



**NT FIRE &
EMERGENCY
SERVICES**

Annual Report 2024-2025





The NT Fire and Emergency Services acknowledges the traditional custodians of the lands on which we work and gather. We pay respects to Elders past and present.

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The Hon Lia Finocchiaro MLA
Chief Minister and Minister for Fire and Emergency Services
Parliament House
State Square Darwin NT 0800

Dear Chief Minister

In accordance with the provisions of the *Public Sector Employment and Management Act 1993*, I am pleased to submit the 2024-25 Annual Report on the activities and achievements of the Northern Territory Fire and Emergency Services (NTFES).

Pursuant to my responsibilities as the Accountable Officer under the *Public Sector Employment and Management Act 1993*, the *Financial Management Act 1995* and the *Information Act 2002*, I advise that to the best of my knowledge and belief:

- a) proper records of all transactions affecting NTFES are kept and the employees under my control observe the provisions of the FMA, the Financial Management Regulations and Treasurer's Directions
- b) procedures within NTFES afford proper internal control, and these procedures are recorded in the accounting and property manual, which has been prepared in accordance with the requirements of the FMA
- c) there is no indication of fraud, malpractice, major breach of legislation or delegation, major error in or omission from the accounts and records
- d) the internal audit capacity available to NTFES is adequate and the results of internal audits have been reported to me
- e) the financial statements included in the annual report have been prepared from proper accounts and records, and are in accordance with Treasurer's Directions
- f) all Employment Instructions issued by the Commissioner for Public Employment have been satisfied.

In addition, in relation to items a), e) and f), the Chief Executive of the Department of Corporate and Digital Development (DCDD) advised that, to the best of their knowledge and belief, proper records were kept of transactions undertaken by DCDD on behalf of NTFES, and the employees of DCDD observed the provisions of the FMA, the Financial Management Regulations, Treasurer's Directions and Part 9 of the *Information Act 2002*. The Chief Executive also advised that DCDD maintained a corporate governance model, service management frameworks and internal controls appropriate to the span of its operations.

It is a requirement of the *Public Sector Employment and Management Act 1993* that you table this report in the Legislative Assembly within six sitting days of receipt.

Yours sincerely



Collene Bremner
Acting Commissioner, NT Fire and Emergency Services

30 September 2025



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Purpose of the Report

The Northern Territory Fire and Emergency Services (NTFES) 2024-25 Annual Report has been prepared in accordance with the annual reporting requirements specified in section 28 of the *Public Sector Employment and Management Act 1993 (PSEMA)*, and sections 11 and 13 of the *Financial Management Act 1995 (FMA)*.

Its primary purpose is to report to the Minister for Fire and Emergency Services on NTFES' performance in 2023-24 against approved budget outputs and performance measures. Other stakeholders include government, the community, government agencies and NTFES staff.

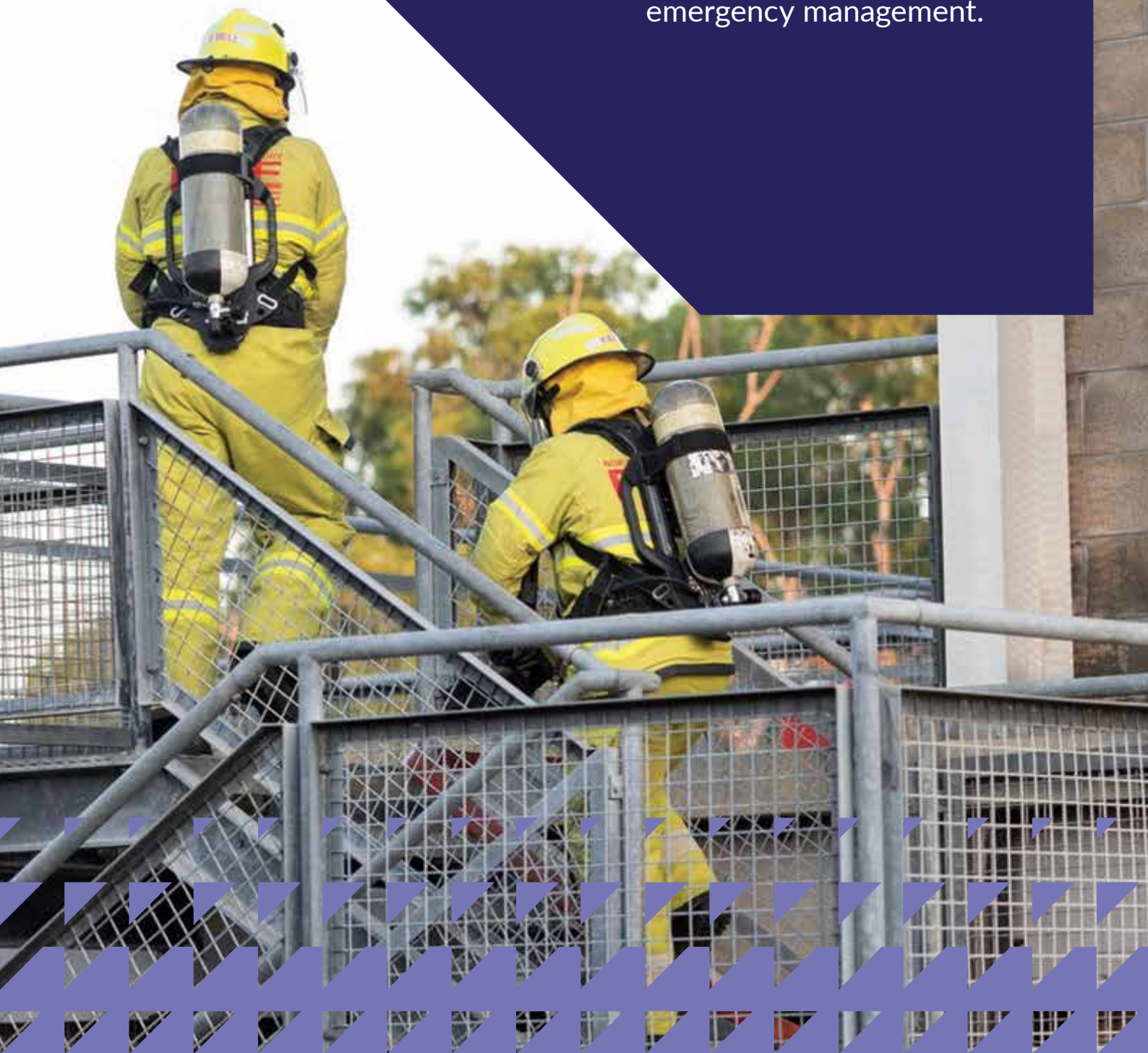
Pursuant to section 28 of PSEMA, NTFES must present a report to the Minister for Fire and Emergency Services on its operations within three months of the end of the financial year, and it must contain:

- > functions and objectives of the agency
- > legislation administered
- > organisation overview, including the number of employees in each designation and any variation in these numbers since the last report
- > operations, initiatives and achievements relating to planning, efficiency, effectiveness, performance and service delivery to the community
- > measures taken to ensure public sector principles were upheld
- > management training and staff development programs
- > occupational health and safety programs
- > financial statements prepared in accordance with sections 11 and 13 of the FMA.



The Agency

NTFES' primary role is to protect life, property, and the environment and support the community through the delivery of best practice fire and emergency management.





Commissioner's review

In conjunction with Acting Commissioner Bremner, I am pleased to co-present the NTFES Annual Report for the year ending 30 June 2025.

Agency overview

In 2024–25, NTFES continued to serve the community through protecting life, property and the environment, and supporting resilience through the delivery of best practice in fire and emergency management.

Since the transition to a stand-alone agency in April 2024, NTFES has established its own presence and a strong brand, which will continue to build as we progress into the future. While the operational and legislative responsibilities differ across each service arm of the agency, we exist and operate for a common purpose – serving and protecting the community.

I would like to express my sincere gratitude to all NTFES staff and volunteers who contribute to the important work NTFES does across the Territory.

With fire and emergency services now together in one agency, we have a unique opportunity to shape a service that is truly tailored to the Territory – responsive to its challenges, respectful of its diversity, and ready for its future. Our ultimate goal remains clear: to serve and protect the community we are proud to be part of.

Andrew Warton
Commissioner
NT Fire and Emergency Services



Acting Commissioner's review

Alongside Commissioner Warton, I am also delighted to co-present the NTFES' Annual Report for the year ending 30 June 2025.

Agency overview

In 2024–25, NTFES continued to provide policy advice on major infrastructure development projects across the Territory, fire response requirements, emergency management and critical incident response, land management, and hazard response. Our work assisted government with resource decisions and community development strategies.

During 2024–25, NTFES continued to promote the unique service delivery challenges faced in the Territory through papers and submissions to the National Emergency Management Ministers Meetings, the Australia and New Zealand Emergency Management Committee, AFAC and ongoing negotiations with the Commonwealth on intergovernmental agreements.

NTFES continued to work with other agencies to ensure government meets its emergency management and response obligations, and coordinated the Disaster Ready Fund scheme on behalf of the Territory.

I would like to thank NTFES' hard working staff and volunteers who continuously push boundaries, rise to and meet every challenge, and exceed expectations through their dedication, innovation and intelligence, and contribution to the important work NTFES does to support government's priorities and to create a safe and resilient Territory.

Collene Bremner
Acting Commissioner
NT Fire and Emergency Services

Our Strategy

The 2025–2028 Strategic Plan commenced in February 2025. Key actions and measures for 2024–25 were based the agency's separation from the NT Police Force, the strategic focus, building on the achievements outlined in this report.

Key actions for 2024–25 were implemented throughout the year, with performance monitoring undertaken by the Executive Leadership Group and reported to staff through agency broadcasts, intranet news articles, and the staff newsletter.



STRATEGIC PLAN 2025-2028

OUR VISION

A safe and resilient Territory.

OUR PURPOSE

Protect life, property and the environment, and support community resilience through the delivery of best practice fire and emergency management.

OUR VALUES

INTEGRITY

Foster trust by demonstrating honesty, openness, and accountability.

SAFETY AND WELLBEING

Foster trust by demonstrating honesty, openness, and accountability.

PROFESSIONALISM

Maintain the highest standards of conduct, competence, and reliability in all interactions, demonstrating expertise and accountability

TEAMWORK AND COLLABORATION

Work together, value diverse contributions, and foster an inclusive and collaborative environment that empowers success.

COMMITMENT
TO SERVICE

Deliver exceptional service to the public by prioritising their needs, engaging with communities, and supporting their safety and preparedness.

STRATEGIC GOALS

**COMMUNITY SAFETY
AND PREPAREDNESS**

A resilient, informed community prepared for all hazards.

PROTECT TERRITORY LIFESTYLE AND ECONOMY

afeguard the Territory's lifestyle and economy through innovative, efficient, and inclusive service delivery.

**INVEST
IN OUR PEOPLE**

Cultivate a diverse, capable, and inclusive workforce that mirrors the community.

INNOVATION, RESEARCH AND OPERATIONAL INTELLIGENCE

Drive innovation and leverage operational intelligence to enhance fire and emergency management.

OBJECTIVES

- Implement community education and awareness programs to empower individuals with the knowledge and tools to respond to emergencies effectively.
- Enhance community understanding of hazard risks by delivering comprehensive disaster preparedness programs.
- Lead and Invest in risk reduction across all hazards in line with legislative compliance.
- Embed and value community input in the development and execution of safety initiatives and programs.
- Provide timely and accurate information to the public during emergencies to ensure informed decision-making and enhance safety.
- Develop well-equipped strategically located asset bases capable of rapid response.

- **Foster a sense of security and trust within the community** by building strong, transparent relationships and delivering reliable services.
- **Provide expert advice and influence** that is sought after and valued by key stakeholders to guide decision-making and enhance safety efforts.
- **Support disaster resilience and risk reduction** through comprehensive prevention, preparedness, and effective response strategies.
- **Protect Territory and cultural values** to safeguard and preserve them for future generations.

- Attract, develop, and retain an agile, skilled, and resilient workforce and volunteers that reflects the diversity and needs of the community.
- Foster a culture of accountability and personal responsibility, underpinned by core values, to drive performance and integrity.
- Improve the safety and wellbeing of employees and volunteers by providing a safe and healthy workplace that values their physical and mental health.
- Our people have the right training, equipment and support to respond to all hazards safely.
- Improve volunteer engagement through the development of an agency-wide volunteer strategy.

- Enhance organisational performance through digital transformation, fostering innovation in technology, systems, and processes.
- Develop a risk-based organisational capability to improve preparedness and response across all levels.
- Create a common operating picture to ensure informed, coordinated decision-making in any emergency.
- Develop a Lessons Management Framework and culture to continuously learn, adapt, and improve from past experiences and incidents.
- Create a digital strategy to identify our purpose and provide accessible real time information to our people and communities.

PERFORMANCE MEASURES

- Number of community education sessions and activities.
- Agency budget statement (Budget Paper 3) key performance indicators.
- Number of strategic partnerships and interjurisdictional collaborations.

- Develop the foundation for community satisfaction baseline rating on security, trust, and the reliability of services.
- Stakeholder engagement through satisfaction surveying.
- Contribute to and facilitate the annual review of the 49 NT emergency plans, driving a community approach.

- ▲ Our people reflect our community.
- ▲ Improved attraction, retention and engagement.
- ▲ Implementation of an agency wide health and safety framework which ensures legislative compliance and mitigates sources of harm across to our operations.
- ▲ Develop agency-specific infrastructure and asset plans.
- ▲ Develop a volunteering strategy for agency-wide implementation.

- ▲ Upgrade of key systems or processes digitised, and the number of new technologies or innovations implemented.
- ▲ Develop a common operating picture, the number of emergency scenarios where the system was used, and feedback from decision-makers on the system's effectiveness.
- ▲ Develop and implement a Lessons Management Framework.
- ▲ Implementation of a Digital Strategy to ensure timely and trusted data recording and reporting.
- ▲ Streamline organisational ICT systems to facilitate communication with all parts of NT Fire and Emergency Services.

Establishment of our Agency

The *Fire and Emergency Services Amendment Act 2024* established the Northern Territory Fire and Emergency Service (NTFES) as an agency from 27 March 2024, comprising of the NT Fire and Rescue Service (NTFRS) and NT Emergency Service (NTES).

Bushfires NT (BFNT) joined NTFES in September 2024 following the 2024 Northern Territory General Election and formation of the new government. Machinery of Government changes were announced through new agency arrangements that aligned and amalgamated functions and deliverables of the existing agency with that of BFNT.

The amalgamation of compatible functions and deliverables strengthened the agency with greater technical expertise, ensuring quicker emergency response and increased capability and agility.

The new compilation of NTFES was finalised by October 2024; comprising NTFRS, NTES and BFNT as the three operational arms, and the Strategy and Performance division as the agency-specific dedicated corporate service.

The operational arms are supported through the provision of high-level corporate services including; media, communications, legal, strategic policy, corporate governance, organisational capability, audit and risk, work health and safety, secretariat, financial services, and grant and infrastructure program management.

The core functions of NTFES include:

- > protecting life and property and the environment against fire and other emergencies to enhance community safety
- > minimising the impact of disasters, hazards and emergencies on the Territory through effective preparedness, planning and mitigations measures, including engaging with stakeholders and members of the public
- > supporting community resilience through the delivery of best practice fire and emergency management.

