safety.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. FRV does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance (DTF) discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the state as the sponsoring employer).

As part of implementing Fire Services Reform, the following agreements were entered into between FRV and CFA with effect from 1 July 2020:

- A Secondment Agreement (ongoing) for the purpose of FRV providing officers and employees of FRV to CFA. These employees are engaged under this agreement for the provision of operational and management support including administrative, training, community safety and fire safety support to CFA. This gives rise to a recognition of services provided free of charge by FRV
- Overarching Operational Services Agreement and two Service Level Deeds of Agreement setting out the services and functions FRV provides to CFA and the services and functions CFA provides to FRV upon the request of the other agency (Refer Note 2.3.4).

Included in total employee expenses is \$72.4 million (2024: \$71.6 million) that relates to employees seconded to the CFA for the provision of operational and management services, including administrative, training, community safety and fire safety support pursuant to the Secondment Agreement between the parties for which no consideration is received or receivable by FRV.

3.2.2 Employee benefits in the balance sheet

Provision has been made for benefits accruing to employees in respect of wages and salaries, annual leave, accrued leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2025	(\$ thousand) 2024
Current provisions:		
<i>Annual leave</i>		
Unconditional and expected to settle within 12 months	71,478	68,817
Unconditional and expected to settle after 12 months	60,183	55,849
<i>Accrued leave</i>		
Unconditional and expected to settle within 12 months	2,640	2,001
Unconditional and expected to settle after 12 months	18,476	14,062
<i>Long service leave</i>		
Unconditional and expected to settle within 12 months	11,253	10,121
Unconditional and expected to settle after 12 months	114,140	113,755
<i>Provisions for on-costs</i>		
Unconditional and expected to settle within 12 months	20,797	19,049
Unconditional and expected to settle after 12 months	45,186	41,646
Total current provisions for employee benefits	344,153	325,300
Non-current provisions:		
Long service leave	16,787	15,701
On-costs	4,151	3,813
Total non-current provisions for employee benefits	20,938	19,514
Total provisions for employee benefits	365,091	344,814

Reconciliation of movement in on-cost provision

	2025	(\$ thousand) 2024
Opening balance	64,508	60,985
Additional provisions recognised	35,424	33,914
Reductions arising from payments/other sacrifices of future economic benefits	(30,159)	(29,766)
Unwind of discount and effect of changes in the discount rate	361	(625)
Closing balance	70,134	64,508
Current	65,983	60,695
Non-current	4,151	3,813

Wages and salaries, annual leave and sick leave: Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefits provision as current liabilities, because FRV does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages are recognised in the balance sheet at remuneration rates which are current at the reporting date. As FRV expects the liabilities to be wholly settled within 12 months of the reporting date, they are measured at undiscounted amounts, amounts not settled within 12 months are measured at present value.

The annual and accrued leave liability are classified as a current liability as FRV does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Amounts expected to settle within 12 months are measured at the undiscounted amount expected to be paid, amounts expected not to settle within 12 months are measured at present value.

No provision has been made for sick leave as all sick leave is non-vesting, and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Comprehensive Operating Statement as it is taken.

Employment on-costs such as payroll tax and workers compensation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Unconditional LSL is disclosed as a current liability; even where FRV does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

- undiscounted value – if FRV expected to wholly settle within 12 months
- present value – if FRV does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

3.2.3 Superannuation contributions

Employees of FRV are entitled to receive superannuation benefits and FRV contributed to both defined benefit and defined contribution plans. The defined benefit plan(s) provides benefits based on years of service and final average salary.

The FRV Emergency Services and State Super (ESSS) superannuation employer contribution rate for FY2024–25 is 0% or 12.00% as appropriate (2024: 0% or 12.00% as appropriate).

The basis for determining the level of contributions is determined by the various actuaries of the defined benefit superannuation plans. ESSS on advice from their actuary, advised that the employer contribution rate for the year was zero for accruing members.

	Paid contribution for the year		Contribution outstanding at year-end	
	2025	2024	2025	2024
Defined benefit plans				
Emergency Services Superannuation Fund	23,444	22,967	–	277
Defined contribution plans				
Emergency Services Superannuation Fund	8,229	8,377	–	–
Other	8,353	7,148	–	–
Total	40,026	38,492	–	277

3.3 Contract services with State Government entities

	2025	2024
Department of Justice and Community Safety	26,701	26,050
Other	434	408
Total contract services with State Government entities	27,135	26,458

Contract services with State Government entities covers interagency provisions. The payments to DJCS related to State Control Centre support and related emergency management support and activity. These are recognised throughout the reporting period in accordance with the contract amounts and agreed variations.

3.4 Other operating expenses

	2025	(\$ thousand) 2024
<i>Supplies and services:</i>		
Fire systems contractor services expense	21,003	18,033
Property utilities, rates and maintenance	22,172	26,517
Information technology	19,864	18,062
Plant and equipment maintenance	11,163	10,747
Uniforms	21,473	29,234
Motor vehicles fuel and maintenance	15,565	14,581
Supplies and consumables	13,279	13,767
Contractors and professional services ⁽ⁱ⁾	10,667	29,347
Training and development	7,351	9,250
Communications	7,773	8,135
Legals	6,482	2,950
Consultants	141	2,653
Insurance	3,026	2,197
Property leases and outgoings	2,522	2,665
Travel	3,230	2,553
Cost of goods sold	1,379	1,087
Internal audit and compliance audit	1,542	931
Other	8,753	11,434
Total other operating expenses	177,385	204,143

(i) Contractors and professional services primarily relate to the continuing restoration and recovery following the December 2022 cyber-attack. Prior year has been restated to reflect this with a reclassification from Consultants.

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Supplies and services have been recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any inventories held for distribution have been expensed when the inventories are distributed.

Lease rental expenses

The following lease payments are recognised on a straight-line basis:

- Short-term leases – leases with a term of 12 months or less
- Low-value leases – leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10,000.

Variable lease payments that are not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate and which are not, in substance fixed) such as those based on performance or usage of the underlying asset, are recognised in the Comprehensive Operating Statement (except for payments which have been included in the carrying amount of another asset) in the period in which the event or condition that triggers those payments had occurred.

4. Key assets available to support output delivery

Introduction

FRV controlled infrastructure and other investments that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that are controlled by FRV to be utilised for the delivery of those outputs.

Structure

4.1	Total property, plant and equipment	140
4.2	Investment properties	144
4.3	Intangible assets	145

4.1 Total property, plant and equipment

All the property, plant and equipment are classified by the 'purpose' for which the assets are used, according to the Classification of the Functions of Government (COFOG). All assets in a purpose group are further sub categorised according to the asset's 'nature' (i.e., buildings, plant, etc.), with each subcategory being classified as a separate class of asset for financial reporting purposes. All FRV assets are classified in the Purpose Group "Public Order and Safety".

	Gross carrying amount		Accumulated depreciation		(\$ thousand) Net carrying amount	
	2025	2024	2025	2024	2025	2024
Land at fair value ⁽ⁱ⁾	495,504	495,504	–	–	495,504	495,504
Buildings at fair value ⁽ⁱ⁾	514,471	513,794	(52,966)	(14,277)	461,505	499,517
Plant, equipment and vehicles at fair value	248,964	221,450	(107,912)	(81,256)	141,052	140,194
Assets under construction at cost	52,217	42,176	–	–	52,217	42,176
Net carrying amount	1,311,156	1,272,924	(160,878)	(95,533)	1,150,278	1,177,391

(i) FRV land and buildings are predominantly classified as specialised. Refer to Note 7.3.2 for detailed classification.

The following tables are subsets of the above table of buildings, plant and equipment by right-of-use assets.

4.1.1 Total right-of-use assets: buildings, plant, equipment and vehicles

	Gross carrying amount		Accumulated depreciation		(\$ thousand) Net carrying amount	
	2025	2024	2025	2024	2025	2024
Buildings at fair value	30,214	30,127	(17,840)	(13,073)	12,374	17,054
Plant, equipment and vehicles at fair value	11,063	5,158	(3,248)	(2,519)	7,815	2,639
Net carrying amount	41,277	35,285	(21,088)	(15,592)	20,189	19,693

	Buildings	(\$ thousand) Plant, equipment and vehicles at fair value
Opening balance – 1 July 2024	17,054	2,639
Additions	879	6,166
Disposals	-	(113)
Depreciation	(5,559)	(877)
Closing balance – 30 June 2025	12,374	7,815
Opening balance – 1 July 2023	16,837	2,413
Additions	5,539	900
Disposals	-	(95)
Depreciation	(5,322)	(579)
Closing balance – 30 June 2024	17,054	2,639

Initial recognition: Items of property, plant and equipment, are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for a nominal cost, the cost is its fair value at the date of acquisition. Assets transferred as part of a machinery of government change were transferred at their carrying amount.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or their estimated useful lives.

Right-of-use asset acquired by lessees – Initial measurement

FRV recognised a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentive received
- any initial direct costs incurred
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Subsequent measurement: Property, plant and equipment (PPE) including right-of-use assets under leases are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised below by asset category.

Right-of-use asset – Subsequent measurement: FRV depreciated the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain remeasurements of the lease liability.

Non-specialised land and non-specialised buildings are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

Specialised land and specialised buildings: The market approach is also used for specialised land, although is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued. Primarily FRV land and buildings are specialised.

The CSO adjustment reflects the valuer’s assessment of the impact of restrictions associated with an asset to the extent that the CSO adjustment is also equally applicable to market participants.

For the majority of FRV’s specialised buildings, the current replacement cost method is used, adjusting for the associated depreciation.