Legislation

In accordance with the Administration Arrangements Order dated 27 March 2024, NTFES administer the following Acts of the Northern Territory Legislative Assembly and their subordinate legislation:

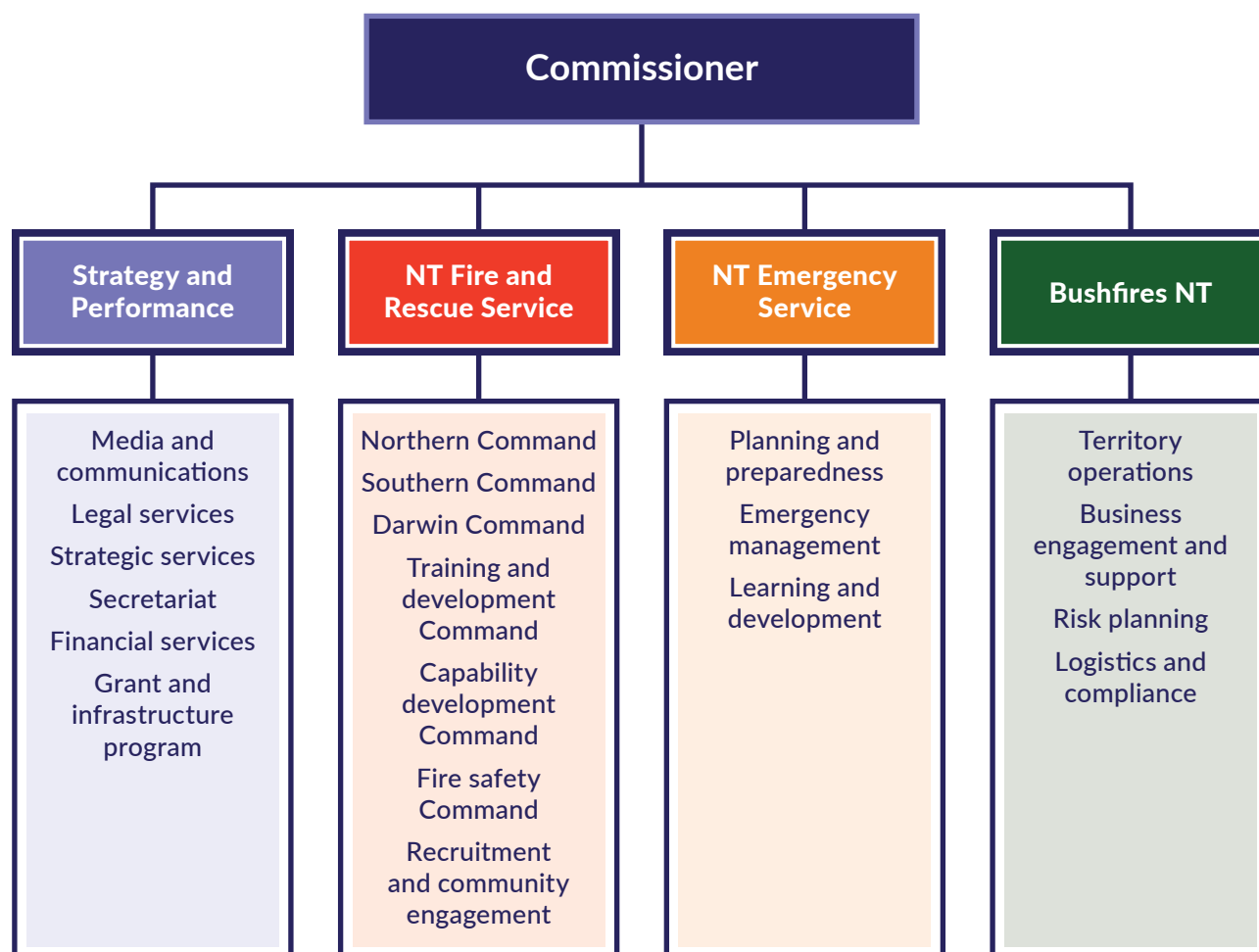
Fire and Emergency Act 1996

Emergency Management Act 2013

Bushfire Management Act 2016

Agency structure

At 30 June 2025



Functions of the agency

The functions of NTFES are provided through three operational areas – NTFRS, NTES, and BFNT – and one corporate services division, Strategy and Performance.

NT Fire and Rescue Service

- > Protects Territorians from emergencies involving fire, motor vehicle crashes and other dangerous situations, such as hazard abatement and building collapse.
- > Protects people, property and the environment through the delivery of emergency services.
- > Delivers community engagement and awareness programs to ensure Territorians develop resilience in fire and emergency management situations.
- > Provides response capability and capacity to the community.
- > Provides incident response and recovery to ensure a safer Territory.

NT Emergency Service

- > Facilitates emergency management planning and preparedness for the Territory.
- > Raises public awareness of potential disasters and enables communities to prepare for an emergency.
- > Coordinates the Territory Emergency Management Committee in line with section 36 of the *Emergency Management Act 2013*.
- > Delivers community engagement and awareness programs to ensure communities are aware of the steps required to prepare for the impact of storms, floods, and cyclones.
- > Provides a response capability for emergency events through dedicated staff and volunteers.

Bushfires NT

- > Delivers the framework for managing bushfires in areas outside of NTFRS emergency response areas in line with the *Bushfires Management Act 2016*.
- > Provides fire management support across the Territory.
- > Supports landholders in managing and mitigating bushfires.
- > Provides support and training to volunteer bushfire brigades across the Territory.
- > Coordinates and manages aerial firefighting capability across the Top End.

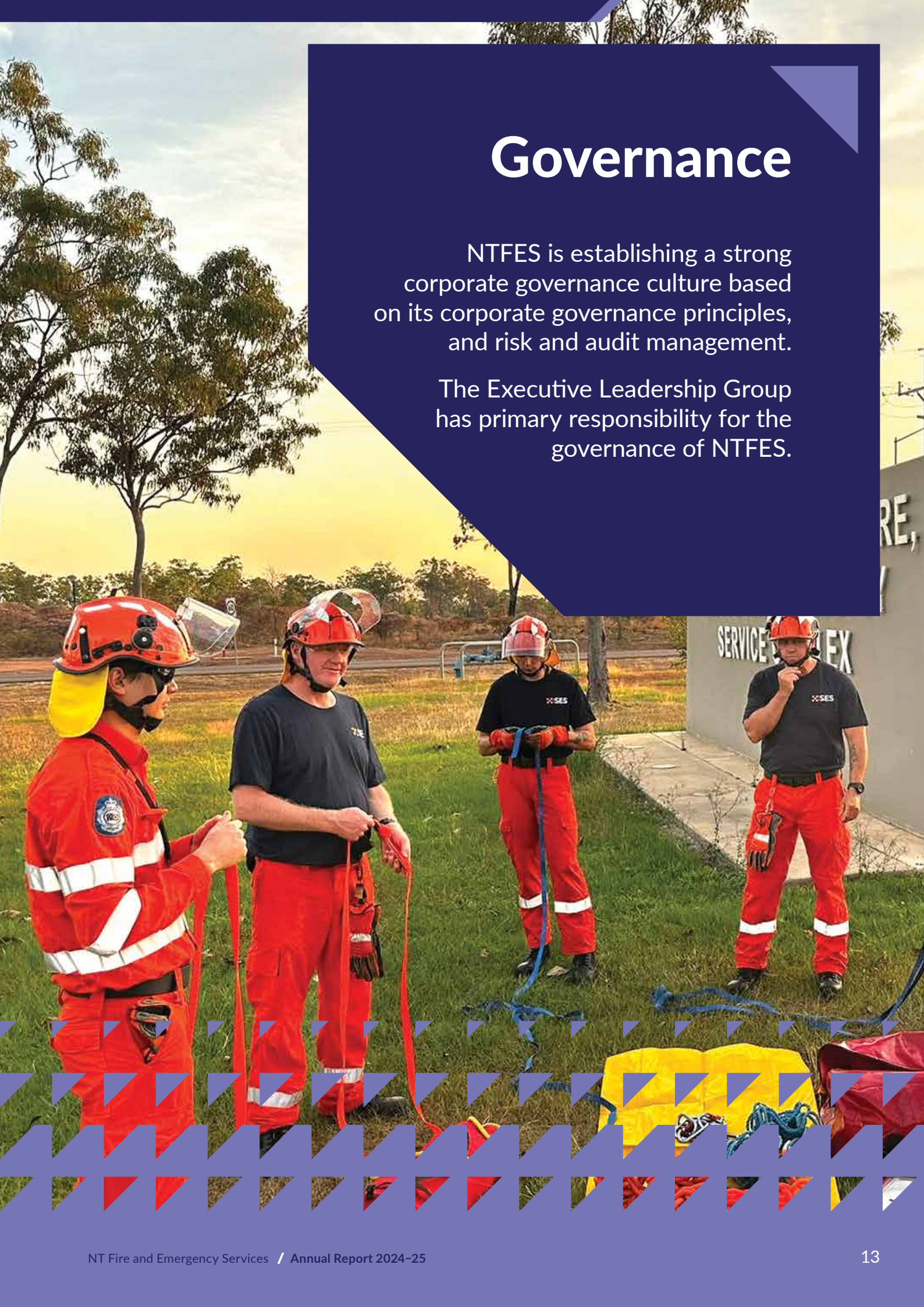
Strategy and Performance

- > Provides secretariat services, including central coordination and liaison between the Minister's Office, Ministers, Cabinet Office, Legislative Assembly and other government agencies, on Cabinet and ministerial business.
- > Implements NTFES' corporate strategic policy, governance framework, audit and risk, and work health and safety.
- > Provides guidance, advice and direction on legislative and law reform requirements relating to and as they affect NTFES.
- > Provides communications, media, and honours and awards services to the agency.
- > Delivers financial services, accounting and audit oversight, and travel coordination to the agency.
- > Works closely with NTFES' shared services providers, the NT Police Force, the Department of Corporate and Digital Development (DCDD), and the Department of Logistics and Infrastructure to achieve agency objectives.

Governance

NTFES is establishing a strong corporate governance culture based on its corporate governance principles, and risk and audit management.

The Executive Leadership Group has primary responsibility for the governance of NTFES.



Corporate Governance Framework

Since establishment, NTFES has implemented a foundation of corporate governance to deliver the priorities of Government and the key actions and activities of the agency in accordance with our plans, policies and procedures. To do this successfully, leaders of the agency provide strategic guidance and oversight through the Executive Leadership Group (ELG) who utilise resources from across the divisions.

The ELG is supported by its sub-committees which provide additional leadership, expertise and guidance to the Commissioner in accordance with the Acts administered across the agency and other relevant legislation.

ELG sub-committees of the agency include:

- > Audit and Risk Management Committee (ARC)
- > Work Health and Safety through operational health and safety representative committees
- > Senior Human Resource Committee (SHRC)

The systems in place provide results in the most efficient, effective and sustainable manner, enhancing NTFES' reputation as a strong performer that is responsive to change, and maintains the trust of Government and Territorians.

The plans, policies, procedures and delegations in place across the agency support the operations, financial and human resources, provide direction and enable controls to ensure all Northern Territory public sector employees are held to account.

The Corporate Governance Framework ensures NTFES is performing by achieving its intended purpose, conforms and complies with relevant laws and directions and meets community expectations of safety, accountability, and transparency. To do this, focus is balanced across six corporate governance principles:

- > Leadership and Accountability
- > Ethics and Culture
- > Risk Management
- > Performance
- > Continuous Improvement
- > Collaboration

The Corporate Governance Framework principles demonstrate strong leadership, provide assurance to stakeholders, create public value and promote disclosure and transparency. The framework informs the workforce of how decisions are made and facilitates appropriate delegation of accountability and responsibility.



Risk Management Framework

The NTFES has established a Risk Management Framework as an important component of the agency's governance frameworks, and in accordance with the *Financial Management Act 1995*, *Treasurer's Directions Part 3 – Section 1 Responsibilities of Accountable Officers* and *Section G2.2 Internal Control*.

The purpose of the frameworks is to identify strategic and operational threats to corporate objectives and enables the development and implementation of strategies and tools to mitigate adverse impacts.

The set of documents and tools within the framework assists employees to integrate risk management into activities and functions. It sets out a common approach and outlines the responsibilities of all staff to systematically manage risk in line with the International Standard on Risk Management (AS/NZS ISO 31000:2018).

The risk management framework contains the requirements for establishing and maintaining a practical risk approach to all agency processes and projects, including; strategic and business planning; policy development; project management; program administration; and decision-making at strategic and operational levels.

Executive Leadership Group

ELG provides the Commissioner with support, planning, and decision making. ELG is responsible for strategic leadership and direction and implementing policies and frameworks, delivering government priorities, and meeting corporate responsibilities and priorities.

Ensuring ELG meet their responsibilities within the established budget, they:

- > develop and implement strategic direction
- > manage risk
- > monitor, assess and ensure performance across NTFES through the delivery of operational and key functions.

ELG membership as at 30 June 2025:

- > **Collene Bremner (Chair)** – Acting Commissioner and CEO
- > **Keith Fernandez** – Deputy Chief Executive Officer, Strategy and Performance
- > **Stephen Sewell AFSM** – Chief Fire Officer, NT Fire and Rescue Service
- > **Wayne Snell** – Chief Officer, NT Emergency Services
- > **Jacqui Forrest** – Acting Executive Director, Bushfires NT
- > **Paul Kelly** – Chief Financial Officer
- > **Tammy Denniss** – Workforce Business Partner (DCDD)
- > **Krystal Harvey** – A/Director Strategic Services

ELG met 12 times during 2024–25.

Accountabilities

NTFES is required to comply with the *Financial Management Act 1995*, *Public Sector Employment and Management Act 1993*, *Procurement Act 1995* and other legislation, such as the *Anti-Discrimination Act 1992* and the *Work Health and Safety (National Uniform Legislation) Act 2011*.

NTFES ensures employees are informed of the corporate governance framework and relevant legislation through multiple formats including regular news and media releases via e-mail broadcasts. New employees are provided with an induction.

Internal controls

To ensure compliance and to mitigate risks, a number of internal controls have been put in place including policies and processes that cover real or perceived conflicts of interest, receipt of gifts and/or benefits and fraud.

Delegations

The Commissioner has delegated authorised employees to undertake specific functions on their behalf in accordance with relevant legislation.

Policies and procedures

NTFES has implemented policies, systems, procedures and templates in accordance with relevant legislative requirements, the Code of Conduct and governance requirements.

Providing these documents to executive, management and employees assists and guides good governance practices, and ensures required approvals have occurred with required records of actions being undertaken within the agency.

Independent Commissioner Against Corruption (ICAC) and Mandatory Reporting

Employees are expected to conduct themselves in a highly professional and ethical way when undertaking all aspects of their employment, ensuring they are honest and displaying integrity, this includes undertaking their reporting responsibilities as a public officer as per the definitions of improper conduct as set out in the *Independent Commissioner Against Corruption Act 2017 (ICAC Act)*.

All employees must undertake the mandatory training which introduces employees to the role of the ICAC and outlines the responsibilities of a public officer in accordance with the *ICAC Act*.

Accounting and Property Manual

In accordance with the *Financial Management Act 1995*, NTFES prepared an Accounting and Property Manual which specifies finance procedures and control measures.

Conflict of Interest

Employees are required to submit a disclosure statement advising of any real or perceived conflicts of interest, or that they have no conflict to declare.

Submission of the declaration is required by all employees on commencement with the agency, then annually or at any time their circumstance changes.

Code of Conduct and Appropriate Behaviour

Employees must complete online training within 3 months of commencement and require a refresher course every three years.

Both online courses set expectations for new and long-term employees relating to appropriate behaviours, integrity and ethical conduct.

Gifts and Benefits

Employees must ensure they are making ethical and uninfluenced decisions.

Section 20 of the Code of Conduct requires employees to avoid situations where it may appear they have been influenced through receipt of a gifts or benefits, in the event a gifts or benefit has been received, this must be reported on receipt in accordance with NTFES' Gifts and Benefits Policy.

Audit and Risk Committee (ARC)

ARC is a standing sub-committee of ELG and was established to ensure the Commissioner meets their obligations and responsibilities under Sections 13 and 15 of the *Financial Management Act 1995*, Treasurer's Directions, Part 3, Section 2 and 3 and the *Audit Act 1995*.

ARC provides:

- > independent objective assurance and advice to the Commissioner on the effectiveness of NTFES' risk management, risk appetite, and internal and external audit functions
- > assurance to the Commissioner of the effectiveness of NTFES' internal control systems via the oversight and management of:
 - Fraud and Improper Conduct reporting
 - Conflicts of interest reporting
 - Outside Employment
 - Gifts and Benefits reporting
- > assistance to the Commissioner in achieving external accountability and legislative compliance responsibilities
- > a quarterly account on the status of Audit and Risk Management and Internal Control functions across the agency to the Commissioner.

Membership as at 30 June 2025

- > Deputy Chief Executive Officer, Strategy and Performance (chair)
- > Chief Officer, NTES (proxy chair)
- > Deputy Chief Fire Officer, Strategy and Capability, NTFRS
- > Deputy Chief Fire Officer, Territory Operations, NTFRS
- > Director Engagement and Business Support, BFNT
- > Chief Financial Officer
- > External member – Ms Anna Collins, Acting Director, Resolution Unit, Department of Education and Training.

Audits conducted in 2024–25 are listed below with their outcome or progress detailed.

Internal Audit	Focus	Outcome	Mitigation
Official Travel	Compliance of NT Government policies relating to official travel	Significant levels of non-compliance with the NT Government Travel Policy Framework.	> Updated and strengthened the agency Travel Policy and circulated to all staff. > Establishment of a direct internal travel function and governance structure that sits within the Finance team. > Financial Delegations have been updated and provided to delegates to ensure they are aware of their responsibilities. > Reduction in upfront travel allowance (50%) payment prior to travel.
Cabinet Information and Security Review	To review Cabinet security processes and determine whether there have been breaches of Cabinet Information Security	Identified breaches involving Cabinet information being stored in the Local Area Network (LAN) Drive following NTFES' separation from the former tr-service	> Establishment of dedicated NTFES record types in the TRM dataset to ensure appropriate levels of security for the agency. > Access to Cabinet documents stored in the LAN Drive was restricted to limited members (i.e. NTFES Secretariat = 2 FTE) of the Strategy and Performance division. > All documents stored in the LAN Drive have been transferred to TRM once a dedicated NTFES record type had been created and the documents deleted from the LAN Drive.
Value for Territory	Review of compliance - NT Government policies relating to procurement activities	Report provided to Buy Local Industry Advocate with respect to compliance with NT Government Procurement Policies and Procedures	> Implementation of new Financial and Procurement Delegations to inform staff of their financial and procurement delegated authority in support of stronger governance. > Mandated the requirement to complete procurement training across the agency. > Promotion of the mandatory use of the whole-of-government online contract management tool (Trax) which helps contract managers monitor the establishment, management and closing out of contracts awarded by government agencies.

ARC met four times during 2024–25.



Strategic Human Resource Committee

SHRC is a standing sub-committee of ELG, which monitors and oversees the strategic human resource planning and management for NTFES in compliance with the *Public Sector Employment and Management Act 1993* and associated employment frameworks and agency priorities.

The role of the committee is to:

- > endorse and monitor performance against NTFES' plan for a strategic workforce, leadership strategies and succession planning
- > oversee recruitment to NTFES to ensure alignment with a strategic workforce, with the aim of building high functioning teams, adaptability and a strong performance culture
- > oversee employee mobility, flexibility and development programs as key measures to support staff capability and retention
- > provide strategic oversight and advice to assist with the management of case managed employees, grievances, unattached employees and liabilities
- > manage NTFES' workforce related risks and compliance requirements
- > take opportunities to grow people management capability of NTFES leaders
- > influence improvement of HR services provided by the Department of Corporate and Digital Development (DCDD) under the shared services arrangement, and consistent with the OneNTG Enterprise Framework approach.

SHRC members are:

- > Deputy Chief Executive Officer, Strategy and Performance (Chair)
- > Chief Fire Officer, NT Fire and Rescue Service
- > Chief Officer, NT Emergency Services (proxy chair)
- > Executive Director, Bushfires NT
- > Chief Financial Officer
- > Director, Strategic Services
- > Workforce Business Partner, DCDD
- > DCDD Workforce Services Support Officer – Secretariat

SHRC met fortnightly since its establishment in February 2025, with Terms of Reference being finalised as at 30 June 2025.

Work Health and Safety

NTFES is committed to ensuring employees are working within a safe, proactive and engaged workplace that maintains a safe and healthy environment both physically and mentally.

In 2024–2025, through consultation with employees, NTFES developed a Work Health and Safety (WHS) Framework that supports all aspects of the agency to be fully implemented in the next year. The Framework incorporates a central WHS Management Plan as well as several standards which will integrate with existing policies and procedures used by operational arms.

The Framework encourages alignment, consistency in the use of controls, and the quality of operational implementation. The framework aims to reduce risk and support continuous improvement that will:

- > consider and incorporate all divisions of the agency with a focus on the high-risk activities undertaken by the emergency response operations and the teams that support them
- > acknowledge the high performing safety culture that supports individual and team leadership, skill and knowledge development
- > ensure procedural compliance, proactive hazard and incident reporting with a mindset that will take a “lessons learned” approach to ensure continuous improvement to reduce risk in day to day actions.



Hazard and incident reporting

Hazard and incident reporting data provides a valuable insight into the nature of the hazards that are inherent to our operations as well as the effectiveness of the controls we rely upon to keep our employees protected from harm.

In 2024–25, NTFES recorded the following WHS incident and hazard data:

	2024–25
Unique Incidents Reported	81
Unique Hazards Reported	23

**Data from prior years is not available due to Machinery of Government changes*

Our forward focus areas for improvement include vehicle operations, reducing harm from contact with hot objects, manual handling and hazardous tasks, psychosocial safety, and reducing exposure to heat stress and smoke related substances.

Influenza vaccination drive

NTFES continues to provide a voluntary vaccination program during influenza season. This year, 79 employees received seasonal vaccinations under this program with mobile clinics set up in all workplaces and regional centres.

NTFES employees were provided with information about the influenza vaccine to allow them to make an informed decision on participating in the whole of government initiative to vaccinate against influenza.

Statutory Boards and Committees

NTFES has administrative responsibility for six statutory boards:

Statutory Body or Committee	Purpose
The Bushfires Council NT	The Council advises the Minister on measures to be taken to mitigate, manage and suppress bushfires in the Territory.
Alice Springs Regional Bushfires Committee	The Committee advises the Bushfires Council on measures to be taken to mitigate, manage and suppress bushfires in the Alice Springs Fire Management Zone.
Arnhem Regional Bushfires Committee	The Committee advises the Bushfires Council on measures to be taken to mitigate, manage and suppress bushfires in the Arnhem Springs Fire Management Zone.
Barkly Regional Bushfires Committee	The Committee advises the Bushfires Council on measures to be taken to mitigate, manage and suppress bushfires in the Barkly Fire Management Zone.
Savanna Regional Bushfires Committee	The Committee advises the Bushfires Council on measures to be taken to mitigate, manage and suppress bushfires in the Savanna Fire Management Zone.
Vernon Arafura Regional Bushfires Committee	The Committee advises the Bushfires Council on measures to be taken to mitigate, manage and suppress bushfires in the Vernon Arafura Springs Fire Management Zone.



Interagency and interjurisdictional collaborations

The Commissioner and other agency representatives sit as members or participants on interagency and interjurisdictional groups that bring their skills, knowledge and experiences to groups of professionals from across Australia and the Pacific region who consider the intricacies of providing fire and emergency services to their communities and how they respond to situations.

Through the participation the NT representatives, the agency is exposed to and can access new innovations, science and consider the experiences of other emergency services and responders and enable the development and implementation of these practices.

National Emergency Management Agency

The National Emergency Management Agency (NEMA) was created following the merger of the National Recovery and Resilience Agency and Emergency Management Australia in September 2022.

NEMA is the first of its kind in Australia: an end-to-end, enduring national emergency management agency, and plays a national leadership role in supporting states and territories and communities to manage disaster and emergency events.

NEMA assists the Northern Territory to reduce risk and prepare before an event, supports the Territory's first responders during an event, and its recovery after an event.

National Emergency Management Ministers' Meeting

The National Emergency Management Ministers' Meeting (NEMMM) brings together emergency management portfolio ministers from all jurisdictions and reports to National Cabinet annually.

Together, the emergency manager ministers drive national cooperation, creating a consistent approach to managing emergencies. They focus on long-lasting strategic issues in emergency, disaster management and resilience.

NEMMM looks at emerging issues, particularly those requiring cross-border collaboration, and work on setting policy and standards. This can include cross-portfolio issues, such as:

- > Building
- > Planning
- > Land management
- > Infrastructure
- > Communications
- > Data and digital
- > Health
- > Science
- > Research
- > Environment
- > Education.

The Minister for Fire and Emergency Services and the Commissioner represent the Territory and NTFES through this meeting.

Australian and New Zealand Emergency Management Committee

NEMMM is supported by the Australia-New Zealand Emergency Management Committee (ANZEMC).

ANZEMC's vision is a nation that is prepared for and resilient to all hazards, in particular, national hazards with severe to catastrophic consequences. The committee provides nationwide and Trans-Tasman leadership. This spans across the emergency management continuum, including prevention, preparedness, response and recovery to:

- > inform and deliver on NEMMM priorities
- > develop and implement approaches to building national resilience and reducing disaster risk
- > identify and advise on emerging issues and long-term challenges.

ANZEMC membership

ANZEMC's vision is a nation that is prepared for and resilient to all hazards, and in particular, national hazards with severe to catastrophic consequences.

ANZEMC brings together senior officials from the Australian Government. It includes officials from state and territory governments, as well as senior officials from the Australian Local Government Association and New Zealand.

The Commissioner and Chief Officer, NTES, represent NTFES at these meetings and are supported through Strategic Services' Intergovernmental Relations advice and coordination.

Australian and New Zealand Council for Fire and Emergency Services

The Australian and New Zealand Council (AFAC) for fire and emergency services is an independent, member-based organisation that supports connected and capable emergency management in Australia and New Zealand.

AFAC facilitates national collaboration through the AFAC Collaboration Model, which encompasses 36 groups, technical groups and communities of practice.

AFAC Members come together to share knowledge, exchange insights, explore opportunities and create solutions that shape practice and guide the industry's development. The AFAC Collaboration Model aims to add value to AFAC members, the fire and emergency services industry and ultimately enhance community safety. This approach facilitates and supports engagement, enabling AFAC members to jointly consider common challenges, generate solutions, develop doctrine including positions, guidelines and technical notes and inspire new directions in practice.

The Commissioner, Chief Officer, NTFRS, Chief Officer, NTES and Executive Director, Bushfires NT, represent NTFES at these meetings.

Territory Emergency Management Council

The Territory Emergency Management Council (TEMC) provides leadership and oversight for the Territory's emergency management arrangements.

TEMC is committed to strengthening community resilience across the Northern Territory through engagement and effective emergency management. Resilience is described as "the ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management".

Membership of TEMC includes:

- > the Commissioner of Police as the Territory Controller
- > the Chief Executive Officer of the Department of the Chief Minister and Cabinet as the Territory Recovery Coordinator
- > the Chief Officer of the NT Emergency Service
- > Chief executives of government agencies that have a key role in preparing for, responding to, and recovering from emergency events in the Territory.
- > The Chief Officer NTES chairs and represents NTFES at these meetings.



Our Performance

This chapter reports achievements in 2024-25 and sets priorities for 2025-26 in relation to our strategic goals.

Achievements in 2024–2025

Strategic Goal: Community Safety and Preparedness

- ▶ **Delivered significant community engagement** through attendance at schools and public and community driven events providing advice and guidance relating to smoke alarms, evacuation, and fire dangers in the home and workplace, such as Paddy Platypus, the Minutes Matter and the Smart Sparx campaigns, providing information about wet season flood safety and entering waterways.
- ▶ **Increased notifications and alerts** via social media and Secure NT alerting the community of planned burns and fire events, how to react and respond in these situations to prepare property, and manage personal health during high smoke events.
- ▶ **Consultation with employees** to create the WHS Framework and update policies and procedures that recognise the strenuous work undertaken by employees across all regions of the Territory, taking into account the adverse or extreme weather, and the wide range of hazards that have potential to cause harm.
- ▶ **Recognition across the operational divisions of NTFES** of the volunteers and auxiliary officers who participated in responses to emergency, fire and hazardous events.
- ▶ **Collaboration with Gove Council and Gove Airport** to erect new cyclone awareness signs at the airport. The signs were installed in February 2025 to further strengthen the community's preparedness for cyclone events.
- ▶ **Responded to a simulated crash scene** as part of the AANT Street Smart High youth road safety showcase. It was the fifth time AANT delivered the showcase and a record 1,800 students from Darwin and Top End schools attended the event.
- ▶ **Resourced the Bushfires NT Tennant Creek Office** to re-establish a permanent presence in the Barkly region.
- ▶ **Deployed operational and planning capabilities** through National Resource Sharing Centre arrangements to support fire response activity in Tasmania, Queensland and Western Australia.
- ▶ **Established a fixed term Bushfire Management Taskforce** to develop a whole of Territory Strategic Bushfire Management Plan.
- ▶ **Launched the Arnhem Land Regional Training Hub** with Volunteers from across the region participated in training competencies.
- ▶ **NT Emergency Service volunteers from Alice Springs** collaborated with the NT Police Force and Parks and Wildlife rangers to transfer an injured hiker 3.5km via stretcher to a safe location along the Larapinta Trail to enable transportation to Alice Springs Hospital.



Strategic Goal: Protect Territory Lifestyle and Economy

- ▶ **Established an active social media presence** that provides Territorians with at hand information relating to the greater community in relation to emergency situations and responses being undertaken.
- ▶ **Social media presence** that incorporates sharing of knowledge the assist members of the community to act or respond appropriately in emergency situations, including opportunities for users of social media to participate in community engagement activities that are both educational and to raise awareness of safety in the home or preparation for fire emergencies.
- ▶ **4 May marked International Firefighters' Day** with NTFES civilian staff and members recognising the volunteer and career firefighters who have lost their lives in the line of duty.
- ▶ **Engaged with Territorians** through a number of "ride in a fire truck" experiences offered through charity fundraisers as prizes or educational opportunities through social media competitions.
- ▶ **Members of the Alice Springs Volunteer Bushfire Brigade** worked with the organisers of the 2025 Parrtjima – A Festival in Light – to make the festival safe for thousands of attendees.
- ▶ **Delivered essential frontline services** and promotion of community resilience through responses to weather events, land and marine based search and rescue operations and multi-agency deployments.
- ▶ **During the reporting period, emergency warning messages were made** more accessible to members of the Territory's diverse population, issuing key messaging translated into 18 Indigenous languages and 8 international languages.
- ▶ **A comprehensive review of emergency management plans** was undertaken across the Territory, including the Territory Emergency Plan.



Strategic Goal: Invest in our People

- ▶ **Creation of the Strategy and Performance Division** which entailed the establishment of 29 positions that will supports key corporate functions, including finance, strategic policy, media and communications, legal services, work health and safety, and risk management across the agency.
- ▶ **Work, Health and Safety controls put in place.** Data identifies the overall effectiveness of the controls with a forward focus to continually reduce the frequency of foreseeable incidents and injuries though a proactive compliance culture, improved WHS training outcomes and improved hazard awareness which resulted in many accidents and incidents being of a low severity.
- ▶ **Establishment of the Female Firefighters Network Steering Committee**, an initiative established by female firefighters for female firefighters, to reflect the values and expectations within the organisation, provide advisory and information sharing of contemporary issues affecting the female firefighting workforce.
- ▶ **Acting Commissioner Bremner** chaired the engaging Women in Emergency Services Panel at the inaugural Festival of Women.
- ▶ **Regional Emergency Services** training hub opened in Arnhem Land.
- ▶ **Deployment of operational staff and volunteers** providing valuable resources to other jurisdictions when responding to an emergency situation.
- ▶ **Implementation of the WebEOC mobile app** to increase access to data on the Fireline, improving situational awareness and supporting overall WHS objectives.
- ▶ **Promotion of volunteers** and their hard work through the national Wear Orange Wednesday or 'WOW Day' campaign on May 21.
- ▶ **Volunteers and staff** undertook hands-on training delivered by expert marine instructors to ensure safe and effective use of the vessel.



Strategic Goal: Innovation, Research and Operational Intelligence

- ▶ **Establishment of a Service Level Agreement** with NT Police Force that came into effect in September 2024 to outline shared service arrangements. The SLA is effective for 12 months and is subject to review or adjustment as necessary. Having the agreement in place has allowed for the transfer of services to NTFES to occur when operational capacity and strategies have been implemented.
- ▶ **Review of incidents or accident data** in the workplace to show many reported injuries are of a low severity. Data highlights that trips and falls, manually hazardous tasks, heat related illness, exposure to airborne and biological contaminants and psychosocial harm are all challenges for employees.
- ▶ **Agency representation** on National and NT Committees and Councils to implement and deliver services that are in-line with scientific developments, assisting the delivery of innovative and informed services and management in response to fire and emergency situations.
- ▶ **Participation** in a multi-casualty road crash training exercise in Alice Springs and collaborated with CareFlight to conduct an exercise called Road Crash Capability and Response to Remote Areas.
- ▶ **Conducted** 14 Introduction to AIIMS and 6 AIIMS level 2 courses with attendees from across-government.
- ▶ **Hosted national AFAC Warnings Group** in Darwin featuring representatives from peak fire and emergency management agencies from across Australia.
- ▶ **Established the Remotely Piloted Aircraft System**, with enhancements made to the fleet of drones which undertake additional capability for operations and planning, and significantly improved fire monitoring and incident management planning in all hazards.
- ▶ **Improved capacity** and capability to assess and manage airborne contaminants after structure fires to improve the safety of all emergency responded.

Future priorities for 2025–2026

Strategic Goal: Community Safety and Preparedness

- ▶ Successful establishment of a permanent Bushfires NT office in Tennant Creek to provide capability in the Barkly region for wildfire management.
- ▶ Purchase two new grass fire units for the Barkly Region to support prevention and preparedness.
- ▶ Distribution and support to recipients of the Disaster Ready Funding under Round 2 of the Commonwealth funding program. Funding will be used for the purchase and modernisation of critical emergency equipment including major fire appliances, grass fire units, flood boats, and other essential assets to support our volunteers and career staff.
- ▶ Deployment of 7 new grass fire units to volunteer brigades and distributing the three new operational grass fire units across the Northern Territory through the fleet replacement program.