Heritage assets are valued using the current replacement cost method. This cost generally represents the replacement cost of the building/component after applying depreciation rates on a useful life basis. However, for some heritage and iconic assets, the cost may be the reproduction cost rather than the replacement cost if those assets’ service potential could only be replaced by reproducing them with the same materials.

Vehicles are valued using the current replacement cost method. FRV acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in FRV who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Fair value for **plant and equipment** that are specialised in use (such that it is rarely sold other than as part of a going concern) is determined using the current replacement cost method.

Refer to Note 7.3 for additional information on fair value determination of property, plant and equipment.

Impairment of property, plant and equipment

The recoverable amount of primarily non-cash-generating assets of FRV that are specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

As at balance date, management undertook impairment testing on the right-of-use-assets, which are primarily office space arrangements and determined there was no impairment.

4.1.2 Depreciation and amortisation

Charge for the period ⁽ⁱ⁾	2025	(\$ thousand) 2024
Buildings	39,548	32,906
Plant, equipment and vehicles	28,659	29,155
Intangible assets (amortisation)	1,186	1,429
Total depreciation and amortisation	69,393	63,490

(i) The table incorporates depreciation of right-of-use assets.

All buildings, plant and equipment and other non financial physical assets that have finite useful lives, have been depreciated. The exceptions to this rule include items under assets held for sale, land and investment properties.

Depreciation has generally been calculated on a straight-line basis, at rates that allocate the asset’s value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	(years) Useful life:
Buildings	3 to 45
Heritage buildings	10 to 50
Plant, equipment and vehicles	2 to 40
Right-of-use assets	1 to 8

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where FRV obtained ownership of the underlying leased asset or if the cost of the right-of-use asset reflected that FRV will exercise a purchase option, FRV depreciates the right-of-use asset over its useful life.

Leasehold improvements have been depreciated over the shorter of the leasehold's lease term and their useful lives.

Indefinite life assets: Land which is considered to have an indefinite life is not depreciated. Depreciation was not recognised in respect of these assets because their service potential had not, in any material sense, been consumed during the reporting period.

4.1.3 Reconciliation of movements in carrying amount of property, plant and equipment

(\$ thousand)

2025 ⁽ⁱ⁾	Land at fair value	Buildings at fair value ⁽ⁱⁱ⁾	Plant, equipment and vehicles at fair value	Assets under construction at cost	Total
Opening balance	495,504	499,517	140,194	42,176	1,177,391
Additions	–	880	22,250	15,993	39,123
Transfers from/(to) CFA	–	–	5,500	–	5,500
Disposals	–	(322)	(826)	(2,381)	(3,529)
Transfer in/out of assets under construction(ii)	–	978	2,593	(3,571)	–
Revaluation of PPE	–	–	–	–	–
Transfer from/(to) investment property	–	–	–	–	–
Transfer from/(to) intangible assets	–	–	–	–	–
Depreciation	–	(39,548)	(28,659)	–	(68,207)
Closing balance	495,504	461,505	141,052	52,217	1,150,278

(\$ thousand)

2024 ⁽ⁱⁱⁱ⁾	Land at fair value	Buildings at fair value ⁽ⁱⁱ⁾	Plant, equipment and vehicles at fair value ⁽ⁱⁱ⁾	Assets under construction at cost	Total
Opening balance	495,804	465,635	159,536	30,159	1,151,134
Additions	–	5,539	11,451	32,456	49,446
Transfers from/(to) CFA	–	–	–	–	–
Disposals	–	(845)	(3,457)	(6,063)	(10,365)
Transfer in/out of assets under construction(ii)	–	12,557	1,819	(14,376)	–
Revaluation of PPE	–	49,537	–	–	49,537
Transfer from/(to) investment property	(300)	–	–	–	(300)
Transfer from/(to) intangible assets	–	–	–	–	–
Depreciation	–	(32,906)	(29,155)	–	(62,061)
Closing balance	495,504	499,517	140,194	42,176	1,177,391

(i) Management undertook a fair value assessment of land, buildings, plant, equipment and vehicles which determined that book values represented fair value. The next scheduled full revaluation for this purpose group will be conducted in June 2027.

(ii) Transfers assets constructed by FRV over time and capitalised to the asset class upon completion.

(iii) Management undertook a fair value assessment of land, buildings, plant, equipment and vehicles which determined that book values represented fair value except for buildings which had a material movement requiring a revaluation.

4.2 Investment properties

	2025	(\$ thousand) 2024
Balance at beginning of financial year	27,234	26,188
Net gain from fair value adjustments	629	746
Transfers (from)/ to investment property	–	300
Balance at end of financial year	27,863	27,234

	2025	(\$ thousand) 2024
Freehold land ⁽ⁱ⁾	27,414	26,801
Freehold buildings ⁽ⁱ⁾	449	433
Total	27,863	27,234

(i) FRV holds freehold land that is no longer strategic nor core to FRV operations; these land parcels consist of vacant land and land with unutilised premises. There is no active marketing to sell these parcels of land presently, and as such, they are determined as investment property that will eventually be sold in accordance with our budget planning process in the coming years.

Investment properties are primarily non-financial physical assets that are non-core assets in respect to emergency service provisions that are held to earn rental income, for capital appreciation, or for future disposal. Investment properties exclude properties held to meet the service delivery objectives of FRV. Investment properties were initially recognised at cost. Costs incurred after the initial acquisition were capitalised when it was probable that future economic benefits in excess of the originally assessed performance of the asset would flow to FRV.

Subsequent to initial recognition at cost, investment properties have been revalued to fair value with changes in the fair value recognised as other economic flows in the comprehensive operating statement in the period that they arise. Fair values were determined based on a market comparable approach that reflects recent transaction prices for similar properties. These properties are neither depreciated nor tested for impairment.

4.3 Intangible assets

	(\$ thousand)							
	Computer Software		Licences		Assets under construction at cost		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
<i>Gross carrying amount</i>								
Opening balance	32,792	33,399	13,388	13,388	8,537	7,163	54,717	53,950
Additions	348	458	–	–	3,017	1,374	3,365	1,832
Transfers from/(to) CFA	–	–	–	–	–	–	–	–
Transfers (from)/to intangible assets	–	–	–	–	–	–	–	–
Disposals	(11,047)	(1,065)	–	–	–	–	(11,047)	(1,065)
Impairment	–	–	(34)	–	–	–	(34)	–
Closing balance	22,093	32,792	13,354	13,388	11,554	8,537	47,001	54,717
<i>Accumulated depreciation, amortisation and impairment</i>								
Opening balance	(29,614)	(28,972)	(12,571)	(12,444)	–	–	(42,185)	(41,416)
Amortisation of intangible produced assets ⁽ⁱ⁾	(1,059)	(1,429)	–	–	–	–	(1,059)	(1,429)
Amortisation of intangible non produced assets ⁽ⁱ⁾	–	–	(127)	(127)	–	–	(127)	(127)
Disposals	10,994	789	–	–	–	–	10,994	789
Closing balance	(19,679)	(29,614)	(12,698)	(12,571)	–	–	(32,377)	(42,185)
Net book value at end of financial year	2,414	3,178	656	817	11,554	8,537	14,624	12,532

(i) The consumption of intangible assets is included in 'depreciation' line item on the comprehensive operating statement.

Initial recognition

Purchased intangible assets are initially recognised at cost. When the recognition criteria in AASB 138 *Intangible Assets* are met, internally generated intangible assets are recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Depreciation and amortisation begin when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

An **internally generated intangible asset** arising from development (or from the development phase of an internal project) is recognised if, and only if, all the following are demonstrated, including:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale
- an intention to complete the intangible asset and use or sell it
- the ability to use or sell the intangible asset
- the intangible asset will generate probable future economic benefits
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement

Intangible produced assets with finite useful lives are amortised on a straight-line basis over their useful lives. Produced intangible assets have useful lives of between 3 and 15 years.

Intangible non-produced assets with finite lives are amortised as an 'other economic flow' on a straight-line basis over their useful lives. The amortisation period is 15 to 25 years.

Impairment of intangible assets

Intangible assets with finite useful lives (and intangible assets not yet available for use) are tested annually for impairment. As at reporting date, FRV did not hold any indefinite life intangible assets.

Annual impairment testing was undertaken to determine if any events such as policy changes, new technology, emerging systems or other issues impacted the expected future life usage of the intangible assets or anticipated potential future cash flows.

Where impairment has been indicated, the asset value was adjusted to its expected remaining useful life and the resulting change is treated as an impairment loss to the operating statement.

Management review of intangible assets as at this report date determined no impairment.

5. Other assets and liabilities

Introduction

This section sets out those assets and liabilities that arose from FRV's controlled operations.

Structure

5.1	Receivables	147
5.2	Payables	148
5.3	Inventories	149

5.1 Receivables

	2025	2024
Contractual		
Sale of goods and services	15,109	12,127
Other receivables	4,041	5,653
Allowance for impairment losses of contractual receivables	(5,242)	(3,015)
Statutory		
Regulatory fees charges ⁽ⁱ⁾	441	621
GST input tax credit recoverable	3,667	3,500
Allowance for impairment losses of statutory receivables	(150)	(282)
Total receivables	17,866	18,604
<i>Represented by:</i>		
Current receivables	16,886	17,285
Non-current receivables	980	1,319

(i) Significant reduction in total regulatory charges for the financial years 2024–25 and 2023–24 due to impacts of lawful protected industrial action and disruptions to FRV's systems from the cyber-attack in December 2022.

Contractual receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. Sales of goods and services receivables are measured at transaction price, other receivables are recognised at fair value. FRV holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently measured these at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and have been recognised and measured similarly to contractual receivables (except for impairment) but have not been classified as financial instruments for disclosure purposes. FRV applies AASB 9 for initial measurement of the statutory receivables and, as a result, statutory receivables have been initially recognised at fair value plus any directly attributable transaction cost.