Strategic Goal: Protect Territory Lifestyle and Economy

- ▶ Continuation of a social media presence with a rise in the number of followers and participants of community engagement activities.
- ▶ Increase in volunteer numbers across the operational divisions throughout the Northern Territory.
- ▶ Successful deployment of emergency response lightning trailers that will enable emergency service staff and volunteers access to specialised and general equipment in various locations.

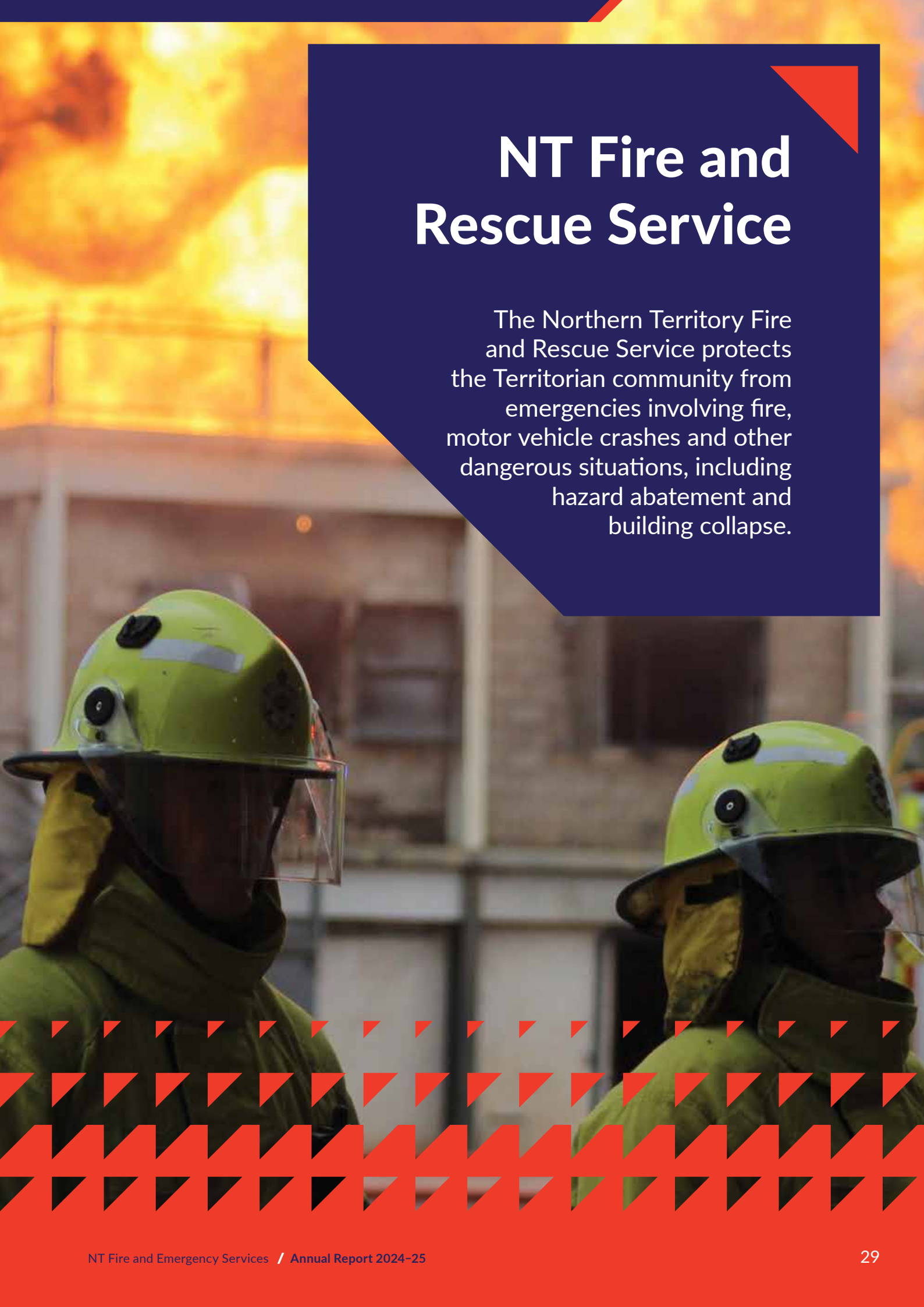
Strategic Goal: Invest in our People

- ▶ Development of NTFES' whole of agency Positive Duty Action Plan.
- ▶ Successful implementation of the NTFES Workforce Strategy 2025–2028.
- ▶ Successful implementation of the WHS Framework.
- ▶ Continuation of policy and procedure updates and advice to employees to ensure continuous improvement in the reduction of and frequency of foreseeable incidents, accidents and injury through an informed and compliance driven workplace and culture.
- ▶ Development of NTFES' whole of agency Recruitment Strategy and Volunteer Strategy.
- ▶ Invest in early career pathways to support future generations.
- ▶ Support flexible work arrangements in accordance with employment agreements.
- ▶ Develop a Return-to-Work Plan to support staff returning from extended leave.
- ▶ Contemporise Standard Operating Procedures and General Orders to align with jurisdictional best practices and ensure compliance with WHS legislation.
- ▶ Delivery of AIIMS level 1 and level 2 AIIMS training to NT Fire and Emergency Services staff and volunteers to enhance their skills and operational effectiveness.



Strategic Goal: Innovation, Research and Operational Intelligence

- ▶ Continued implementation of services to be facilitated within the agency and removal from the Service Level Agreement with NT Police Force as and when NTFES has the capacity, policy and processes in place.
- ▶ Develop a five-year Bushfires NT Research and Innovation Strategy.
- ▶ Collaborate with Natural Hazards Research Australia to enhance planning capability to improve fire danger forecasting and modelling through the Australian Fire Danger Rating System.
- ▶ Complete Phase 2 of Bringing All Responders Together (BART) app rollout to Bushfires NT Volunteer Bushfire Brigades across the Territory.
- ▶ Host and facilitate cross-jurisdictional representatives from Northern Australia at the 2026 North Australia Fire Managers Forum to share insights, work through challenges and network with others in the sector.



NT Fire and Rescue Service

The Northern Territory Fire and Rescue Service protects the Territorian community from emergencies involving fire, motor vehicle crashes and other dangerous situations, including hazard abatement and building collapse.

NT Fire and Rescue Service

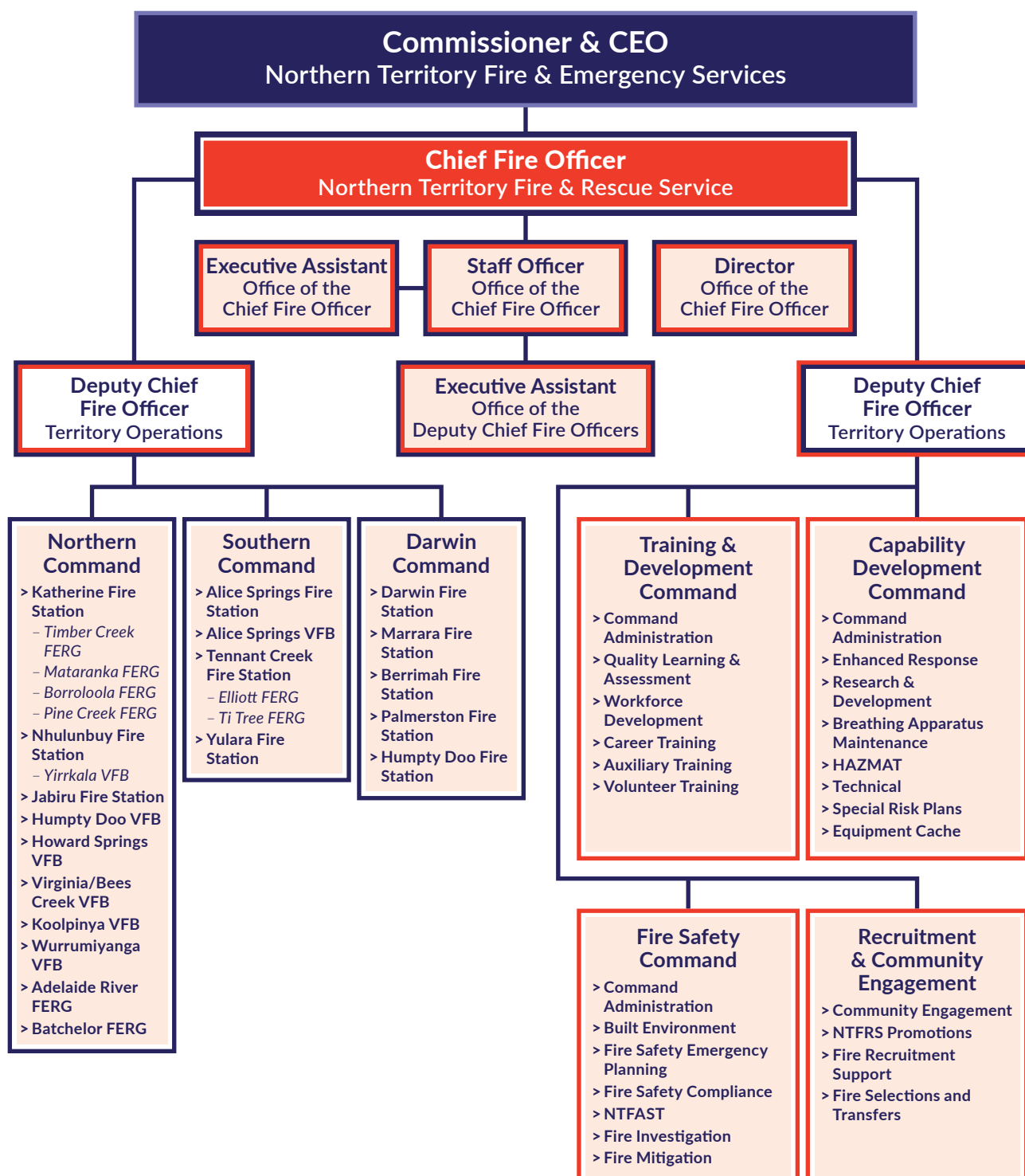
The *Fire and Emergency Act 1996* establishes the Northern Territory Fire and Rescue Service (NTFRS) to protect life, property and the environment against fires and other emergency incidents. The operational and emergency response roles of NTFRS include:

- > responding to all incidents in an emergency response area (ERA) within the capacity and resources of NTFRS as determined by the Commissioner.
- > responding to all hazardous material incidents and transport.
- > accident rescues wherever they occur in the Territory.
- > responding to other incidents outside an ERA when requested and when the response is within the resources and capabilities of NTFRS, and sufficient resources of NTFRS remain available to respond to incidents within NTFRS ERAs.
- > investigating the cause of a fire anywhere in the Territory.
- > preventing fires and other emergencies through hazard reduction application and inspection.
- > conducting training courses in relation to any aspect of fire safety.
- > conducting community education and awareness programs relating to fire safety and prevention.
- > developing and administering programs designed to promote safety in building structures.



Organisation structure

At 30 June 2025



LEGEND

VFB Volunteer Fire Brigade

FERG Fire & Emergency Response Group

Service localities



Performance

In accordance with Budget Paper No. 3 of the NT Government's Budget 2024-25, funding was appropriated for fire and rescue services, with the expectation that the NTFES will achieve results in line with the outcome stated below.

Objective

Protection of life, property and the environment against fire and other emergencies to enhance community safety.

Fire prevention and response management

Provide a range of fire and emergency management activities aimed at:

- > building community resilience through partnering with volunteers, stakeholders and local communities
- > enhancing community education and training to improve preparedness and awareness
- > providing proactive hazard reduction and advocacy for fire management
- > ensuring capabilities and resources meet evolving community expectations for preventative and responsive operational activities.



Key performance indicators

Provide a range of fire and emergency management activities aimed at:

Key Performance Indicators	2024-25 Target	2024-25 Actual
Buildings deemed compliant at first inspection after occupancy permit issued	≥ 55%	42%
Career firefighters meeting minimum training requirements for current rank	≥ 80%	82%
Auxiliary and volunteer firefighters meeting minimum training requirements	≥ 80%	40%
Median response time (minutes) – Territory-wide emergency response areas	≤ 8	9.2
Median response time (minutes) – outer regional emergency response areas	≤ 8	9.2
Median response time (minutes) – remote emergency response areas	≤ 8	8.0
Median response time (minutes) – very remote emergency response areas	≤ 10	10.5
Fire incidents attended	4 870	5 731
Structure fires contained to room or object of origin within an emergency response area	≥ 90%	64%
Structure fires contained to room or object of origin outside of an emergency response area	≥ 50%	0%
Wildfires contained within 60 minutes	≥ 90%	69%
Fires investigated for which cause was determined	≥ 75%	81%
Community resilience and awareness programs delivered	≥ 500	130
Building and fire safety inspections conducted by operational crews	≥ 400	485
Firebreak inspections	850	11
Unwanted alarm responses as a proportion of total alarm responses	≤ 50%	93%
Vehicle crashes attended	≤ 186	485
Vehicle crashes attended involving injuries and or extraction of victim(s) from vehicle	≤ 11%	18%

Comparative statistics

Fires, emergencies and other incidents responded to by the NT Fire and Rescue Service:

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Structure Fires	159	120	149	173	184	146
Landscape Fires	2698	2549	2875	4371	4784	5764
Other Fires	313	316	287	326	342	325
Other Emergencies	3895	3646	4195	4259	4543	4825
Other Incidents	605	646	568	664	644	1007
Total	7670	7277	8074	9793	10497	12067

Key achievements

Territory Day Enhanced Response

Territory Day is celebrated on 1 July to commemorate the day the Territory gained self-governance from the Commonwealth in 1978. It's a day of celebration for Territorians, marked by community events and a sense of pride in their unique lifestyle and landscape.

A tradition of Territory Day is the ability of the community to purchase and use shop-grade fireworks. The use of fireworks at the start of the top end fire season often results in a significant increase in calls to Triple Zero and responses to fires and other emergencies in both the urban and regional areas throughout the Territory.

On 1 July, members of the public are allowed to purchase fireworks from retailers from 9:00 am and ignite fireworks between 6:00 pm to 11:00 pm. Possession of fireworks is permitted until 12 noon on 2 July where any unused fireworks are required to be returned to WorkSafe NT.

In 2024, NTFRS conducted an enhanced response operation over both 1 and 2 July 2024 which saw the establishment of an Incident Management Team, additional Career Firefighters rostered and Auxiliary and Volunteer Firefighters operating from their Stations. Throughout 2 July, further enhanced crews were stationed across the Territory to respond to the increased number of fires and other emergencies.

During the 2024 Territory Day celebrations, NTFRS responded to 223 incidents:

	1 July 2024		2-3 July 2024		Total
	0900 to 1800 hrs	1800 to 2300 hrs	2300 (1 July) to 0700 hrs (2 July)	0800 (2 July) to 0900 hrs (3 July)	
Landscape Fire	11	103	18	48	180
Rubbish Bin Fire	0	15	2	1	18
Structure Fire	0	0	1	0	1
Automatic Fire Alarm	14	0	1	5	20
Road Crash	0	1	0	3	4



Deployments

NTFRS is committed to not only protecting life, property and the environment from fires and other emergencies within the Territory, but also responding to requests from other jurisdictions to support their efforts to protect the community.

Deployments to other jurisdictions provide firefighters an opportunity to gain personal and professional development including learnings around incident management and resourcing systems. International deployments also provide an opportunity to share knowledge with emergency service professionals and dedicated fire and emergency teams from around the globe.

In 2024, North America experienced high fire activity due to a combination of drought and adverse weather conditions. In July, Canada requested support from Australia and New Zealand to assist in suppressing wildfires in the provinces of Alberta and British Columbia. As part of this deployment, NTFRS committed resources to British Columbia for over a month to assist.

In early 2025, Western Australia was concurrently responding to flooding caused by Tropical Cyclone Zelia in the north and fires in the state's southwest. In February 2025, the Western Australia Department of Fire and Emergency Services requested interstate resources to support suppressing bushfires.

The Territory dispatched two Strike Teams led by NTFRS firefighters and supported by Fire Management Officers from Bushfires NT. These Strike Teams supported Western Australia crews working on the Donnelly Complex Fire. Predominantly, the teams worked in vicinity of O'Sullivan and Chesapeake.

NTFRS and Bushfires NT also contributed resources to assist Victorian firefighters fighting fires near the Grampians. This deployment saw staff embedded in an Incident Action Team planning and leading operations.

Operations and initiatives

Operational responses

Although NTFRS is established as a predominately urban fire service, it is unique within Australian jurisdictions in that it also operates throughout regional and remote parts of the Territory. Urban Fire Stations are established in Darwin, Marrara, Berrimah, Palmerston, Humpty Doo and Alice Springs. A further five Volunteer Fire Stations are located in the peri-urban fringe of Darwin and Alice Springs.

NTFRS maintains five Track Stations in the regional centres of Katherine, Jabiru, Nhulunbuy, Tennant Creek and Yulara. These stations are staffed by a combination of Career, Auxiliary and Volunteer Firefighters.

A further 10 Fire Brigades and Fire and Emergency Response Groups (FERG) are operated by Volunteer Firefighters throughout remote regions of the Territory.

In 2024-2025, NTFRS responded to 11,701 incidents and calls including:



182
structure fires



5184
landscape fires



365
other fires



3383
automated fire
alarms



844
non-fire rescue incidents
including road crash rescue



79
hazardous material
incidents



265
flood, storm and other
natural disasters



1399
other incidents
and calls

NTFRS is also responsible for the issuing of permits to burn with ERAs. Although these areas only cover 2% of the Territory, NTFRS responded to 2971 notifications of intention to use a burn permit.

Fire investigations

NTFRS is responsible for investigating fires wherever they occur within the Territory and recognises that undertaking careful and accurate fire investigations is important for identifying patterns, trends and possible dangers. By determining the cause of a fire, better approaches can be established to reduce risks, prevent future fires and inform the community about fire safety.

All fires are investigated. In most cases, the firefighters who respond to the fire can often determine where a fire started and what caused it. However, if this is not possible, Fire Investigators from NTFRS Fire Safety Command investigate.

NTFRS investigators are highly skilled and experienced. They carefully examine fire scenes, look at the evidence and use advanced methods to find out how the fire started and what happened.

The information they gather helps us make better decisions and create solid, evidence-based conclusions. These findings are used to improve policies, training and community education. Fire investigators also identify new risks, advocate for better safety measures and collaborate with other stakeholders such as other government agencies, community organisations and emergency services.

During 2024–25, Fire Safety Command investigated 72 fires throughout the Territory.

Development of Remotely Piloted Aircraft System Capability

The establishment of NTFES saw the requirement of NTFRS conducting Remotely Piloted Aircraft System or drone operations independently from the NT Police Force. This capability was established in 2024–25 and allows for the monitoring structure and landscape fires from an aerial view.

As part of the establishment of this capability, enhancements have been made to the fleet of drones allowing for:

- > high-resolution mapping
- > thermal and high-definition imaging
- > hazardous material and indoor fire gathering intelligence
- > autonomous operations
- > enhanced geospatial accuracy
- > large-scale mapping
- > live streaming and remote viewing.

This capability also supports BFNT and NTES operations and has significantly improved fire monitoring and incident management planning in all hazards.

Improvements in air monitoring

In 2024–25, NTFRS improved its capacity and capability to assess and managing airborne contaminants after structure fires. The objective of this improvement is to ensure the safety of NTFRS members and other emergency responders by implementing thorough air monitoring procedures during and post-fire operations.

The post-fire assessment of air quality within structures ensures that potentially harmful airborne contaminants are not present at levels that pose a risk to the health of firefighters or other stakeholders required to access the property later. New equipment and processes include:

- > identifying the primary airborne contaminants commonly found after structure fires
- > outlining the air monitoring procedures that NTFRS must carry out before members can switch from breathing apparatus to alternative respiratory protection in a post-fire setting
- > specifying the equipment used for air quality assessments
- > establishing the minimum respiratory protection requirements based on air monitoring results for specific airborne contaminants
- > when operations conclude and the incident site is handed over to an occupant or another agency, air quality information is provided.

NTFRS strategic priorities

Recruitment and media

NTFRS Training and Development, Recruitment and Community Engagement worked in partnership with Media and Communications to drive fresh and forward-thinking approaches to firefighter recruitment and public engagement.

A major focus was the development of an all-new intensive recruitment campaign, featuring high-impact, action-packed videos and bold, eye-catching digital media. These new materials were carefully designed to reflect the energy, professionalism, and teamwork at the heart of career firefighting, while engaging a broader and more diverse pool of potential applicants.

Much of this progress was powered through NTFES' media team, whose energy, creativity, and commitment allowed thoughts to be put into reality. Their enthusiasm and professionalism have brought a fresh vibrancy to messaging, enabling the creation of dynamic recruitment content and a bold new media campaign. As a result, NTFRS has been able to engage with more impactful content than ever before.



Come and Try Days

During 2024–25, three 'Come and Try Days' were held in Alice Springs and Darwin to allow members of the community to test their skills and build endurance ahead of the upcoming recruitment drives throughout the year.

Participants had the unique opportunity to experience the recruitment physical aptitude test, a rigorous fitness test that mirrors the real-life demands of being a firefighter. Experienced firefighters helped guide participants through each stage, offering expert tips and training advice.

The physical aptitude test is challenging, but achievable with proper training and preparation, and includes:

- > hauling 21kg simulated firefighting hoses
- > lifting and holding 20kg vehicle cutters
- > single sided 26kg jerry can carries over a set distance
- > a simulated firefighter rescue.





Career firefighter training

Chainsaw training

Since September 2024, 102 firefighters from Darwin and Alice Springs completed chainsaw training and are now qualified to operate chainsaws in the field.

Implementation of the chainsaw training package was undertaken in collaboration with NTES to adopt established training methodology. The initial training was facilitated by NTES instructors, Seth Dugdell and Ronald Owen, who expertly delivered the program, and collaborated with NTFRS instructors, resulting in four new instructors being endorsed to deliver the training.



Leading Firefighter Program

During 2024-25, two Leading Firefighter programs were conducted. Participants undertook a variety of intensive studies and training, including residential and practical learning, hours of study, and on-shift training as acting Station Officers under supervision. The participants were also assessed through simulated level 1 incidents such as structure fires, road crash rescues, and HAZMAT.

The successful completion of participants in the program ensures a healthy increase of Leading Firefighters in operation, with graduating participants being located in stations across the Territory, as positions become available.





Simulated road crash rescue training

NTFRS and St John NT undertook a multi-casualty road crash training exercise in Alice Springs.

The simulated incident involved a vehicle that had crashed into a group of pedestrians on a footpath, and patients varied from being trapped inside the vehicle, to walking wounded, or deceased.

Graduate paramedics were tasked with triaging casualties and upgrading the response to a major incident. NTFRS crews helped paramedics stabilise patients, transport casualties, and extrication of patients from the vehicle.

Prior to responding to the simulated incident, the Safe Approach to Road Crash Scenes presentation was delivered to the graduate paramedics, and a crew from the Alice Springs Fire Station demonstrated elements of road crash rescue.

Feedback from the two-day training exercise was positive, with both NTFRS and St John NT members attesting to the valuable opportunity to use skills and work with another agency in a controlled training environment prior to doing so in a real-life emergency.

CareFlight road crash drill

CareFlight joined NTFRS at the Marrara Fire Station and conducted an exercise called 'Road Crash Capability and Response to Remote Areas'.

The teams created two road crash scenarios with casualties and first aid provided by CareFlight, while the NTFRS crew managed the practical road crash rescue and all things safety:

- > Scenario 1 involved a rapid extrication with front door removal allowing access to an unconscious, unresponsive casualty.
- > Scenario 2 involved a controlled extrication with a passenger trapped in the back seat with potential injuries.

The exercise was a collaboration to plan and carry out a controlled side removal of the vehicle, ensuring optimal access and patient care. Teamwork led to the successful extraction of the casualty and bringing them to safety.

Undertaking training exercises with CareFlight is an important initiative that strengthens relationships, helping both agencies to achieve the shared goal of providing a professional service to Territorians in need.





Road crash rescue training

NTFRS members and volunteers from Adelaide River, Batchelor, Howard Springs and Koolpinyah brigades came together for the annual Northern Command road crash rescue training.

The annual exercise provides an important opportunity for volunteers and FERGs to share firsthand knowledge and insights. Volunteer firefighters from the Darwin rural brigades are regularly called upon to assist FERGs throughout the year, especially throughout the dry season.

The training exercise, which was held at Adelaide River Station, was informative and well-received.



Recruit training and development

The NTFRS Recruit Development team were in full swing during 2024–25, delivering two comprehensive 20 week recruit courses designed to prepare the newest Recruit Firefighters for operational readiness. Each course inducted 12 recruits.

Covering everything from structure fires, first aid, wildfire, emergency response driving, managing hazardous materials, road crash rescue and urban search and rescue, the course equips recruits with the essential skills and knowledge needed to thrive on the job.

On top of the demanding training schedule, the recruits actively give back to the community by fundraising for a chosen charity throughout their course. Recruit Course 50 raised approximately \$11,000 for 'Our Moon's Mission: Genetic Cures for Kids' and Recruit Course 51 raised approximately \$10,000 for Variety NT. An incredible effort that highlights the strong community spirit from the Recruits.

The Recruit Instructor team work tirelessly, with an unwavering commitment from the beginning of each Recruit Squad training blocks including during the overlap with the next cohort commencement as the previous squad is reaching the end of their training. All members of the Recruit Instructor team went above and beyond to deliver high-quality training, support, and mentorship to the newest firefighters.

Subject matter experts also contributed throughout the training, imparting their specialised knowledge and experience to ensure the recruits receive the most current, relevant, and highest quality training possible.





Recruit Firefighter Squads

Squad 50

In December 2024, NTFES proudly welcomed 12 new firefighters, who completed the rigorous and challenging 20-week training program. The recruits are from diverse backgrounds with eight stationed in Alice Springs and four stationed in Darwin, ready to tackle emergencies across urban and remote areas.

Squad 51

Recruit Squad 51 comprised of nine male and three female recruit firefighters from Darwin, Alice Springs, interstate and overseas. The recruits will be stationed as career firefighters in either Greater Darwin or Alice Springs.

A firefighter in an orange uniform and helmet is using a long-handled tool to clear dense green foliage. The firefighter is positioned in the lower right, reaching upwards with the tool. The background is filled with lush green plants and trees. A dark blue text box is overlaid on the upper right portion of the image.

NT Emergency Service

The Northern Territory Emergency Service is responsible for facilitating emergency management planning, raising public awareness of potential disasters and providing a response capability for emergency events through dedicated staff and volunteers.



NT Emergency Service

NTES is established as an emergency service under the *Emergency Management Act 2013*.

NTES is operational on a 24 hour, seven days per week basis.

In accordance with section 46 of the *Emergency Management Act 2013*, the functions of NTES are:

- > To conduct rescue, emergency and recovery operations within communities of the Northern Territory.
- > To advise, assist, educate and train all stakeholders including government agencies, the public, private organisations, and volunteer organisations in emergency planning and operations.

The functions of NTES include:

- > conducting rescue operations, emergency and recovery operations across the spectrum of emergency incidents regardless of potential consequences or impact, such as road crash rescue, general land rescue, vertical rescue, marine rescue, land search and rescue, urban search and rescue, flood rescue, and support to other rescue services.
- > performing the function of the hazard management authority for cyclones, earthquake, flooding, storm surge, storm and water damage, tsunami and leading the response under the national response plans for Mass Casualty Incidents involving Australians Overseas, Australian Reception Plan and Nuclear Warship Visit Planning.
- > advising, assisting, educating and training members of the public and organisations, including government agencies and volunteer organisations, in emergency planning and operations.
- > developing and deploying operational communications and operational facilities for use in emergency planning and, operations and recovery operations.

- > supporting emergency management responses for other government agencies through planning, incident management team, and support functions.
- > delivering emergency management and operational training to NTES volunteers and coordinating emergency management planning across the Territory, and leading and coordinating emergency response capabilities through a committed volunteer workforce.
- > advising and assisting the Territory, Regional and Local Controllers in the performance of their functions.

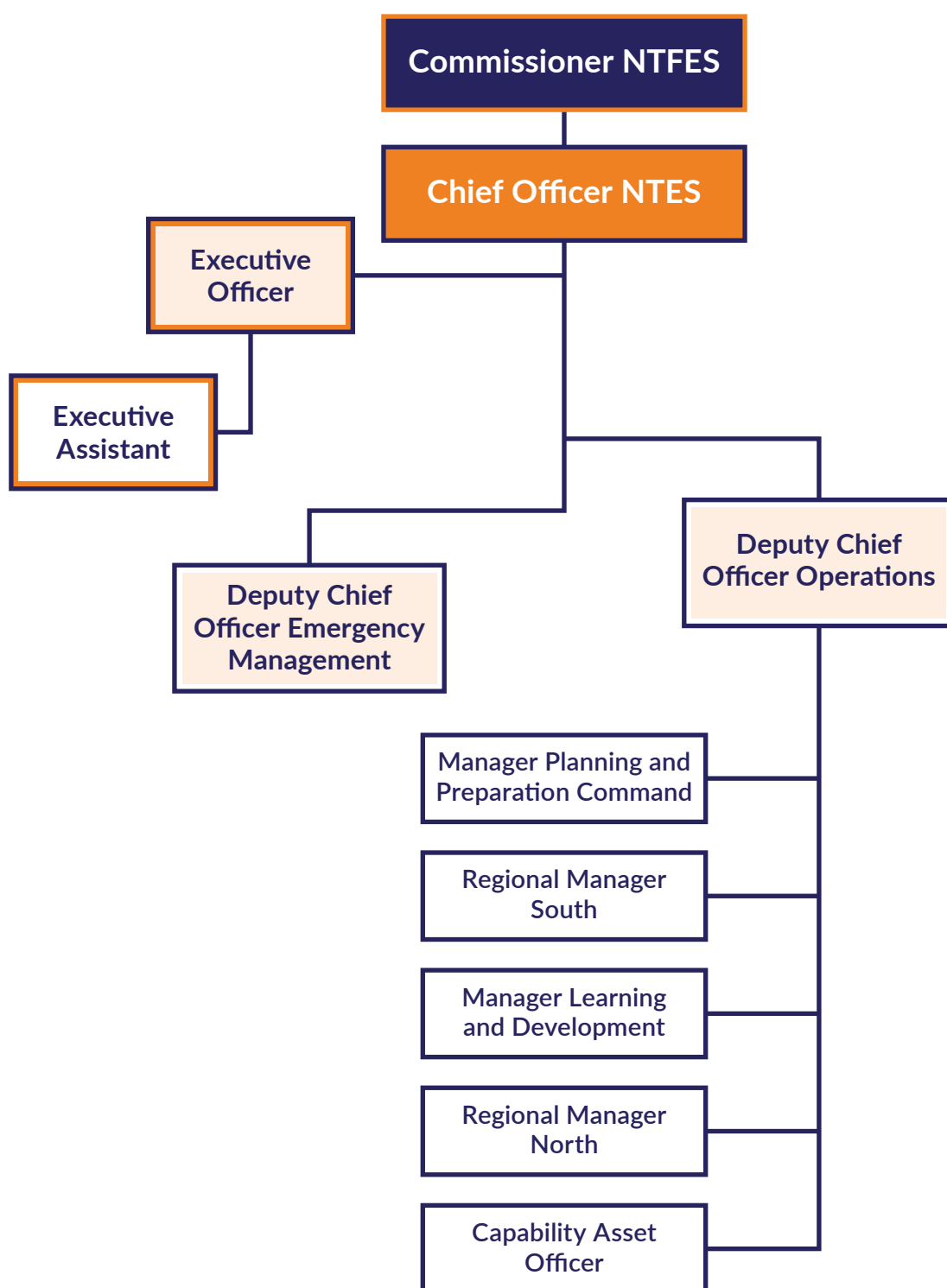
NTES' mission is to serve and protect the Territory by focusing on prevention, preparedness, response, and recovery, in order to minimise the impact of emergencies.

NTES staff and volunteers work together to build resilient communities through training, education, and public engagement. They actively promote participation in awareness campaigns and preparedness programs, empowering individuals and communities to better manage and mitigate the effects of emergencies.

Strong community relationships and proactive involvement are central to NTES' approach. These efforts are supported by robust emergency management planning and an annual review process that ensures strategies remain current and effective.