Details about FRV's impairment policies and FRV's exposure to credit risk, and the calculation of the loss allowance are set out in Note 7.1.

5.2 Payables

	2025	(\$ thousand) 2024
Contractual		
Supplies and services	22,780	26,748
Amounts payable to government and agencies	9,056	1,915
Accrued employee costs	25,092	19,409
Accrued expenses	6,294	10,238
Statutory		
FBT payable	2,949	3,347
PAYG tax payable	–	2,339
Payroll tax payable	4,282	6,464
Total payables	70,453	70,460
<i>Represented by:</i>		
Current payables	69,562	69,468
Non-current payables	891	992

Payables consist of:

- **Contractual payables:** Classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to FRV prior to the end of the financial year that are unpaid; and Accrued Employee defined costs associated with contractual obligations to employees that are owing at the end of the financial year that were accrued.
- **Statutory payables:** Recognised and measured similarly to contractual payables but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they did not arise from contracts.

Payables for supplies and services have an average credit period of 30 days. No interest was charged on the 'other payables' for the first 30 days from the date of the invoice and there have been immaterial claims by suppliers for interest for late payment.

The terms and conditions of amounts payable to the government and agencies vary according to the particular agreements and as they are not legislative payables, they have not been classified as financial instruments.

5.2.1 Maturity analysis of contractual payables⁽ⁱ⁾

	(\$ thousand)					
	Maturity dates					
2025	Carrying amount	Nominal amount	Less than 1 month	1–3 months	3 months –1 year	1–5 years
Supplies and services	22,780	22,780	14,622	4,905	2,361	892
Amounts payable to government and agencies	9,056	9,056	481	8,500	75	–
Accrued employee costs	25,092	25,092	25,092	–	–	–
Accrued expenses	6,294	6,294	3,743	2,496	55	–
Total	63,222	63,222	43,938	15,901	2,491	892
2024						
Supplies and services	26,748	26,748	22,936	2,004	816	992
Amounts payable to government and agencies	1,915	1,915	357	493	1,065	–
Accrued employee costs	19,409	19,409	19,409	–	–	–
Accrued expenses	10,238	10,238	5,852	2,506	1,880	–
Total	58,310	58,310	48,554	5,003	3,761	992

(i) Maturity analysis is presented using the contractual undiscounted cash flows.

5.3 Inventories

	(\$ thousand)	
	2025	2024
Current inventories		
Supplies and consumables: at cost	2,656	2,582
Total current inventories	2,656	2,582
Loss of service potential	(40)	(40)
Total inventories	2,616	2,542

Inventories were recorded at cost upon receipt and then measured based on weighted average cost.

Inventory has been assessed regularly for obsolescence and carrying values adjusted where applicable.

Technical obsolescence occurs when an item still functions for some or all the tasks it was originally acquired to do but no longer matches existing technologies. Functional obsolescence occurs when an item no longer functions the way it did when it was first acquired.

6. How we finance our operations

Introduction

This section provides information on the sources of finance utilised by FRV during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of FRV.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 7.1 and subset notes provide additional, specific financial instrument disclosures.

Structure

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6.1 Borrowings

	(\$ thousand)	
	2025	2024
Current borrowings		
Lease liabilities ⁽ⁱ⁾	7,790	7,102
Total current borrowings	7,790	7,102
Non current borrowings		
Lease liabilities ⁽ⁱ⁾	14,098	14,615
Total non current borrowings	14,098	14,615
Total borrowings	21,888	21,717

(i) Secured by the assets leased. Lease liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.

Maturity analysis of borrowings

	(\$ thousand)						
	Maturity dates						
	Carrying amount	Nominal amount	Less than 1 month	1–3 months	3 months –1 year	1–5 years	5+ years
2025							
Lease liabilities	21,888	24,308	743	1,475	6,380	14,682	1,029
Total	21,888	24,308	743	1,475	6,380	14,682	1,029
2024							
Lease liabilities	21,717	23,893	667	1,296	5,793	14,616	1,521
Total	21,717	23,893	667	1,296	5,793	14,616	1,521

6.2 Leases

Information about leases for which FRV was a lessee is presented below.

FRV's leasing activities

FRV leases various properties, IT equipment and motor vehicles. The lease contracts are typically made for fixed periods of 1-5 years with an option to renew the lease after that date in some leases.

Leases of IT equipment with contract terms of 1-3 years are either short-term and or/leases of low-value items. FRV has elected not to recognise right-of-use assets and lease liabilities for these leases.

On 30 June 2025, FRV commitments for short-term leases were immaterial.

Lease at significantly below-market terms and conditions

FRV leases five fire station sites that range from an annual lease to ending in the year 2047 for the use of a facility to provide emergency services. The various lease contracts specify lease payments of \$0, \$104 and \$30,900 per annum. The leased premises are used by FRV to provide emergency services to the community.

6.2.1 Right-of-use Assets

Right-of-use assets are presented in note 4.1.1.

6.2.2 Amounts recognised in the Comprehensive Operating Statement

The following amounts are recognised in the Comprehensive Operating Statement relating to leases:

	(\$ thousand)	
	2025	2024
Interest expense on lease liabilities ⁽ⁱ⁾	923	755
Expenses relating to short-term leases	156	628
Total amount recognised in the comprehensive operating statement	1,079	1,383

(i) Interest expense on lease liabilities relate to right-of-use assets (refer Note 4.1.1)

6.2.3 Amounts recognised in the Statement of Cashflows

The following amounts are recognised in the Statement of Cashflows relating to leases:

	(\$ thousand)	
	2025	2024
Total cash outflows for leases	7,563	7,037

For any new contracts entered into, FRV considered whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition FRV assesses whether the contract meets three key evaluations:

- whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to FRV and for which the supplier did not have substantive substitution rights
- whether FRV has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and FRV had the right to direct the use of the identified asset throughout the period of use
- whether FRV had the right to take decisions in respect of 'how and for what purpose' the asset was used throughout the period of use.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, FRV is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

Recognition and measurement of leases as a lessee

Lease Liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or FRV’s incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprised the following:

- Fixed payments (including in-substance fixed payments) less any lease incentive receivable
- Variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- Amounts expected to be payable under a residual value guarantee
- Payments arising from purchase and termination options reasonably certain to be exercised.

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability was reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low-value assets

FRV elected to account for short-term leases and leases of low-value assets using the practical expedients approach permitted under AASB 16. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these have been recognised as an expense in profit or loss on a straight-line basis over the lease term.

Presentation of right-of-use assets and lease liabilities

FRV presents right-of-use assets as ‘property plant equipment’ unless they meet the definition of investment property, in which case they have been disclosed as ‘investment property’ in the balance sheet. Lease liabilities are presented as ‘borrowings’ in the balance sheet.

6.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

	(\$ thousand)	
	2025	2024
Total cash and deposits disclosed in the balance sheet	136,887	98,793
Balance as per cash flow statement	136,887	98,793

6.3.1 Reconciliation of net result for the period to cash flow from operating activities

	(\$ thousand)	
	2025	2024
Net result for the period	(41,804)	(104,294)
Non-cash movements:		
Loss on sale or disposal of non financial assets	2,797	3,872
Depreciation and amortisation of non-current assets	69,393	63,490
Impairment of non-current assets	34	127
Increase in provision for expected credit loss ⁽ⁱ⁾	2,095	2,794
Gain on revaluation of investment property	(629)	(747)
Net gain arising from revaluation of employee provisions	876	2,609
Movements in assets and liabilities:		
(Increase)/Decrease in operating receivables ⁽ⁱ⁾	(1,357)	13,028
(Increase) in inventories ⁽ⁱ⁾	(74)	(46)
(Increase) in prepayments	(1,748)	(4,120)
Increase in payables	682	4,807
Increase in employee provisions	19,401	2,173
(Decrease)/Increase in other liabilities	(98)	96
Net cash flows from/ (used in) operating activities	49,568	(16,211)

(i) The movement above for receivables and inventories reflects the gross movement prior to adjusting for the allowance for expected credit loss and inventory obsolescence respectively.

6.3.2 Financing facilities

FRV had access to an unsecured credit card facility of \$1.7 million (as at 30 June 2025 amount used \$0.1 million and amount unused \$1.6 million).

6.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.4.1 Total commitments payable

	(\$ thousand)			
Nominal Amounts 2025	Less than 1 year	1–5 years	5+ years	Total
Capital expenditure commitments payable	29,469	1,087	–	30,556
Other commitments payable	42,616	11,588	8,168	62,372
Total commitments (inclusive of GST)	72,085	12,675	8,168	92,928
Less GST recoverable from the Australian Tax Office	6,553	1,152	743	8,448
Total commitments (exclusive of GST)	65,532	11,523	7,425	84,480

	(\$ thousand)			
Nominal Amounts 2024	Less than 1 year	1–5 years	5+ years	Total
Capital expenditure commitments payable	34,761	282	–	35,043
Other commitments payable	34,310	14,568	4,836	53,714
Total commitments (inclusive of GST)	69,071	14,850	4,836	88,757
Less GST recoverable from the Australian Tax Office	6,386	1,350	440	8,176
Total commitments (exclusive of GST)	62,685	13,500	4,396	80,581

6.4.2 Details of commitments

	(\$ thousand)	
	2025 Nominal value (incl GST)	2024 Nominal value (incl GST)
Capital expenditure commitments: plant, equipment and vehicles	18,891	18,301
Intangible asset commitments	11,666	16,742
Other operational supplies and services commitments	62,372	53,714
Total commitments	92,928	88,757

7. Risks, contingencies and valuation judgements

Introduction

FRV is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, (including exposures to financial), as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for FRV related mainly to fair value determination.

Structure

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7.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of FRV's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

Guarantees issued on behalf of FRV were financial instruments because, although authorised under statute, terms and conditions for each financial guarantee may vary and were subject to an agreement.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by FRV to collect the contractual cash flows
- the assets' contractual terms give rise to cash flows that were solely payments of principal and interest.

These assets were initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

FRV recognised the following assets in this category:

- cash and deposits
- receivables (excluding statutory receivables).

Derecognition of financial assets: A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) are derecognised when:

- the rights to receive cash flows from the asset have expired
- FRV retains the right to receive cash flows from the asset, but assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement
- FRV has transferred its rights to receive cash flows from the asset and either:
 - has transferred substantially all the risks and rewards of the asset, or
 - has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Where FRV has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset has been recognised to the extent of FRV's continuing involvement in the asset.

Categories of financial liabilities

Financial liabilities at amortised cost are initially recognised on the date they originated. They are initially measured at fair value minus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit or loss over the period of the interest-bearing liability, using the effective interest rate method. FRV recognised the following liabilities in this category:

- payables (excluding statutory payables)
- borrowings (including lease liabilities).

Derecognition of financial liabilities: A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

Reclassification of financial instruments: Subsequent to initial recognition, reclassification of financial liabilities is not permitted. Financial assets are required to be reclassified between fair value through net result, fair value through other comprehensive income and amortised cost when and only when FRV's business model for managing its financial assets changed such that its previous model would no longer apply.

However, FRV is generally unable to change its business model because this is determined by the Performance Management Framework (PMF) and all Victorian Government entities are required to apply the PMF under Standing Directions 2018 under the FMA.

If under rare circumstances a financial asset is reclassified, the reclassification is applied prospectively from the reclassification date and previously recognised gains, losses or interest should not be restated. If the asset is reclassified to fair value, the fair value should be determined at the reclassification date and any gain or loss arising from a difference between the previous carrying amount and fair value is recognised in net result.

7.1.1 Financial instruments: Categorisation

(\$ thousand)

2025	Cash and deposits	Financial assets at amortised cost (AC)	Financial liabilities at amortised cost (AC)	Total
Contractual financial assets				
Cash and deposits	136,887	–	–	136,887
Receivables⁽ⁱ⁾				
Sale of goods and services	–	15,109	–	15,109
Other receivables	–	4,041	–	4,041
Total contractual financial assets	136,887	19,150	–	156,037
Contractual financial liabilities				
Payables⁽ⁱ⁾				
Supplies and services	–	–	30,810	30,810
Amounts payable to government and agencies	–	–	1,026	1,026
Accrued employee costs	–	–	25,092	25,092
Accrued expenses	–	–	6,294	6,294
Borrowings				
Lease liabilities	–	–	21,888	21,888
Total contractual financial liabilities	–	–	85,110	85,110

(i) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable and taxes payable).

(\$ thousand)

2024	Cash and deposits	Financial assets at amortised cost (AC)	Financial liabilities at amortised cost (AC)	Total
Contractual financial assets				
Cash and deposits	98,793	–	–	98,793
Receivables⁽ⁱ⁾				
Sale of goods and services	–	12,127	–	12,127
Other receivables	–	5,653	–	5,653
Total contractual financial assets	98,793	17,780	–	116,573
Contractual financial liabilities				
Payables⁽ⁱ⁾				
Supplies and services	–	–	26,748	26,748
Amounts payable to government and agencies	–	–	1,915	1,915
Accrued employee costs	–	–	19,409	19,409
Accrued expenses	–	–	10,238	10,238
Borrowings				
Lease liabilities	–	–	21,717	21,717
Total contractual financial liabilities	–	–	80,027	80,027

(i) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable and taxes payable).

7.1.2 Financial instruments - Net holding gain / (loss) on financial instruments by category

(\$ thousand)

2025	Net holding gain/ (loss)	Total interest income/ (expense)	Total
Contractual financial assets			
Financial assets at amortised cost – other than on derecognition	–	7,007	7,007
Total contractual financial assets	–	7,007	7,007
Total contractual financial liabilities	–	–	–

2024

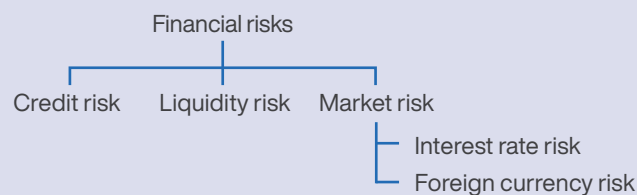
Contractual financial assets			
Financial assets at amortised cost – other than on derecognition	–	6,166	6,166
Total contractual financial assets	–	6,166	6,166
Total contractual financial liabilities	–	–	–

The net holding gains or losses disclosed above are determined as follows:

- for cash and cash equivalents, financial assets at amortised cost and debt instruments that are classified as financial assets at fair value through other comprehensive income, the net gain or loss has been calculated by taking the movement in the fair value of the asset, the interest income, plus or minus foreign exchange gains or losses arising from revaluation of the financial assets, and minus any impairment recognised in the net result
- for financial liabilities measured at amortised cost, the net gain or loss has been calculated by taking the interest expense, plus or minus foreign exchange gains or losses arising from the revaluation of financial liabilities measured at amortised cost
- for financial asset and liabilities that are mandatorily measured at or designated at fair value through net result, the net gain or loss has been calculated by taking the movement in the fair value of the financial asset or liability.

7.1.3 Financial risk management objectives and policies

FRV's financial risk management program seeks to manage these risks and the associated volatility of its financial performance. FRV is exposed to a number of financial risks, including:



Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability above are disclosed in Note 7.3 to the financial statements.

FRV's main financial risks included credit risk, liquidity risk, interest rate risk and foreign currency risk. FRV managed these financial risks in accordance with its financial risk management policy.

FRV uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Accountable Officer of FRV.

7.1.4 Financial instruments: Credit risk

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due. FRV's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to FRV. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with FRV's contractual financial assets is minimal because the main debtor is the Victorian Government. For debtors other than the Government, particularly in relation to statutory charges relating to false alarms, FRV was obligated under certain conditions to charge. Accordingly, FRV had no capacity to minimise credit risk, but utilised approaches such as periodic instalment arrangements to achieve settlement of debtor's accounts.

In addition, FRV does not engage in hedging for its contractual financial assets and mainly obtains contractual financial assets that are on fixed interest, except for cash and deposits, which are mainly cash at bank. As with the policy for debtors, FRV's policy is to only deal with banks with high credit ratings.

FRV provides for impairment on financial assets by the recognition of a loss allowance for expected credit losses. The loss allowance has been recognised in other comprehensive income and there is no adjustment to the carrying amount of the related financial asset.

Contract financial assets are written off against the carrying amount when there is no reasonable expectation of recovery. Bad debts written off by mutual consent have been classified as transaction expenses. Bad debts written off following a unilateral decision were recognised as other economic flows in the net result.

Except as otherwise detailed in the following table, the carrying amount of contractual financial assets recorded in the financial statements, net of any allowances for losses, represented FRV's maximum exposure to credit risk without taking account of the value of any collateral obtained.

Credit quality of financial assets

(\$ thousand)

	Financial institutions (AA credit rating)	Government agencies (AA credit rating)	Other (no credit rating)	Total
2025				
Financial assets				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	136,887	–	–	136,887
Statutory receivables (no impairment loss recognised)	–	(5)	4,108	4,103
Contractual receivables applying the simplified impairment approach ⁽ⁱ⁾	–	565	13,758	14,323
Total financial assets	136,887	560	17,866	155,313
2024				
Financial assets				
Financial assets with loss allowance measured at 12-month expected credit loss				
Cash and deposits	98,793	–	–	98,793
Statutory receivables (no impairment loss recognised)	–	(22)	4,142	4,120
Contractual receivables applying the simplified impairment approach ⁽ⁱ⁾	–	702	13,781	14,483
Total financial assets	98,793	680	17,923	117,396

(i) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

Impairment of financial assets under AASB 9

FRV recorded the allowance for expected credit loss for the relevant financial instruments applying AASB 9's Expected Credit Loss approach. Subject to AASB 9 impairment assessment include FRV's contractual receivables, statutory receivables and its investment in debt instruments.

Other financial assets mandatorily measured or designated at fair value through net result are not subject to impairment assessment under AASB 9. While cash and cash equivalents are also subject to the impairment requirements of AASB 9, the identified impairment loss was immaterial.

Contractual receivables at amortised cost

FRV applies the AASB 9 simplified approach for all contractual receivables to measure expected credit losses using a lifetime expected loss allowance based on the assumptions about risk of default and expected loss rates. FRV has grouped contractual receivables on shared credit risk characteristics and days past due and select the expected credit loss rate based on FRV's history, existing market conditions, as well as forward looking estimates at the end of the financial year.

On this basis, FRV determined the opening loss allowance on initial application date of AASB 9 and the closing loss allowance at end of the financial year as follows:

	(\$ thousand)					
30 June 2025	Current	Less than 1 month	1-3 months	3 months -1 year	1-5 years	Total
Expected loss rate	0.0%	0.6%	3.2%	5.0%	53.5%	
Gross carrying amount of contractual receivables	7,466	900	520	714	9,682	19,282
Loss allowance	2	5	17	35	5,183	5,242

	(\$ thousand)					
30 June 2024	Current	Less than 1 month	1-3 months	3 months -1 year	1-5 years	Total
Expected loss rate	0.6%	4.7%	5.8%	15.0%	45.5%	
Gross carrying amount of contractual receivables	10,135	1,075	111	144	6,315	17,780
Loss allowance	64	51	6	22	2,872	3,015

Reconciliation of the movement in the loss allowance for contractual receivables is shown as follows:

	(\$ thousand)	
	2025	2024
Balance at beginning of the year	3,015	501
Opening loss allowance	3,015	501
Increase in provision recognised in the net result ⁽ⁱ⁾	2,258	2,601
Reversal of provision of receivables written off during the year as uncollectible	(31)	(87)
Balance at end of the year	5,242	3,015

(i) Increased provisions due to the delay in issuing of contractual receivables post the December 2022 cyber-attack which required the systems to be restored.