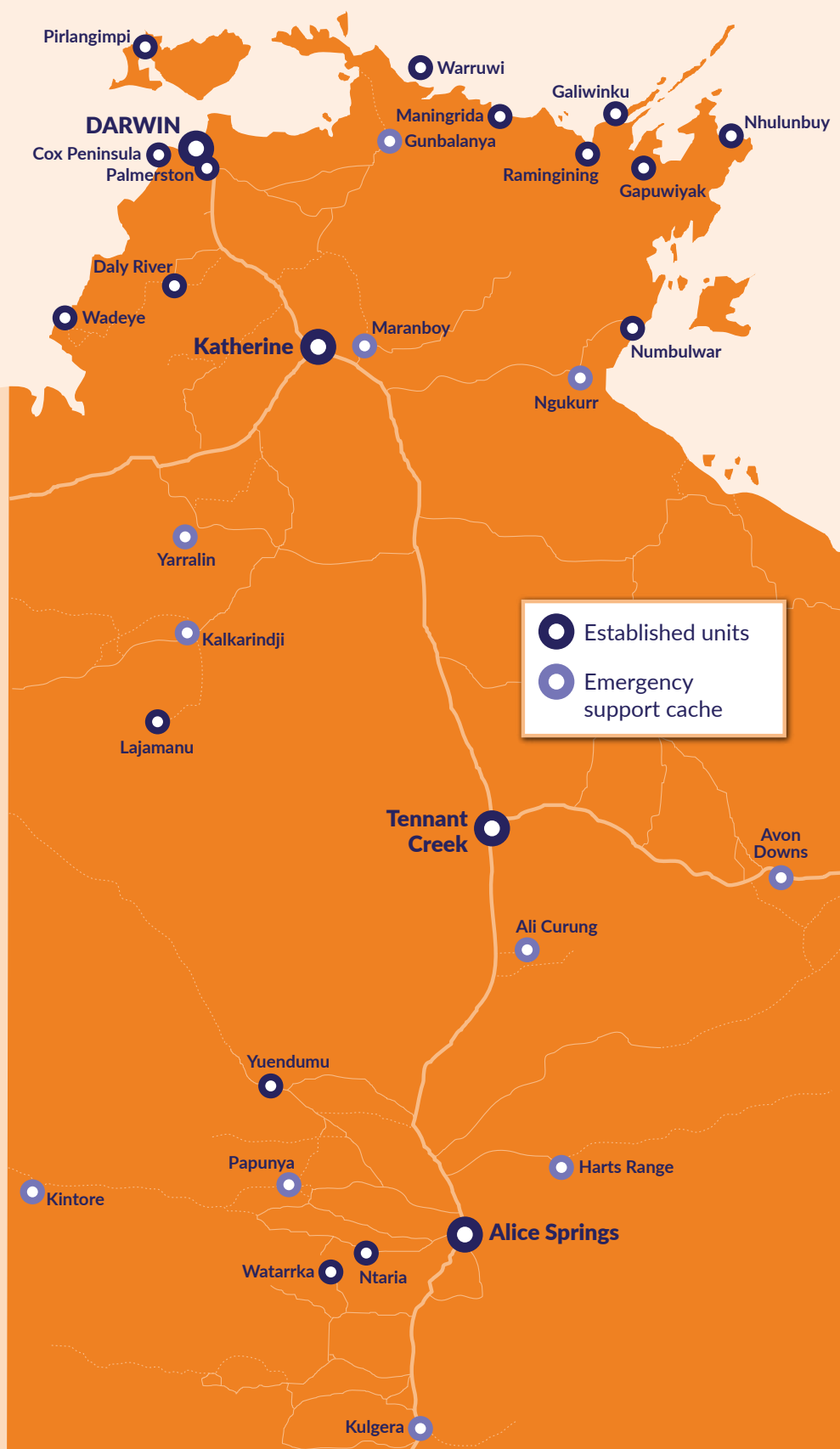
Organisation structure

At 30 June 2025





NTES localities



Performance

As outlined in Budget Paper No. 3 of the Northern Territory Government's 2024–25 Budget, funding has been allocated to emergency services with the expectation that NTFES will deliver outcomes aligned with the stated performance objectives.

Objective

Minimise the impact of disasters, hazards and emergencies on our community, through effective preparedness, planning and mitigation measures, including engaging with stakeholders.

Emergency and preparedness services provide a range of emergency and preparedness services through our dedicated staff and volunteers, including:

- > emergency management activities to increase disaster preparedness in our community
- > hazard management activities to enhance community preparedness through proactive initiatives aimed at building resilience
- > ensuring prevention, preparation, response and recovery to limit the impact of emergency events.

Key performance indicators

Key Performance Indicators	2024–25 Target	2024–25 Actual
Volunteer members meeting minimum operational training requirements ¹	100%	63%
Emergency management courses delivered ^{2,3}	> 40	20
Hazard management courses delivered to emergency service personnel	> 50	68
Local emergency plans reviewed by 1 November ⁴	100%	100%
Regional emergency plans reviewed by 1 November ⁵	100%	100%
Territory Emergency Plan reviewed by 1 November ⁶	Achieved	100%
Community education programs delivered to members of the public ⁷	> 50	48

1 Actual numbers dependent on ADAPT records and processing of applications and resignations

2 The variation in 2024–25 is due to resource and demand challenges.

3 14 Introduction to AIIMS and 6 AIIMS level 2 courses.

4 It is a statutory requirement for the operation and effectiveness of the Territory's 46 local emergency plans to be reviewed at least once every 12 months.

5 It is a statutory requirement for the operation and effectiveness of the Territory's 2 regional emergency plans to be reviewed at least once every 12 months.

6 It is a statutory requirement for the operation and effectiveness of the Territory Emergency Plan to be reviewed at least once every 12 months.

7 36 hazard briefings, 14 Paddy Programs. Reason for this not meeting target is due to staff resources, with the Northern Community Engagement Officer role vacant for 5 months.

Key achievements

Volunteer hours

During 2024–25, NTES volunteers continued to demonstrate unwavering commitment to supporting emergency services and strengthening community resilience across the Territory. A total of 7657 volunteer hours were recorded, reflecting a broad spectrum of essential activities including administration, training, community engagement, and operational support.

Volunteer hours are a vital indicator of community engagement and operational capacity. The time and effort contributed by volunteers underpin many of NTES' core functions, including preparedness and training, response and recovery, and continue to be a cornerstone of service delivery across the Territory.

Operations and initiatives

NTES has a vital role in helping communities across the Territory prepare for, respond to, and recover from a wide range of emergencies and natural disasters. Through strong partnerships and volunteer dedication, NTES delivers essential frontline services and promotes community resilience.

During 2024–25, NTES responded to various operational demands, including severe weather events (cyclones, floods, and storms), land and marine based search and rescue operations, and multi-agency deployments. Volunteers and staff worked closely with partner agencies to ensure coordinated, effective responses.

Key initiatives included:

- > ongoing training and accreditation of volunteers in storm response, land search, flood rescue, and vertical rescue
- > community engagement through preparedness education and awareness activities
- > support for major events, planned operations, and interagency exercises both within the Territory and interstate.

NTES remains committed to continuous improvement through after-action reviews, innovation, and capability development, ensuring we are ready to meet future challenges with confidence.

Australian Warning System

On 1 November 2023, NTES implemented the Australian Warning System (AWS) for cyclone, flood, and storm hazards. The AWS is a national approach to emergency warnings, developed by AFAC. It was introduced in response to recommendations from the 2020 Bushfires Royal Commission, which identified the need for a unified, all hazard warning system across Australia.

The AWS uses a standard set of icons and three warning levels to help communities understand the severity of a situation and take appropriate action:



Advice (Yellow): An incident has started. Stay informed—no immediate danger.



Watch and Act (Orange): Conditions are changing. Take action to protect yourself and your family.



Emergency Warning (Red): Immediate danger. Act now—any delay could put lives at risk.

To ensure emergency warning messages are accessible to all members of the Territory's diverse population, NTES organised the translation of key messaging into 18 Indigenous languages and eight international languages. This initiative supports inclusive communication across the Territory, helping to ensure that vital information reaches remote communities and culturally and linguistically diverse groups during emergency events.

Emergency management planning

Emergency management planning across the Territory was coordinated through Local and Regional Emergency Committees, led by designated Local and Regional Controllers. These committees are responsible for developing, maintaining, and implementing emergency plans tailored to the specific needs and risks of their areas.

In 2024–25, NTES led a comprehensive review of emergency management plans across the Territory, including:

- > 46 Local Emergency Plans
- > 2 Regional Emergency Plans
- > The Territory Emergency Plan.



The reviews are undertaken in accordance with Division 3, Local Emergency Plan, and specifically sections 15, 16 and 17 of the *Emergency Management Act 2013*, and ensure that all plans remain current, effective, and aligned with best practices, supporting a coordinated and resilient approach to emergency preparedness and response.

Rescue vessels boost Territory-wide response capability

NTES marked a significant boost to its operational capability with the commissioning of ESV402 – a custom-built, 5.9-metre Taipan aluminium rescue vessel designed specifically for the Territory's challenging and remote water environments.

Engineered for flood response and inland waterway operations, ESV402 is fitted with advanced marine electronics including GPS, sonar and integrated communications systems. It also carries purpose-built rescue equipment and onboard first aid supplies, making it a vital tool in emergency operations, particularly during the wet season and cyclone events.

To ensure safe and effective use of the vessel, NTES volunteers and staff participated in hands-on training delivered by expert marine instructors. The training focused on navigation, vessel handling, night operations, and emergency scenarios, building confidence and capability across the team.

ESV402 has already enhanced NTES' ability to respond to remote and isolated communities, significantly reducing response times and improving safety outcomes. The vessel's design, including a shallow draft and bow-loader configuration, ensures ease of access in unpredictable and debris-laden floodwaters.

With the introduction of ESV402, NTES continues to invest in the safety and resilience of the Territory, representing not only a modern and reliable asset, but a commitment to ensuring communities are better supported and protected during times of crisis.

Building strength through service

The Darwin Volunteer Unit continued to grow in operational capability and community engagement during 2024–25. With around 60 active members based at the Berrimah Fire and Emergency Services Complex, the Unit plays a critical role in supporting emergency response across the Top End and beyond.

The Unit maintained high operational readiness while undergoing a leadership restructure, with recruitment underway for a permanent Unit Officer.

Darwin volunteers responded to a wide range of incidents such as:

- > land and marine searches in Wadeye, the Tiwi Islands, and Darwin Harbour
- > crime scene support near Royal Darwin Hospital
- > storm damage response in Anula
- > Interstate deployments for Cyclone Alfred recovery (QLD), flood recovery (QLD), and flood boat operations (NSW and WA).

Beyond operations, the Unit actively supported community events such as Territory Day, the Alice Springs and Royal Darwin Shows, and the Beer Can Regatta, while continuing to deliver public education and engagement.

Regional Training Hub launched in Arnhem land

In a major step toward improving access to emergency training in remote communities, was the launch of the Territory's first Regional Training Hub in Arnhem Land. The initiative has brought together volunteers from Ramingining, Nhulunbuy, Galiwin'ku, Gapuwiyak, and Maningrida, alongside NTFRS staff and volunteers, for a collaborative training event.

Participants successfully completed key competencies including:

- > Operate 4WD
- > Chainsaw
- > Land search.

Volunteer subject matter experts and staff from the Darwin, Palmerston, and Katherine Volunteer Units travelled to the training site to support the delivery of practical, hands-on sessions. This not only strengthened local capability but fostered stronger connections between regional and urban units.

The launch of the Training Hub is a significant milestone in NTES' commitment to building regional resilience, ensuring volunteers in remote areas have access to the same high-quality training and support as those in urban centres.



Nhulunbuy Volunteer Unit

Located in East Arnhem Land, the Nhulunbuy Volunteer Unit attends requests for assistance and community events around the Gove Peninsula.

Throughout 2024–25, the Unit more than doubled in size, increasing from 6 to 16 members.

The Unit participated in community events including Operation Tinsel, Community Clubs Day, ANZAC Day Dawn Service, Nhulunbuy High School First Responders Day and Territory Day celebrations.

Unit members represented Nhulunbuy Volunteer Unit at the Exercise Eastern Experience, a practical training exercise with tabletop discussions and syndicate work, allowing members to practice skills and improve the interoperability of agencies in responding to mass casualty incidents at capacity crowd events.

During 2024–25, requests for assistance came from the NT Police Force, NTFRS, and members of the wider community, for road crash rescue, operational recovery zone set ups, removal of downed trees and marine assistance.

The Unit deployed volunteers to two emergencies in Queensland, with members attending the flooding at Ingham and the cleanup of ex-Tropical Cyclone Alfred.

Larapinta Trail rescue

On 22 May 2025, a solo hiker activated their Personal Locator Beacon near Hugh Gorge Junction after sustaining an ankle injury on the Larapinta Trail. The alert was received by the Joint Emergency Services Communication Centre, triggering a swift multi-agency response.

Using a two-way messaging device, the hiker was able to communicate their condition, allowing NT Police Force Search and Rescue, Parks and Wildlife, and St John NT to coordinate a rescue. A paramedic and NT Police Force officer were flown by helicopter to a nearby landing zone and hiked the remaining 4.3km to reach the hiker, staying overnight to provide care.

The following morning, NTES Alice Springs volunteers, along with NT Police Force officers and Parks and Wildlife rangers, trekked 3.5km to assist in stretcher-carrying the hiker back to Hugh Gorge, where they were transported to Alice Springs Hospital.

This incident highlighted the importance of carrying a Personal Locator Beacon and communicating plans before heading into remote areas. The operation showcased excellent across agency collaboration and the capability of NTES volunteers in navigating challenging terrain.

The Alice Springs Volunteer Unit demonstrated exceptional skill and determination in navigating challenging terrain to support the rescue. Their professionalism and teamwork, alongside St John NT, NT Police Force, and Parks and Wildlife highlight the strength and coordination of the Territory's emergency services network.



Community-led emergency planning in Nitjpurru

In October 2024, the community of Nitjpurru (formerly Pidgeon Hole), located 700 kilometres south of Darwin on the Bilinara Aboriginal Land Trust, held a critical emergency planning meeting in anticipation of the upcoming wet season. The meeting was convened and led by Traditional Owners and Elders, bringing together community residents, the Northern Land Council, and key government and regional stakeholders to address urgent preparedness needs.

Nitjpurru is a small, low-lying community of approximately 140 people, situated near the Victoria River and adjoining the Victoria River Downs pastoral lease. In recent years, the community has faced increasingly severe and frequent flood events, placing residents at growing risk during the wet season. The emergency meeting saw the participation of representatives from NTES, the NT Police Force, Government, the Victoria Daly Regional Council, Walangeri Ngumpinku Aboriginal Corporation, and the local school. The agenda centred on strengthening emergency preparedness, improving infrastructure, enhancing communication systems, and advocating for longer-term safety solutions.

A major concern raised during the planning session was the inadequacy of the current emergency shelter located beside the airstrip. While on higher ground, the structure lacks basic amenities, including proper sanitation facilities and power, and does not meet cultural needs that require space and privacy for certain community members.

Effective communication during emergencies was also highlighted as a critical priority. Community members requested that the NT Police Force and NTES ensure timely and accessible weather alerts and emergency updates, due to limitations in mobile and internet connectivity. As a result, a new Telstra mobile tower for the area is under consideration.

Disaster Ready Fund

The Disaster Ready Fund (DRF) Program is an Australian Government initiative for disaster resilience and risk reduction, administered by NEMA in partnership with Australian states, territories, and local governments. Funding of \$1 billion, over five years DRF (\$200 million per annum) from 2023 to 2028 is available within the program.

NTFES is the lead agency for DRF in the Territory, assisting NEMA in administering the program.

The DRF requires applicants to provide a co-contribution towards project costs of up to 50%, with projects eligible to run for a period of up to five years. The DRF Round One funding cycle in 2023–24, resulted the Territory securing 9 successful projects with \$4.9 million in funding contributed by the Australian Government, supporting a total program value of \$10.3 million for the Territory.

The DRF Round Two funding cycle in 2024–25, resulted in four projects being approved for the Territory with \$16.3 million in funding committed by the Australian Government, supporting a total program value of \$32.7 million for the Territory.

Applications for the DRF Round Three closed on 16 April 2025. A total of 21 submissions were received in the Territory, with project proposal recommendations submitted NEMA on 13 June 2025. Outcome announcements for Round Three will be made by NEMA in October 2025, and the funding component will be provided by the Australian Government to lead agencies in late 2025 to enable project commencement in 2026.

DRF Round One

Name and Project Description

Enhanced Tri-service Communications in Regional & Remote Regions of the NT

This project will implement APX Next Generation radios across all regional and remote Police and Fire Stations in the NT to enhance communication capabilities. Territory-wide enhanced communications across the tri-service in emergency management responses.

Applicant Co-Contribution-Total
\$936,537.59

Commonwealth Co-Contribution
Total \$809,000

Total Project Funding \$1,745,537.59

NT-wide flood data management and storage system

This project will support accessibility and useability of relevant and timely flood data to support critical decision-making. It will provide a technical solution to enable the consistent and reliable sharing of flood data to end-users and improve an understanding of flood risk across the NT.

Applicant Co-Contribution-Total
\$527,903

Commonwealth Co-Contribution
Total \$360,000

Total Project Funding \$887,903

National Highway Network – Flood Resilience Assessment

This project will assess the current flood resilience of the Northern Territory National Highways under a range of flooding scenarios. It will provide consolidated data and evidence that will inform future upgrades to increase flood resilience of the NT National Highways and better disaster response planning.

Applicant Co-Contribution-Total
\$1,000,000

Commonwealth Co-Contribution
Total \$1,000,000

Total Project Funding \$2,000,000

Structural Monitoring of Darwin Buildings Under Earthquake Loading

The project will install instruments in a number of buildings in the city to monitor their response to large earthquakes in the region, to establish a real-world structural monitoring data set for Australia.

Applicant Co-Contribution-Total
\$150,000

Commonwealth Co-Contribution
Total \$150,000

Total Project Funding \$300,000

Volunteer engagement course

This project will develop a training package so NTES volunteers can attain relevant skills to deliver community engagement programs across the NT, increasing capability to deliver flood, cyclone and storm education in remote communities across the NT.

Applicant Co-Contribution-Total
\$112,750

Commonwealth Co-Contribution
Total \$108,000

Total Project Funding \$220,750

Northern Territory Remote Aerodromes - Resilience Assessment

This project will assess the current resilience of 69 NTG maintained remote aerodromes under a range of major disaster event scenarios. This will provide consolidated data and evidence that will inform future aerodrome upgrades to increase the resilience of the 69 aerodromes and better disaster response planning.

Applicant Co-Contribution-Total
\$1,000,000

Commonwealth Co-Contribution
Total \$1,000,000

Total Project Funding \$2,000,000

NT Flood Warning Systems communications upgrade project

This project will support the ongoing operation of the flood warning system to ensure monitoring sites have the latest communications technology to link with the alerting system. An operational flood warning system ensures that Territorians get adequate warning and information about floods so they can protect their families, livestock and property.

Applicant Co-Contribution-Total
\$190,000

Commonwealth Co-Contribution
Total \$185,000

Total Project Funding \$375,000

DRF Round One

Name and Project Description

Sustainable Disaster Relief Food Solutions in Northern Australia

This project will provide regional and remote infrastructure to coordinate the efficient distribution of food to communities in the event of a natural disaster. It will increase disaster resilience capacity and capability across the NT, with a particular focus on the provision of food relief for vulnerable people living in remote and isolated communities in times of disaster.

Applicant Co-Contribution-Total \$1,150,000
Commonwealth Co-Contribution Total \$1,150,000
Total Project Funding \$2,300,000

Trial Satellite Internet Across Tri-service Communications Network

This project will trial satellite internet technology across the tri-service communications network and connectivity with drones to assess disaster sites to obtain critical incident information. This will enhance critical incident information capabilities for emergency management responses.

Applicant Co-Contribution-Total \$295,000
Commonwealth Co-Contribution Total \$140,000
Total Project Funding \$435,000

TOTAL FUNDING AMOUNTS

Applicant Co-Contribution-Total \$5,362,190.59
Commonwealth Co-Contribution Total \$4,902,000
Total Funding \$10,264,190.59



DRF Round Two

Name and Project Description

Nhulunbuy Community Cyclone Shelter

The Nhulunbuy Community Cyclone Shelter will deliver a new multi-purpose community cyclone shelter for the Nhulunbuy community providing shelter capacity for up to 1800 people. Regional and remote communities located along the NT coastline are vulnerable to cyclones and many lack the capacity to safely shelter a community's local population. Cyclones can have a devastating impact on these communities which may lead to loss of life or serious injury.

Applicant Co-Contribution-Total
\$15,217,279
Commonwealth Co-Contribution
Total \$14,950,000
Total Project Funding \$30,167,279

Managing Fire Risk in the Central Desert Regional Council Region

Acquisition of a grader to undertake fire break maintenance for First Nation communities such as Atitjere, Engawala, Ti-Tree, Willowra, Laramba, Nyirripi, Yuelamu and Yuendumu. This is essential equipment for Central Desert Region communities to proactively mitigate impacts of wildfires, safeguarding lives, properties, and natural resources. Outcomes include enhanced fire prevention capabilities, reduced fire risk, and increased safety for residents in the Central Desert region.

Applicant Co-Contribution-Total
\$540,000
Commonwealth Co-Contribution
Total \$535,255
Total Project Funding \$1,075,255

Increasing community resilience, adaptive capacity and preparedness through trauma care workshops for emergency first responders

Deliver 10 Trauma Care Workshops across the NT annually for 3 years (30 in total), providing advanced trauma care training to up to 630 first responders. This will increase first responders' capability and capacity to enhance the short-term and longer-term outcomes of trauma patients, reduce community vulnerability to the impacts of natural hazards, and provide peer support and professional development, thereby promoting longevity of service.

Applicant Co-Contribution-Total
\$236,016
Commonwealth Co-Contribution
Total \$236,010
Total Project Funding \$472,026

Waste from Disasters: Planning to reduce impact and build capacity

The Waste from Disasters project will use 3 communities to develop a robust disaster waste management framework for remote communities in the NT. It will take into account social, cultural and environmental specificities of each community. Developed during non-disaster time, such a plan will aim to reduce impacts of disaster and build capacity to manage disaster waste in remote communities.

Applicant Co-Contribution-Total
\$407,660
Commonwealth Co-Contribution
Total \$365,876
Total Project Funding \$773,536

TOTAL FUNDING AMOUNTS

Applicant Co-Contribution-Total
\$16,400,955
Commonwealth Co-Contribution
Total \$16,087,141
Total Funding \$32,488,096

Bushfires NT

Bushfires NT works with landholders and the wider community to manage and prevent bushfires in the NT.



Bushfires NT

Bushfire management is an important responsibility of NTFES and is done in accordance with the *Bushfires Management Act 2016*.

Bushfires NT (BFNT) provides essential support to rural stakeholders in managing and mitigating fire risks. This responsibility includes providing education to stakeholders in the form of guidance on fire prevention, developing fire management plans, and coordinating controlled burns to reduce the fuel load in fire-prone areas.

Educating land holders on how to manage their properties is critical in protecting the natural environment and rural/remote residents and communities from the devastating impacts of wildfires. By taking a proactive approach to mitigating fire risks communities can be prepared to respond in the best way possible.

BFNT undertake a wide range of planned mitigation burns across the Territory to reduce the effects of possible wildfires. When responding to fires, resources such as firefighting aviation aircraft can be on standby or used for fire suppression.

Other resources available to assist with firefighting efforts includes radio consoles installed at BFNT headquarters in Acacia Hills, Katherine and Alice Springs, increasing the interoperability with other government agencies and improving real-time communication capabilities across the Territory to support employees and volunteer bushfire brigades.

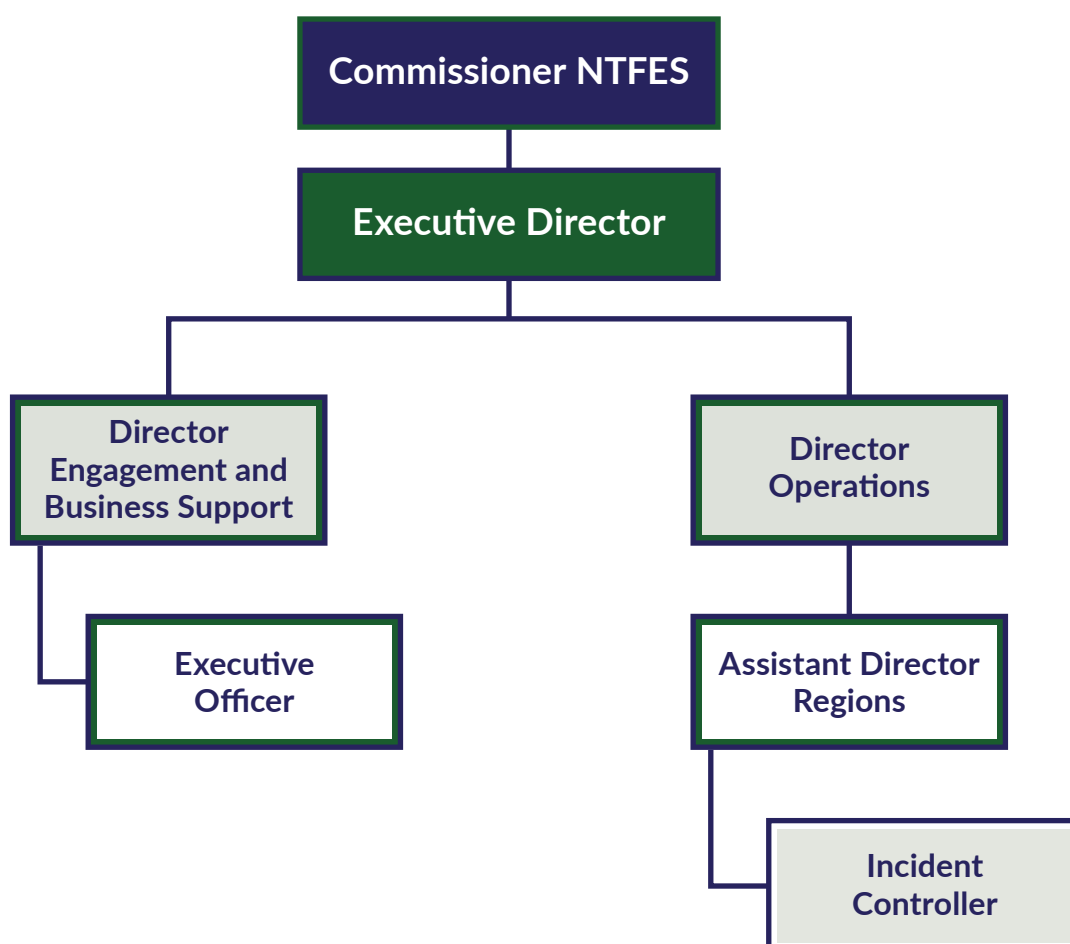
Those involved with responding to fires utilise FireMapper to share fire ground information and tactics with the incident management team, employees, volunteers and contractors on the fire ground to improve situation awareness.

Stakeholders have access to the online Bushfire Survival Guide and Property Management plan which was created to assist landholders to enhance their readiness, safeguard their families, and protect their properties.



Organisation structure

At 30 June 2025



Service localities

Darwin Rural, Adelaide River, Point Stuart and Douglas Daly

Bushfires NT Headquarters
Corner Townend Road and Stuart Highway, Acacia Hills

Katherine, Gulf, Arnhem and Victoria River District (VRD)

32 Giles Street,
Katherine

Alice Springs and Tennant Creek

3 Elder Street,
Alice Springs

Performance

Key performance indicators

Key Performance Indicators	2024-25 Target	2024-2025 Actual
Total authorised bushfire volunteers	≥367	405
Properties in high-risk fire protection zones found to comply with the <i>Bushfires Management Act 2016</i>	≥90%	89%
Planned mitigation burns completed in fire protection zones	≥80%	71%
Accredited training units delivered relating to fire management	≥40	82

Key achievements

- > Contemporised WHS practices and protocols establishing 'green zones' to mitigate smoke particulate and contaminant risks in Bushfires NT headquarter across the Territory.
- > Resourced the Bushfires NT Tennant Creek Office to re-establish a permanent presence in the Barkly region.
- > Deployed operational and planning capabilities through National Resource Sharing Centre arrangements to support fire response activity in Tasmania.
- > Established fixed-term a Bushfire Management Taskforce to develop a whole of Territory Strategic Bushfire Management Plan.
- > Implemented the WebEOC mobile app to staff and volunteers user groups to increase access to data on the Fireline, improving situational awareness and supporting overall WHS objectives.
- > Hosted national AFAC Warnings Group in Darwin featuring representatives from peak fire and emergency management agencies from across Australia.
- > Commenced construction of seven purpose-built grass fire units incorporating a modernised design and enhanced functionality as part of the fleet volunteer replacement program.

Operations and initiatives

Heli Muster Crew – Alice Springs

The Chief Minister visited BFNT staff and volunteers in Alice Springs, taking the opportunity to discuss key challenges and thank teams for the invaluable work they do.

The heli-muster crew took the Chief Minister to fly over areas impacted by fires in the East MacDonnell Ranges, showcasing the remote locations in which they operate and their capability to be in the air within 15 minutes when needed.



North Australia Savanna Fire Forum

BFNT demonstrated the incendiary drones at the 2025 North Australia Savanna Fire Forum hosted by the Indigenous Carbon Industry Network. The demonstration included an offsite controlled burn using the latest incendiary technology - the R4 drone machine.

The demonstration highlighted the benefits of utilising technology and innovation on the fire ground and was well attended by forum participants, including the Australian Government Assistant Minister for Climate Change and Energy, the Hon Josh Wilson MP, the Minister for Lands, Planning and Environment, the Hon Josh Burgoyne MLA, and the Leader of the Opposition, Ms Selena Uibo MLA.





International Women's Day celebrations

In celebration of International Women's Day, BFNT hosted a simultaneous morning tea in Acacia Hills, Tennant Creek and Alice Springs.

The morning tea at Acacia Hills included some special attendees:

- > **Ms Di Tynan:** An active member since the 1980s, Ms Tynan helped to establish the Elizabeth Valley Volunteer Bushfire Brigade and has been the captain since 1985.
- > **Ms Bev Shuker:** An instrumental member of the Darwin River Bushfire Brigade since 1984 and is currently the Captain.
- > **Ms Christine Platell:** A volunteer for multiple brigades since 1988 and has been a BFNT staff member since 2006.
- > **Ms Lee Humphris:** Assisted in the formation of Beatrice Hill Bushfire Brigade in 1995 and has undertaken various brigade roles including Captain. Ms Humphris has also been a BFNT staff member for 21 years.
- > **The Baker family:** 3 generations of female firefighters.



Women make up 30% of BFNT volunteers, including 5 Captains and 3 Deputy Captains across 20 brigades. Since the 1980s, female volunteers have been pivotal in establishing brigades across the Territory, contributing both on and off the fireground.

Visit from Oklahoma State University and Charles Darwin University

As part of a study exchange coordinated by Charles Darwin University, BFNT hosted 20 students from Oklahoma State University at the Acacia Hills headquarters.

The visit included a tour of BFNT facilities and the Peter McAuley Centre to gain insight into fire and emergency operations in the Territory.



Strategy and Performance



Strategy and Performance

In July 2024, the onboarding of a dedicated corporate services workforce for NTFES commenced with the establishment of the Strategy and Performance division. As at 30 June 2025, the Strategy and Performance division had reached 29 employees.

Established corporate services for the agency include:

- > Secretariat
- > Legal services
- > Media and Communications
- > Financial Services
- > Strategic Services.

In accordance with Budget Paper No. 3 of Budget 2024–25, funds were allocated to NTFES for improved organisational performance through strategic and governance leadership and the provision of ongoing corporate services functions.

The Commissioner of Fire and Emergency Services and the Commissioner of Police co-signed a Service Level Agreement in September 2024 for the provision of shared services between the two agencies. The agreement is in effect for 12 months with the first review commencing in March 2025 following the

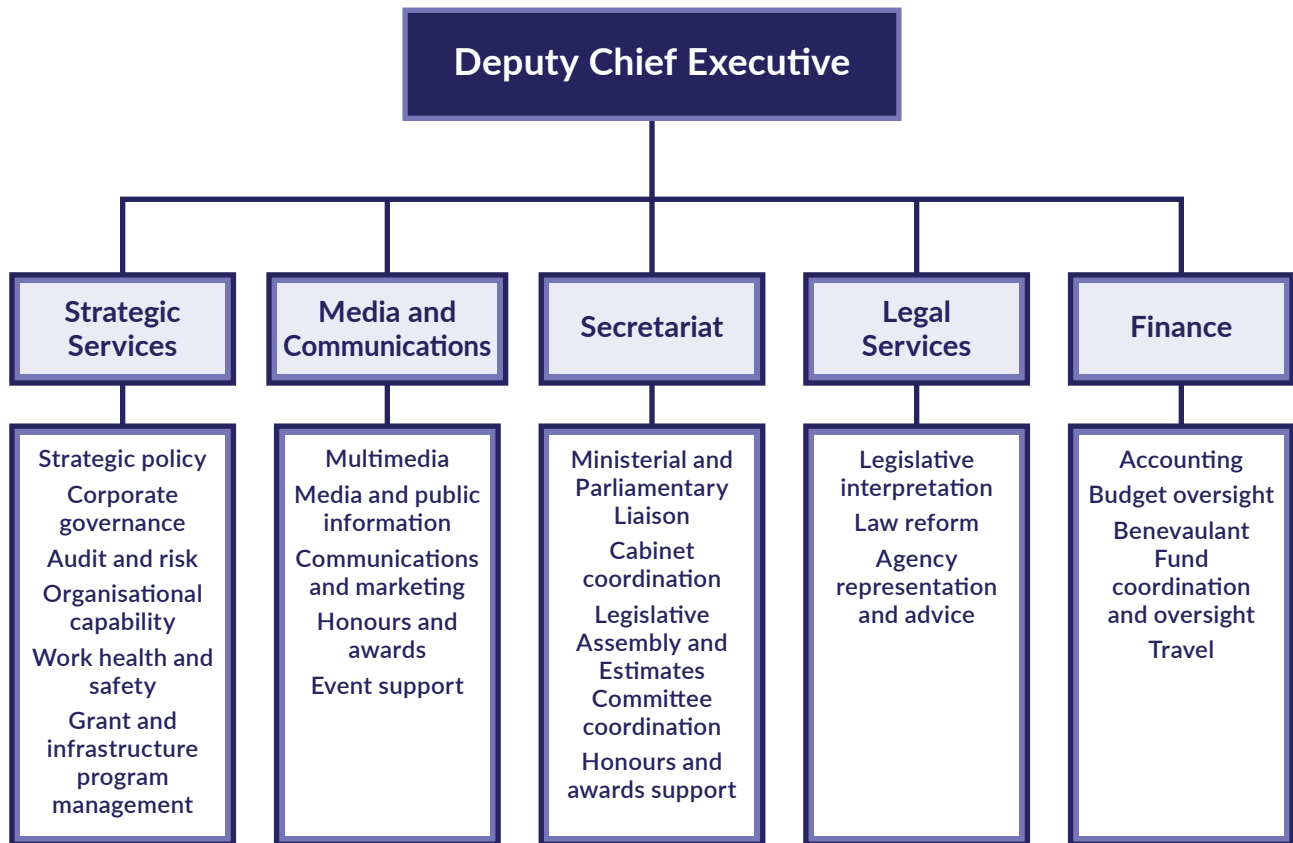
structural establishment of NTFES' agency-specific corporate services. The agreement with the NT Police Force enables NTFES to continue receiving a number of core functions, such as procurement, facilities, fleet management and maintenance, logistics, employee housing for firefighters, and combined coordination of the Peter McAuley Centre training college.