Credit loss allowance is classified as other economic flows in the net result. Contractual receivables are written off when there is no reasonable expectation of recovery and impairment losses are classified as a transaction expense. Subsequent recoveries of amounts previously written off have been credited against the same line item.

Statutory receivables and debt investments at amortised cost

FRV's non-contractual receivables arising from statutory requirements are not financial instruments. However, they are nevertheless recognised and measured in accordance with AASB 9 requirements as if those receivables are financial instruments.

Both the statutory receivables and investments in debt instruments are considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term.

Reconciliation of the movement in the loss allowance for statutory receivables is shown as follows:

	(\$ thousand)	
	2025	2024
Balance at beginning of the year	282	3
Opening loss allowance	282	3
(Decrease)/Increase in provision recognised in the net result	(127)	285
Reversal of provision of receivables written off during the year as uncollectible	(5)	(6)
Balance at end of the year	150	282

7.1.5 Financial instruments: Liquidity risk

Liquidity risk arises from being unable to meet financial obligations as they fall due. FRV operated under the State Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

FRV was exposed to liquidity risk mainly through the financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees. FRV managed its liquidity risk by:

- maintaining an adequate level of uncommitted funds that can be drawn at short notice to meet its short-term obligations
- careful maturity planning of its financial obligations based on forecasts of future cash flows

7.1.6 Financial instruments: Market risk

FRV's exposures to market risk were primarily through interest rate risk and foreign currency risk. Objectives, policies and processes used to manage each of these risks are disclosed below.

Sensitivity disclosure analysis and assumptions

FRV's sensitivity to market risk was determined based on the observed range of actual historical data for the preceding reporting periods, with all variables other than the primary risk variable held constant. Sensitivity analyses shown are for illustrative purposes only. The following movements are 'reasonably possible' over the next 12 months:

- a movement of 100 basis points up and down (2024: 100 basis points up and down) in market interest rates (AUD).

The tables that follow show the impact on FRV's net result and equity for each category of financial instrument held by FRV at the end of the reporting period if the above movements were to occur.

Interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. FRV had minimal exposure to cash flow interest rate risks through cash and deposits that are at floating rate.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates and FRV's sensitivity to interest rate risk are set out in the table that follows.

7.1.7 Financial instruments: Market risk

Interest rate exposure of financial instruments

(\$ thousand)

2025	Weighted average interest rate (%)	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	4.39	136,887	–	136,887	–
Receivables ⁽ⁱ⁾					
Sale of goods and services		15,109	–	–	15,109
Other receivables		4,173	–	–	4,173
Total financial assets		156,169	–	136,887	19,282
Financial liabilities					
Payables ⁽ⁱ⁾					
Supplies and services		30,810	–	–	30,810
Amounts payable to government and agencies		1,026	–	–	1,026
Accrued employee costs		25,092	–	–	25,092
Accrued expenses		6,294	–	–	6,294
Borrowings					
Lease liabilities	3.65	21,888	21,888	–	–
Total financial liabilities		85,110	21,888	–	63,222

(i) The carrying amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

(\$ thousand)

2024	Weighted average interest rate (%)	Carrying amount	Fixed interest rate	Variable interest rate	Non-interest bearing
Financial assets					
Cash and deposits	4.41	98,793	–	98,793	–
Receivables ⁽ⁱ⁾					
Sale of goods and services		12,127	–	–	12,127
Other receivables		5,653	–	–	5,653
Total financial assets		116,573	–	98,793	17,780
Financial liabilities					
Payables ⁽ⁱ⁾					
Supplies and services		26,748	–	–	26,748
Amounts payable to government and agencies		1,915	–	–	1,915
Accrued employee costs		19,409	–	–	19,409
Accrued expenses		10,238	–	–	10,238
Borrowings					
Lease liabilities	2.98	21,717	21,717	–	–
Total financial liabilities		80,027	21,717	–	58,310

(i) The carrying amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

Interest rate risk sensitivity

			(\$ thousand)
2025	Carrying amount	-100 basis points Net result	+100 basis points Net result
Contractual financial assets			
Cash and deposits	136,887	(1,369)	1,369
Total impact		(1,369)	1,369
2024			
Contractual financial assets			
Cash and deposits	98,793	(988)	988
Total impact		(988)	988

Foreign currency risk

FRV had minimal transactions denominated in foreign currencies and there is a relatively short timeframe between commitment and settlement, therefore foreign currency risk is immaterial.

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities have not been recognised in the balance sheet but are disclosed below and, if quantifiable, were measured at nominal value.

Contingent assets and liabilities have been presented inclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

As at balance date, there were no quantifiable or non-quantifiable contingent assets (2024: nil).

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations
 - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

Quantifiable contingent liabilities as at 30 June 2025 are: Other legal claims were made during the 2024–25 year against FRV on various matters, which due to confidentiality and legal process are unable to be disclosed. As at 30 June 2025, the quantified amount for legal claims is expected to be approximately \$10.7 million (2024: \$9.0 million). The amounts are not expected to have a material impact on any amounts disclosed in these financial statements.

Bank Guarantees issued relating to fire suppression sales and servicing contracts totalled \$0.4 million (2024: \$0.4 million).

Non-quantifiable contingent liabilities as at 30 June 2025 are:

- Per-fluoroalkyl and poly-fluoroalkyl substances (PFAS).

FRV has emerged as a leader in addressing the harm of PFAS through ground-breaking research, advocacy, and mitigation strategies. FRV has been working on a remediation program to ensure the safety and wellbeing of our community. FRV has determined that there is PFAS contamination at specific FRV properties and adjoining surroundings. Remediation works include removal of fluorinated foams, decontamination of FRV appliances, PFAS blood reduction study, trial of self-contained garden beds works to make safe FRV sites and surrounding properties. FRV is required to test exposure sites across all properties and adjoining surroundings prior to the commencement of remediation works. Due to the ongoing complexities and range of works of each site and adjoining surroundings together with the multiple stages of testing required to establish the degree of penetration, FRV is unable to estimate an underlying value for this liability. Amounts are recognised where applicable and when the values are quantifiable are reflected.

7.3 Fair value determination

Significant judgement: Fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of FRV.

This section sets out information on how FRV determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- financial assets and liabilities at fair value through net result
- land, buildings, plant and equipment
- investment properties.

In addition, the fair values of other assets and liabilities that are carried at amortised cost also need to be determined for disclosure purposes.

FRV determined the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value hierarchy

In determining fair values, several inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

FRV determined whether transfers had occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Valuer General Victoria (VGV) is FRV's independent valuation agency, FRV, in conjunction with VGV [and other external valuers, if applicable], monitored changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation was required.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value)
- which level of the fair value hierarchy was used to determine the fair value
- in respect of those assets and liabilities subject to fair value determination using Level 3 inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between disclosures in connection with fair value determination for financial instruments (refer to Note 7.3.1) and non-financial physical assets (refer to Note 7.3.2).

7.3.1 Fair value determination of financial assets and liabilities

The fair values and net fair values of financial assets and liabilities are determined as follows:

- Level 1 – the fair value of financial instruments with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices
- Level 2 – the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly
- Level 3 – the fair value is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable market inputs.

FRV holds a range of financial instruments that are recorded in the financial statements where the carrying amounts approximate to fair value, due to their short-term nature or with the expectation that they will be paid in full by the end of the 2024–25 reporting period.

These financial instruments include:

Financial assets	Financial liabilities
Cash and deposits	Payables:
Receivables:	▪ For supplies and services
▪ Sale of goods and services	▪ Amounts payable to government and agencies
▪ Accrued investment income	▪ Other payables
▪ Other receivables	

There have been no transfers between levels during the period.

The fair value of the financial assets and liabilities were included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

7.3.2 Fair value determination: Non-financial physical assets

Fair value measurement hierarchy

(\$ thousand)				
2025	Carrying amount as at 30 June 2025	Fair value measurement at end of reporting period using:		
		Level 1 ⁽ⁱ⁾	Level 2 ⁽ⁱ⁾	Level 3 ⁽ⁱ⁾
Land at fair value ⁽ⁱ⁾				
Specialised land	422,235	–	–	422,235
Non-specialised land	73,269	–	73,269	–
Total of land at fair value	495,504	–	73,269	422,235
Buildings at fair value				
Specialised buildings	441,145	–	–	441,145
Heritage assets	7,985	–	–	7,985
Right-of-use	12,375	–	–	12,375
Total of buildings at fair value	461,505	–	–	461,505
Plant, equipment and vehicles at fair value				
Vehicles ⁽ⁱⁱ⁾	103,949	–	–	103,949
Plant and equipment	37,103	–	–	37,103
Total of plant, equipment and vehicles at fair value	141,052	–	–	141,052

(\$ thousand)				
2024	Carrying amount as at 30 June 2024	Fair value measurement at end of reporting period using:		
		Level 1 ⁽ⁱ⁾	Level 2 ⁽ⁱ⁾	Level 3 ⁽ⁱ⁾
Land at fair value ⁽ⁱ⁾				
Specialised land	422,235	–	–	422,235
Non-specialised land	73,269	–	73,269	–
Total of land at fair value	495,504	–	73,269	422,235
Buildings at fair value				
Specialised buildings	474,080	–	–	474,080
Heritage assets	8,383	–	–	8,383
Right-of-use	17,054	–	–	17,054
Total of buildings at fair value	499,517	–	–	499,517
Plant, equipment and vehicles at fair value				
Vehicles ⁽ⁱⁱ⁾	113,434	–	–	113,434
Plant and equipment	26,760	–	–	26,760
Total of plant, equipment and vehicles at fair value	140,194	–	–	140,194

(i) Classified in accordance with the fair value hierarchy, see Note 7.3.1.

(ii) Appliance vehicles are categorised as level 3 assets as FRV uses the depreciated replacement cost in estimating the fair value.

There have been no transfers between levels during the period.

Land, buildings and the plant, equipment and vehicle classes of assets underwent management reviews of valuations as at 30 June 2025. In performing the land and buildings asset classes valuation review, management applied the 30 June 2025 Valuer-General Victoria indices. In performing the plant, equipment and vehicle asset class valuation review, management applied current replacement costs.

There was no material difference in land, building, plant, equipment and vehicle fair values, subsequently these asset classes were not revalued as at 30 June 2025.

FRV's specialised and non-specialised land and buildings were independently revalued by Valuer-General Victoria as at 30 June 2021. However, specialised buildings were since updated for managerial valuation as at 30 June 2024.

FRV land and building revaluations were performed by the Valuer-General Victoria. The revaluations are on the basis that subject property was an unaffected site clear of any environmental contamination. FRV has sites that are subject to contamination and remediation of these sites is in the preparatory stage. The full extent and cost of remediation was not determined at the time of the preparation of these financial statements.

The Valuer-General Victoria valuation report noted that the market was being impacted by uncertainty as a consequence of the COVID-19 pandemic and accordingly, the land and building valuations were reported based on "significant valuation uncertainty". Market uncertainty continues as a consequence of inflationary pressure, increasing interest rates, decreased availability of building materials and increased construction costs. Consequently land and buildings valuations remain subject to valuation uncertainty.

Non-specialised land are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

An independent valuation was performed by Valuer-General Victoria as at 30 June 2021 for all land and buildings to determine fair value using the market approach and adjusting the market value where applicable for specialised land. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From this analysis, an appropriate rate per square metre has been applied to the subject asset.

To the extent that non-specialised land does not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market approach.

Plant and equipment are held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method.

There were no changes in valuation techniques throughout the period to 30 June 2025.

For all assets measured at fair value, the current use is considered the highest and best use.

Vehicles are valued using the current replacement cost method. FRV acquired new vehicles and at times disposed of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in FRV who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Specialised land and specialised buildings: The market approach is also used for specialised land, although is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment reflects the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land would be classified as Level 3 assets.

For the majority of FRV's specialised buildings, the current replacement cost method was used, adjusting for the associated depreciations. As depreciation adjustments are considered as significant, unobservable inputs in nature, specialised buildings are classified as Level 3 fair value measurements.

An independent valuation of FRV's specialised land and specialised buildings was performed by the Valuer-General Victoria. The valuation was performed using the market approach adjusted for CSO. The effective date of the valuation was 30 June 2021. However, specialised buildings were since updated for managerial valuations as at 30 June 2024.

Heritage assets are valued using the current replacement cost method. This cost generally represents the replacement cost of the building/component after applying depreciation rates on a useful life basis. However, for some heritage and iconic assets, the cost may be the reproduction cost rather than the replacement cost if those assets' service potential could only be replaced by reproducing them with the same materials.

Where it has not been possible to examine hidden works such as structural frames and floors, the use of reasonable materials and methods of construction have been assumed bearing in mind the age and nature of the building. The estimated cost of reconstruction including structure services and finishes, also factors in any heritage classifications as applicable.

An independent valuation of FRV's heritage assets was performed by the Valuer-General Victoria. The valuation was performed based on the current replacement cost of the assets. The effective date of the valuation was 30 June 2021.

Right-of-use assets are valued at the present value of the lease payments which are discounted using the incremental borrowing rate.

Reconciliation of Level 3 fair value movements

	(\$ thousand)					
2025	Specialised land	Specialised buildings	Heritage assets	RoU Buildings	Vehicles	Plant and equipment
Opening balance	422,235	474,080	8,383	17,054	113,434	26,760
Purchases	–	978	–	880	9,766	15,077
Transfers from/(to) CFA	–	–	–	–	5,500	–
Disposals	–	(322)	–	–	(811)	(15)
Transfers in (out) of Level 3	–	–	–	–	–	–
Transfer from/(to) investment property	–	–	–	–	–	–
Gains or losses recognised in net result						
Depreciation	–	(33,591)	(398)	(5,559)	(23,940)	(4,719)
Subtotal	422,235	441,145	7,985	12,375	103,949	37,103
Gains or losses recognised in other economic flows – other comprehensive income						
Revaluation	–	–	–	–	–	–
Closing balance	422,235	441,145	7,985	12,375	103,949	37,103
Unrealised gains/(losses) on non financial assets	–	–	–	–	–	–

	(\$ thousand)					
2024	Specialised land	Specialised buildings	Heritage assets	RoU Buildings	Vehicles	Plant and equipment
Opening balance	422,535	440,966	7,831	16,838	132,840	26,696
Purchases	–	12,557	–	5,539	5,801	7,470
Transfers from CFA	–	–	–	–	–	–
Disposals	–	(845)	–	–	(660)	(2,798)
Transfers in (out) of Level 3	–	–	–	–	–	–
Transfer to investment property	(300)	–	–	–	–	–
Gains or losses recognised in net result						
Depreciation	–	(27,228)	(355)	(5,323)	(24,547)	(4,608)
Subtotal	422,235	425,450	7,476	17,054	113,434	26,760
Gains or losses recognised in other economic flows – other comprehensive income						
Revaluation	–	48,630	907	–	–	–
Closing balance	422,235	474,080	8,383	17,054	113,434	26,760
Unrealised gains/(losses) on non financial assets	–	–	–	–	–	–

Description of significant unobservable inputs to Level 3 valuations

2024 and 2025	Valuation technique	Significant unobservable inputs	Range (weight average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
Specialised land	Market approach	Community service obligation (CSO) adjustment	20–80 per cent (28 per cent) ⁽ⁱ⁾	A significant increase or decrease in the CSO adjustment would result in a significantly lower (higher) fair value.
Specialised buildings	Current replacement cost	Direct cost per square metre by components: - Building Structure - Site engineering - Fit Out - Trunk Reticulated building systems	 \$2,815–\$3,294m ² \$938–\$1,389m ² \$1,179–\$1,235m ² \$1,911–\$2,410m ²	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher or lower fair value.
	Useful life of specialised buildings		3–45 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Heritage assets	Current replacement cost ⁽ⁱⁱ⁾	Direct cost per square metre	\$1,196–\$1,720 m ² (\$1,206)	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher or lower fair value.
	Heritage	CSO	30%	A significant increase or decrease in the CSO adjustment would result in a significantly lower (higher) fair value.
Vehicles	Current replacement cost	Costs per unit	Appliances primarily range in replacement value between \$1,629,227 per pumper, \$1,629,227 per heavy pumper, \$1,784,423 per pumper tankers to \$2,701,545 per ladder platform per unit the majority of appliances are pumpers / pumper tankers.	A significant increase or decrease in replacement cost per unit would result in a significantly higher or lower fair value.
	Useful life of vehicles		3–15 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
		Light vehicles Emergency appliances	3 years 15 years	
Plant and equipment	Current replacement cost	Cost per unit is considered for key items of plant and equipment. Other general plant and equipment is considered reflective of DRC value as asset remaining lives primarily are in the range 3–7 years.		
	Useful life of plant and equipment	Useful life of the majority of plant and equipment is 3–40 years.	3–40 years	A significant increase or decrease in the estimated useful life of the asset would result in a significantly higher or lower valuation.
Right-of-use assets	Discounted cash flow (payments)	Discount Rate	Discount rate range 1–5.3% (3.65%)	A significant increase or decrease in discount rates applied to future cash payment flows would result in a significantly lower or higher fair value.

(i) CSO adjustments ranging from 20 per cent to 80 per cent were applied to reduce the best use fair value market approach for FRV's specialised land.

(ii) For some heritage assets, cost may be the reproduction cost of the asset rather than the replacement cost if their service potential could only be replaced by reproducing them with the same materials.

Significant unobservable inputs have remained unchanged since June 2021.

Investment properties measured at fair value and their categorisation in the fair value hierarchy (\$ thousand)

	Carrying amount as at 30 June	Fair value measurement at end of reporting period using:		
2025		Level 1 ⁽ⁱ⁾	Level 2 ⁽ⁱ⁾	Level 3 ⁽ⁱ⁾
Investment properties	27,863	–	27,863	–
2024		Level 1 ⁽ⁱ⁾	Level 2 ⁽ⁱ⁾	Level 3 ⁽ⁱ⁾
Investment properties	27,234	–	27,234	–

(i) Classified in accordance with the fair value hierarchy.

There have been no transfers between levels during the period. There were no changes in valuation techniques throughout the period to 30 June 2025.

For investment properties measured at fair value, the current use of the asset is considered the highest and best use.

The fair value of FRV’s investment properties as at 30 June 2025 have been determined based on a management valuation by applying the published Victorian Valuer-General’s market indices which represent the movement in land and building valuations since 30 June 2024 to reflect fair value as at 30 June 2025.

8. Other disclosures

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

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8.1 Ex gratia expenses

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (e.g. a write-off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability of or claim against the entity.

	(\$ thousand)	
	2025	2024
Forgiveness or waiver of debt ⁽ⁱ⁾	–	74
Total ex gratia expenses	–	74

(i) The amount reflects excusing of a receivable subsequent to hardship applications and waiver of salary adjustments.

8.2 Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions. Other gains/ (losses) from other economic flows include the gains or losses from:

- the revaluation of the present value of the long service leave liability due to changes in the bond interest rates
- reclassified amounts relating to available-for-sale financial instruments from the reserves to net result due to a disposal or derecognition of the financial instrument. This does not include reclassification between equity accounts due to machinery of government changes or 'other transfers' of assets.

	(\$ thousand)	
	2025	2024
Net gain/(loss) on non financial assets		
Impairment of non-financial assets and amortisation of non-produced intangible assets	(34)	(127)
Revaluation of investment property	629	746
Net gain/(loss) on disposal of property plant and equipment (including intangible assets)	(2,797)	(3,872)
Total net gain/(loss) on non financial assets	(2,202)	(3,253)
Net gain/(loss) on financial instruments		
Impairment of:		
Loans and receivables ⁽ⁱ⁾	(2,517)	(2,887)
Total net gain/(loss) on financial instruments	(2,517)	(2,887)
Other gain/(loss) from other economic flows		
Net gain arising from revaluation of leave liabilities	876	2,609
Total other gain from other economic flows	876	2,609

(i) Including increase/(decrease) in expected credit loss allowance and bad debts from other economic flows.

8.3 Reserves

	(\$ thousand)	
	2025	2024
Physical asset revaluation surplus:⁽ⁱ⁾		
Balance at beginning of financial year	685,111	635,574
Revaluation increments	–	49,537
Balance at end of financial year	685,111	685,111

(i) The physical assets revaluation surplus arises on the revaluation of land, buildings and vehicles.

8.4 Machinery of Government – Transfer Statements

From 1 July 2020, Parts 3 to 11 of the *Firefighter's Presumptive Rights Compensation and Fire Services Legislation Amendment (Reform) Act 2019* came into operation and amended the *Country Fire Authority Act 1958* and legislated in force the FRV Act, these legislative changes are referred as Fire Services Reform.

Fire Services Reform gave rise to restructuring of FRV administration arrangements during the prior years. This restructure resulted in a range of transfers between CFA and FRV, which included associated property, rights, liabilities and obligations (both identified and contingent).

Transfer Statements

Transfers from CFA to FRV:

The transfer statement signed by the Minister for Emergency Services on 16 September 2024 with an effective date of 16 September 2024.

		(\$ thousand)	
INCREASE	Property Plant and Equipment – Plant and Equipment	5,500	
INCREASE	Contributed Capital		5,500

Planned Future Transfer Statements between CFA and FRV

Future transfer statements are planned for the 2025–26 financial year. These transfers will occur subject to the approval of the agencies and the Minister for Emergency Services and the transfer of other assets will occur as CFA complete specified projects on behalf of FRV.

Post balance date and before the date of the financial statements were authorised, the below transfers were signed by the Minister.

Transfer from CFA to FRV:

The transfer statement signed by the Minister for Emergency Services on 24 August 2025 with an effective date of 24 August 2025.

(\$ thousand)			
INCREASE	Property Plant and Equipment – Land and Buildings	13,185	–
INCREASE	Contributed Capital	–	13,185

Transfer from FRV to CFA:

The transfer statement signed by the Minister for Emergency Services on 24 August 2025 with an effective date of 24 August 2025.

(\$ thousand)			
DECREASE	Property Plant and Equipment – Land and Buildings	–	932
DECREASE	Contributed Capital	932	–

8.5 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the FMA, the following disclosures are made regarding responsible persons for the reporting period.

8.5.1 Names of Responsible Persons

The persons who held the positions of Minister and Accountable Officers in FRV, are detailed in the table below.

Minister for Emergency Services	Vicki Ward MP	19 December 2024 to 30 June 2025
Minister for Emergency Services	Jaclyn Symes MP	1 July 2024 to 19 December 2024
Acting Minister for Emergency Services	The Hon. Enver Erdogan MP	4 June 2025 to 9 June 2025
		1 November 2024 to 5 November 2024
Acting Minister for Emergency Services	Jaclyn Symes MP	4 January 2025 to 20 January 2025
Fire Rescue Commissioner	Gavin Freeman AFSM	1 July 2024 to 30 June 2025
Acting Fire Rescue Commissioner	Michelle Cowling AFSM	17 December 2024 to 1 January 2025
Acting Fire Rescue Commissioner	Costa Katsikis AFSM	25 April 2025 to 5 May 2025

8.5.2 Remuneration – Responsible Persons

Remuneration received or receivable by the Accountable Officers in connection with the management of FRV during the reporting period was in the range \$550,000–\$559,999: (2024: \$620,000–\$629,999).

The compensation detailed below excludes the salaries and benefits the portfolio minister receives. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the State's Annual Financial Report.

	No. of responsible persons:	
	2025	2024
Remuneration band:	2025	2024
\$550,000–\$559,999	1	–
\$620,000–\$629,999	–	1
Total	1	1
Total Remuneration of Responsible Persons (\$ thousands)	559	620

8.6 Remuneration of executives

The number of executive officers, other than Ministers and accountable officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full time equivalent executive officers over the reporting period.

Executive Officer Definition

An FRV executive is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004*, which for operational personnel is further defined as being appointed by the government to the Commissioner or Deputy Commissioner positions and for corporate personnel is defined as being appointed to a position classified using the Public Entity Executive Classification Framework (PEECF). This definition is different to prior years, which took a broader definition of executive. As a result, the comparative numbers for remuneration of executive officer have been adjusted to reflect the current definition.

Remuneration comprises employee benefits (as defined in AASB 119 *Employee Benefits*) in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Other long-term benefits include long service leave, other long service benefit or deferred compensation.

Termination benefits include termination of employment payments, such as severance packages.

	(\$ thousand)	
	Total remuneration	
Remuneration of executive officers	2025	2024
Short-term employee benefits	8,523	7,721
Post-employment benefits	971	814
Other long-term benefits (including long service leave)	248	228
Total remuneration	9,742	8,763
Total number of executives	36	36
Total annualised employee equivalents⁽ⁱ⁾	28.70	25.45

(i) Annualised employee equivalent is based on paid working hours of 38 ordinary hours per week over the 52 weeks for a reporting period.

8.7 Related parties

FRV is a statutory authority and is recognised for the purposes of financial reporting, as a wholly owned and controlled entity of the State of Victoria. Related parties of FRV include:

- Fire Rescue Commissioner, Deputy Commissioners, Deputy Secretary, Executive Directors, Chief Financial Officer and their close family members
- The Minister for Emergency Services and her close family members
- All public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's-length basis.

8.7.1 Significant transactions with government-related entities

The main source of funding was from State Government grants that are allocated to DJCS for distribution to FRV on a quarterly basis. Grant funding received in the reporting period was \$ \$1,120.8 million (2024: \$1,070.0 million) (refer Note 2.2).

FRV regularly transacted with other emergency services. Significant interactions with other State Government entities include the following:

		(\$ thousand)			
	Nature	Receipts		Payments	
Entity		2025	2024	2025	2024
Ambulance Victoria	IT hosting services	72	70	–	–
	Rent and outgoings for co-occupancy at FRV Fire Stations	46	85	–	–
	Transfer employee costs	96	–	–	–
Country Fire Authority ⁽ⁱ⁾	Monthly recharging of invoices processed on behalf of FRV including vehicles servicing and maintenance costs	–	–	3,197	2,946
	ICT support and operational support activity.	89	89	–	–
	Costs for FRV employees seconded to CFA for special projects	878	975	–	–
	Free of charges services provided from FRV to CFA Refer Note 3.2.1	–	–	72,401	71,661

		(\$ thousand)			
Entity	Nature	Receipts		Payments	
		2025	2024	2025	2024
Country Fire Authority ⁽ⁱ⁾	Miscellaneous costs including transfer employee costs			31	
	ICT Transition costs			351	
	Free of charge services provided by CFA to FRV Refer Note 2.3.3	1,031	1,030		
Department of Education	Transfer employee costs	19			
Department of Energy, Environment and Climate Action	Transfer employee costs	12			125
	Aviation costs			63	
	Vic Emergency Hotline			36	
Department of Government Services ⁽ⁱⁱ⁾	Fleet Lease			1,610	
Department of Justice and Community Safety	Emergency Management Victoria (EMV) and the departments' governance and support services provided to FRV				26,050
	Emergency Management Victoria (EMV) for support to other agencies for operational support	729	109		
	Mapping, training and other miscellaneous costs			322	357
	RPAS Project	185	185		
	Transfer employee costs	8			
Department of Transport	Operational support for major projects	30	61		
	Returning of unused grant			7,875	
	Property Valuation			86	
	Transportation and other costs			4	16

(\$ thousand)

Entity	Nature	Receipts		Payments	
		2025	2024	2025	2024
Department of Treasury and Finance ⁽ⁱ⁾	Fleet leases			185	713
Triple Zero Victoria	Call taking and dispatch and related activity				2,048
	Employee costs and operational support activity		23		
Kardinia Park Stadium	Operational support at major events	11	11		
State Revenue Office	Payroll Tax Land Tax			55,491	45,962
TAC	Road Accident Recovery	6,356	6,134		
Victoria Police	Transfer employee costs and operational support activity	134	152		26
	Property lease costs	167	163		
Victorian Auditor General's Office	Auditing costs (refer Note 8.7)			101	230
Victorian Government Solicitor's Office	Legal services			125	571
Victoria State Emergency Service	ICT support services	172	155		
	Training costs			8	15
Victorian Managed Insurance Authority	Insurance			3,307	2,363

(i) In addition to the above the transactions between CFA and FRV detailed in Note 8.3 Machinery of Government – Transfer Statements are related party transactions.

(ii) Related party regarding payment of Fleet leases, transferred from Department of Treasury and Finance to Department of Government Services as of August 2024.

• Not listed in the government-related transactions are

- usage concessional charges with Yarra Valley Water for training purposes; the expense is immaterial. Similarly, FRV incurred utilities service charges from other state utility entities that are not material.
- managed investments with Victorian Funds Management Corporation for which management fees are included in the unit pricing, these fees are not significant.

Key management personnel (KMP) of FRV included the Fire Rescue Commissioner, Deputy Commissioners, Deputy Secretary, the Executive Directors and Chief Financial Officer. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the State's Annual Financial Report.

(\$ thousand)

Compensation of KMPs ⁽ⁱ⁾	2025 ⁽ⁱⁱ⁾	2024
Short-term employee benefits	4,513	4,679
Post-employment benefits	513	517
Other long-term benefits	110	127
Total	5,136	5,323

(i) Personnel that are acting-up into key management positions greater than 3 months, to cover periods of leave or similar, are included above.

(ii) Two KMPs were on extended leave and the higher duty expenses have not been included in the remuneration disclosure as remuneration of the substantive KMP has already been reported.

Transactions with key management personnel and other related parties

Given the breadth and depth of State Government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occurs on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with FRV, and based upon management review, there were no related party transactions that involved key management personnel and their close family members. No provision has been required, nor any expense recognised, for impairment of receivables from related parties. Other transactions regularly occur with State Government entities under normal business conditions, but they are not significant in comparative value, these transactions include fire suppression services and maintenance service charges and charges by FRV for false alarm call-outs that meet certain criteria.

8.8 Remuneration of auditors

	(\$ thousand)	
	2025	2024
Victorian Auditor-General's Office		
Audit or review of the financial statements	244	230
Total remuneration of auditors	244	230

8.9 Subsequent events

On 24 August 2025, the Minister for Emergency Services approved transfer statements for the transfer of net assets from CFA to FRV of \$13.2m and from FRV to CFA of \$0.9m. Refer Note 8.4 for further details of the arrangement.

The policy in connection with recognising subsequent events that are for events that occur between the end of the reporting period and the date when the financial statements are authorised for issue is as follows:

- adjustments are made to amounts recognised in the financial statements where those events provide information about conditions that existed at the reporting date
- disclosure is made where the events relate to conditions that arose after the end of the reporting period that are considered to be of material interest.

8.10 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2024–25 reporting period. These accounting standards have not been applied to FRV's Financial Statements.

AASB2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-financial Assets of Not-for-Profit Public Sector Entities

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 by adding Appendix F Australian implementation guidance for not-for-profit public sector entities. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation (whichever is earlier). In accordance with FRD 103, FRV will apply Appendix F of AASB 13 in its next scheduled formal revaluation in 2026 or interim revaluation process (whichever is earlier).

AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments

AASB 2024-2 amends AASB 7 *Financial Instruments: Disclosures* and AASB 9 *Financial Instruments*.

AASB 2024-2 amends requirements relating to:

- settling financial liabilities using an electronic payment system
- assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features
- disclosure requirements for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs.

This amendment applies to annual reporting periods beginning on or after 1 January 2026.

AASB 18 Presentation and Disclosure of Financial Statements

AASB 18 replaces AASB 101 *Presentation of Financial Statements* to improve how entities communicate in their financial statements, with a particular focus on information about financial performance in the statement of profit or loss. The key presentation and disclosure requirements established by AASB 18 is the presentation of newly defined subtotals in the statement of profit or loss. AASB 18 applies to annual reporting periods beginning on or after 1 January 2027 for for-profit entities and applies to annual reporting periods beginning on or after 1 January 2028 for not-for-profit entities. The delayed date of one year will allow the AASB to consult with stakeholders and consider potential modifications for application by not-for-profit public sector entities.

FRV is currently in the process of assessing the potential impact of these standards and amendments.

A number of other standards and amendments have also been issued that apply to future reporting periods, however, they are not expected to have any significant impact on the financial statements in the period of initial application.

8.11 Glossary of technical terms

The following is a summary of the major technical terms used in this report.

Amortisation is the expense that results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as an 'other economic flow'.

Borrowings refers to interest-bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, leases liabilities and other interest-bearing arrangements. Borrowings also include non-interest-bearing advances from government that are acquired for policy purposes.

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result is the amount included in the operating statement representing total change in net worth other than transactions with owners as owners.

Controlled item generally refers to the capacity of FRV to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Current grants are amounts payable or receivable for current purposes for which no economic benefits of equal value are receivable or payable in return.

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method is the method used to calculate the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset or, where appropriate, a shorter period.

Employee benefits expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments, defined benefits superannuation plans, and defined contribution superannuation plans.

Ex gratia expenses mean the voluntary payment of money or other non-monetary benefit (e.g. a write-off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

Finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset.

Financial asset is any asset that is:

- cash;
- an equity instrument of another entity
 - a contractual right to receive cash or another financial asset from another entity or to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.
- a financial asset can also be a contract that will or may be settled in the entity's own equity instruments and is either:
 - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial liability is any liability that is either:

- a contractual obligation to deliver cash or another financial asset to another entity or to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity
- a contract that will or may be settled in the entity's own equity instruments and is either:
 - a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose, the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financial statements comprise:

- a balance sheet as at the end of the period
- a comprehensive operating statement for the period
- a statement of changes in equity for the period
- a cash flow statement for the period
- notes, comprising a summary of significant accounting policies and other explanatory information
- comparative information in respect of the preceding period as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*
- a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraphs 41 of AASB 101.

General government sector comprises all government departments, offices and other bodies engaged in providing services free of charge or at prices significantly below their cost of production. General government services include those which are mainly non-market in nature, those that are largely for collective consumption by the community and those that involve the transfer or redistribution of income. These services are financed mainly through taxes, or other compulsory levies and user charges.

Interest expense represents costs incurred in connection with borrowings. It includes interest on advances, loans, overdrafts, bonds and bills, deposits, interest components of lease repayments, and amortisation of discounts or premiums in relation to borrowings.

Interest income includes unwinding over time of discounts on financial assets and interest received on bank term deposits and other investments.

Investment properties are properties held to earn rentals or for capital appreciation or both. Investment properties exclude properties held to meet service delivery objectives of the State of Victoria.

Leases are rights conveyed in a contract, or part of a contract, the right to use an asset (the underlying asset) for a period in exchange for consideration.

Net acquisition of non-financial assets (from transactions) are purchases (and other acquisitions) of non-financial assets less sales (or disposals) of non-financial assets less depreciation plus changes in inventories and other movements in non-financial assets. Includes only those increases or decreases in non-financial assets resulting from transactions and therefore excludes write-offs, impairment write-downs and revaluations.

Net operating balance or net result from transactions is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those classified as 'other non-owner movements in equity'.

Net worth is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets are all assets that are not financial assets. It includes inventories, land, buildings, infrastructure, road networks, land under roads, plant and equipment, cultural and heritage assets, intangibles and biological assets such as commercial forests.

Non-produced assets are assets needed for production that have not themselves been produced. They include land, subsoil assets, and certain intangible assets. Non-produced intangibles are intangible assets needed for production that have not themselves been produced. They include constructs of society such as patents.

Operating result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other non-owner movements in equity'. Refer also 'net result'.

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. In simple terms, other economic flows are changes arising from market re-measurements. They include gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets; fair value changes of financial instruments and agricultural assets; and depletion of natural assets (non-produced) from their use or removal.

Other economic flows – other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus; share of net movement in revaluation surplus of associates and joint ventures; and gains and losses on remeasuring available-for-sale financial assets.

Payables include short and long-term trade debt and accounts payable, grants, taxes and interest payable.

Produced assets include buildings, plant and equipment, inventories, and certain intangible assets. Intangible produced assets may include computer software, motion picture films and research and development costs (which does not include the start-up costs associated with capital projects).

Receivables include amounts owing from government through appropriation receivable, short and long-term trade credit and accounts receivable, accrued investment income, grants, taxes and interest receivable.

Sales of goods and services refers to income from the direct provision of goods and services and includes fees and charges for services rendered, sales of goods and services, fees from regulatory services and work done as an agent for private enterprises. It also includes rental income under operating leases and on produced assets such as buildings and entertainment but excludes rent income from the use of non-produced assets such as land. User charges include sale of goods and services income.

Service concession arrangement is a contract effective during the reporting period between a grantor and an operator in which:

- the operator has the right of access to the service concession asset (or assets) to provide public services on behalf of the grantor for a specified period
- the operator is responsible for at least some of the management of the public services provided through the asset and does not act merely as an agent on behalf of the grantor
- the operator is compensated for its services over the period of the service concession arrangement.

Supplies and services generally represent cost of goods sold and the day to day running costs, including maintenance costs, incurred in the normal operations of FRV.

Taxation income represents income received from the state's taxpayers and includes:

- payroll tax, land tax and duties levied principally on conveyances and land transfers
- gambling taxes levied mainly on private lotteries, electronic gaming machines, casino operations and racing
- insurance duty relating to compulsory third party, life and non-life policies
- insurance company contributions to fire brigades
- motor vehicle taxes, including registration fees and duty on registrations and transfers
- levies (including the environmental levy) on statutory corporations in other sectors of government
- other taxes, including landfill levies, licence and concession fees.

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows into an entity such as depreciation, where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

8.12 Style conventions

Figures in the tables and in the text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

- zero, or rounded to zero
- (xxx) negative numbers
- 202x year period
- 202x 2x year period

The financial statements and notes are presented based on the illustration for a government department in the *2024–25 Model Report for Victorian Government Departments (Tier 1)*. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of previous annual reports.

Disclosure index

The annual report of Fire Rescue Victoria is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to facilitate identification of Fire Rescue Victoria's compliance with statutory disclosure requirements.

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