Also occurring in September 2024, common enterprise services and processes from NTFES such as information management, freedom of information, ICT services, employee case management, and human resources were centralised within the Department of Corporate and Digital Development, as part of the continuation of the Northern Territory Government's Enterprise Services Framework. The Enterprise Services Framework aims to create enterprise focused teams, standardise process and practices across government, and streamline and create efficiencies through centralised services.



Organisation structure

At 30 June 2025



Service locality

Strategy and Performance is centrally located in Darwin city.



41

POWER HOUSE

Santos

PADDY
PLATYPUS

SSES

Performance

Corporate and shared services

The objective of the Strategy and Performance Division is to improve organisational performance through strategic leadership and governance, and provision of corporate services functions.

Corporate and governance

Strategy and Performance Division provides a range of corporate and governance services to support NTFES' functions.

Shared services received

NTFES receives the following shared services from other NT Government agencies:

- > Coordinated and centralised corporate services from the Department of Corporate and Digital Development.
- > Infrastructure services and project management from the Department of Logistics and Infrastructure.
- > Logistics, facilities, procurement, fleet, housing, and wellbeing support services from the NT Police Force.

Key achievements

- > Development of NTFES Financial, HR and Procurement delegations, Corporate Policy Development (i.e. Conflict of Interest, Travel, Gifts and Benefits) and Strategy Development (i.e. Cyclone Plan, Pandemic Plan, Business Continuity Plan etc.)
- > Growth of followers on social media platforms such as Facebook, Linked In, YouTube and Instagram for NTFES and for each operational area.
- > Increased visibility and coverage of NTFES, NTES, BFNT and NTFRS in local and national media publications.





Operations and initiatives

Provision of multimedia and marketing services

Creation of engaging videos and promotional material to encourage community interest and engagement through social media in both safety messaging from the operational areas as well as promotion of recruitment activities.

Strengthening teamwork through behavioural science

Strategy and Performance held a strategic planning retreat in April 2025, focussing on the 2025–28 Strategic Plan and building teamwork through collaboration and the understanding of behavioural science. The retreat was filled with learning, shared experiences, and fun and laughter. The team explored key priorities to strengthen the alignment of corporate services with the broader agency.

By prioritising NTFES' strategic initiatives, the Strategy and Performance will create strong synergies, drive improved outcomes, and ensure that all teams are aligned toward the agency's vision, mission and goals.

BizNorth attended the planning retreat and presented on the mechanics of behavioural science between DISC profiles and the differences in personalities. Each team was able to gain an understanding of how team members can communicate effectively with each other, the strengths of each personality type, and techniques on how to improve deliverables through supporting each other.





Achievements, recognition and community engagement

Emergency Management Symposium

The Emergency Management Symposium was held in Darwin on 27 and 28 November 2024.

The Symposium covered a broad range of topics and featured sessions on seasonal hazard outlooks, cutting-edge technological advancements, and strategies for workforce development. A key focus was building resilience across all phases of emergency management – from prevention and preparedness to response and recovery.

Keynote addresses were delivered by senior representatives from the National Emergency Management Agency, the Australian Institute for Disaster Resilience, and Natural Hazards Research Australia, highlighting national perspectives and forward-thinking approaches.

The Symposium reinforced the shared vision for a safer, more prepared NT, where collaboration and innovation drive our emergency management efforts forward, and held particular significance in recognising the 50th anniversary of Severe Tropical Cyclone Tracy, which devastated Darwin on 25 December 1974. The cyclone's aftermath led to the establishment of the NTES and fundamentally reshaped emergency management in the Territory, reinforcing the importance of preparedness and coordination.

"With the frequency and severity of natural hazards increasing, our emergency services have greater responsibilities across all areas of emergency management"
Commissioner Warton said.

"The Symposium is a way for emergency services personnel to strengthen our professional practice by sharing experiences, insights, and innovative ideas."

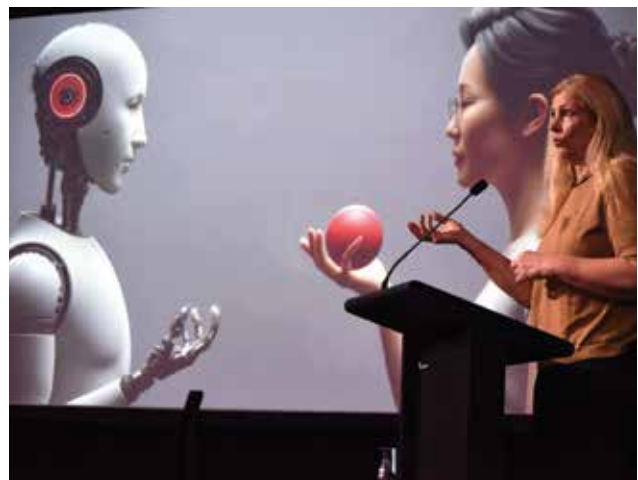
"When faced with an emergency, Territorians consistently demonstrate resilience and unwavering community spirit—especially our emergency responders and volunteers."

Strengthening national resilience

The Symposium was attended by key stakeholders, government officials, and emergency responders from across Australia and showcased the benefits of Technology, Innovation and Collaboration as essential tools for emergency management professionals.

The event served as a platform for dynamic presentations, insightful panel discussions, and valuable networking opportunities—all aimed at enhancing emergency management capabilities.

The formation of NTFES, bringing together the NT Fire and Rescue Service, NT Emergency Service, and Bushfires NT reflects a renewed commitment to integrated emergency response and stronger community resilience. This strategic alignment enhances our collective capacity to meet the challenges of an evolving hazard landscape.



Northern Territory Emergency Service 50th anniversary

NTES recognises 50 years of providing emergency management, planning, preparedness and response to the Northern Territory in 2025, marking five decades of dedicated service since its establishment in the aftermath of Cyclone Tracy.

For 50 years, NTES has played a vital role in emergency management, public education on disaster preparedness, and on-the-ground response during emergencies. The service is driven by everyday Territorians, with 211 volunteers and 24 staff members from diverse backgrounds, all united by the common goal to serve and protect the community.

The 50th anniversary is the perfect time to recognise the integral role the service plays during storms, floods, and cyclones and commend the volunteers who have selflessly offered their time during the evolution of NTES, the challenges faced over the decades, and the incredible achievements of our dedicated team.

To mark this milestone, NTES has a series of recognition events across the Territory throughout 2025, including a year-round a social media campaign covering the promotion and profiling of staff, showcasing achievements, and highlighting how far the service has come and its journey of growth over the 50 years.

While NTES was formally created in 1975, its roots trace back to various iterations of civil defence and emergency services that emerged after World War II. The impact of Cyclone Tracy on Christmas Day 1974 was a defining moment, underscoring the urgent need for a robust and responsive emergency service. This event shaped the identity and mission of NTES, reinforcing its role in disaster preparedness and response.

A timeline of NTES evolution

June 1940	Chief Air Raid Protection Warden appointed
1962	NT Fire Brigade & Civil Defence commenced
1965	NT Civil Defence & Emergency Services formed
June 1974	Commonwealth Natural Disasters Organisation established
25 Dec 1974	Cyclone Tracy devastates Darwin
Jan 1975	NT Emergency Service officially commences
Oct 2023	NTES & NTFRS separate from the NT Police Force to form part of NTFES
Jan 2025	NTES begins 50th anniversary celebrations

As the 50th anniversary of NTES is recognised, it's a time to reflect on our journey and the legacy we continue to build. In its formative years, NTES focused on developing a strong volunteer base and delivering specialised training in rescue operations, first aid and disaster response.



1965



1975



2023



2024



2025



Over the decades, NTES has become a vital part of the Territory's emergency response and recovery network, working in close partnership with police, fire, ambulance, and other agencies.

The capabilities have grown significantly in remote search and rescue operations, where advanced technologies now play a key role.

This milestone is not only a celebration of our past but also a reaffirmation of our future, it's an opportunity to share history, showcase capabilities, and foster the communities trust in NTES.

Heartfelt thanks are extended to all past and present staff and volunteers. Your dedication has laid the foundation for a strong and resilient NTES, one that continues to protect and serve the Territory with pride and professionalism.



NTES flashbacks

From the aftermath of Cyclone Tracy to today, NTES has grown to 211 volunteers and 24 staff members from diverse backgrounds, all united by a common goal to serve and protect the community.

Over the 50 years, NTES expanded from one volunteer unit to 18 volunteer units, with the support of 13 caches across the Territory. Volunteers play a crucial and time critical role in preparing for and responding to a variety of emergency events right across the Territory.



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Agency deployments

NTFES continued to support other jurisdictions and countries through deployment in 2024-25 which involved the coordinated uplift of employees, auxiliaries and volunteers from across NTFES operations to provide emergency management response and logistical support either during or following a natural disaster.

Western Australia

Early 2025, Western Australia experienced wildfires burning south of Perth. NTFES mobilised 17 team members, consisting of volunteers and staff from the NTFRS and BFNT, to the Manjimup area across the southwest to work alongside colleagues from Western Australia, New South Wales and Queensland.

The team assisted with firefighting operations, including backburning and suppression operations, and were actively involved in the operation of heavy bushfire tankers, earth moving equipment, and aviation assets.



Victoria

In early 2025, the Victorian Government requested assistance from all Australian jurisdictions to aid their response for fires near the Grampians, prompting an immediate response from NTFES.

NTFES deployed NTFRS Senior Station Officer, Daniel Kenna, and Ms Lee Humphris and Mr George Wilson from BFNT.

The team worked alongside the Queensland Rural Fire Service and other response crews from New South Wales, South Australia and Canberra to provide relief to the local responders and share their knowledge and experience to develop strategies to manage fires across the region.





Queensland

In early 2025, NTES dispatched 7 members to Queensland to provide flood assistance to the flood emergency in the far north, following the region experiencing extreme rainfall, resulting in extensive flooding.

The team, consisting of volunteers and staff from Darwin, Palmerston, Nhulunbuy and Katherine assisted with relief and recovery tasks, such as debris removal, community engagement, flood boat resupply and evacuation centre operations.

Recovery efforts in wake of Cyclone Alfred

NTES staff and volunteers were deployed to Queensland to assist with recovery efforts following ex-Tropical Cyclone Alfred.

The team, consisting of volunteers and staff from Darwin, Katherine and Nhulunbuy assisted emergency crews and residents with relief and recovery tasks in the Brisbane suburbs that had sustained storm damage due to extreme rainfall, resulting in flash flooding.

In response to Cyclone Alfred the crew also provided support on Macleay Island, Russell Island, and Karragarra Island in South East Queensland where they carried out a range of roofing and chainsaw activities, including clearing trees, repairing storm damage caused by large fallen trees on homes, and completing repairs at heights.



New fleet

NTFES coordinates a major appliance and fleet replacement program each year to ensure our services have the right equipment to serve and support the community.

NTFRS' major appliance replacement program has an annual budget of \$2.5 million. In 2024–25, the program included the replacement of:

- > urban specialist aerial appliance
- > urban crew cab heavy pumpers
- > rural tankers
- > light rescue tankers
- > heavy rescue tankers
- > heavy HAZMAT operational support.

The major appliance replacement program also included the purchase of cab chassis, engineering design, body build pump, lockers and incidentals such as, ancillary equipment to make the appliances operational and fit for purpose.

NT Emergency Service marine vessel

NT Emergency Service commissioned into service a ESV402 - custom-built, 5.9-metre aluminium Taipan rescue vessel designed specifically for the Territory's challenging and often remote water environments.

Engineered for flood response and inland waterway operations, ESV402 is fitted with advanced marine electronics including GPS, sonar, and integrated communications systems. It also carries purpose-built

rescue equipment and onboard first aid supplies, making it a vital tool in emergency operations, particularly during the wet season and cyclone events.

To ensure safe and effective use of the vessel, NTES volunteers and staff participated in hands on training delivered by expert marine instructors. The training focused on navigation, vessel handling, night operations, and emergency scenarios, building confidence and capability across the team.

ESV402 has already enhanced NTES's ability to respond to remote and isolated communities, significantly reducing response times and improving safety outcomes. The vessel's design — including a shallow draft and bow-loader configuration — ensures ease of access in unpredictable and debris-laden floodwaters.

With the introduction of ESV402, NTES continues to invest in the safety and resilience of the Northern Territory. It represents not only a modern and reliable asset, but a commitment to ensuring communities are better supported and protected during times of crisis.

Bushfires NT fleet replacements

As part of the Bushfires NT fleet replacement program, nine Grass Fire Units were delivered in 2024–25, replacing Volunteer Brigade vehicles that had reached the end of their operational life. Two additional Grass Fire Units were also transferred from NTFRS through the 2024 Machinery of Government changes.



NTFES blood donation

Emergency service professionals and volunteers know firsthand just how critical blood donations can be – many have been first responders at incidents where blood or plasma made the difference between life and death.

Donating blood is just one way we make a difference, both in the communities and within our agency. To support the importance of blood donation.

NTFES registered a blood donation team for staff and volunteers to register blood or plasma donations against, allowing the agency to track how many lifesaving donations were collectively made throughout the year.



Community engagement

Social media engagement

NT Fire and Emergency Services have dedicated Facebook pages for each operational division which are regularly updated with stories and information relating to the work being undertaken across the agency. Each page provides the community information relating to:



Achievements



Success stories



Seasonal preparedness



Behind the scenes



Community impact



Community events



Partnerships



Public information in emergencies or incidents

NTFES also maintains a presence on Linked In, Instagram, and Youtube.



NTES at the 2024 Darwin Christmas Pageant

Employees and volunteers from NTES entered a float in the 2024 Christmas Pageant in Darwin. The service was able to showcase to the community one of their new vessels.



Yulara Furies Social Club for Ovarian Cancer Australia

In late 2024, the Yulara Fire and Rescue Social Club launched their 2025 calendar with all proceeds being donated to Ovarian Cancer Australia research. The calendar was inspired by Senior Station Officer Jim Dalton's wife, Sue. The calendar has raised a total of \$9,354.

This calendar is a perfect example of NTFRS members coming together to support each other through tough times.





NTES Paddy Platypus

The NTES Community Engagement team regularly visit children at school and out of school care programs.

Paddy the Platypus is part of the team who undertook a road trip in March 2025 to present the NTES wet season flood safety program to regional locations in the Territory including Katherine. During the week of travel the team delivered seven presentations and educated more than 400 kids on wet season safety and how to care for their friends and neighbours.



International Women's Day

A/Commissioner Bremner chaired the engaging Women in Emergency Services panel, alongside Acting District Officer Jo-Anna Kenney from NTFRS, and other representatives from NT Police Force, Australian Defence Force, and Royal Darwin Hospital. These incredible women shared their valuable insights and advice for women considering a career in emergency management. NTES and NTFRS staff and volunteers also had the opportunity to connect with attendees, providing information and inspiration about the vital work being undertaken every day in emergency services.



Marching for Soldier On

Chief Fire Officer Stephen Sewell AFSM got up bright and early in March 2025 to take part in the Mix 104.9 RAAF to Robbo challenge as part of the national 'Soldier On' initiative.

Chief Fire Officer Sewell was one of 200 people who participated in the 14.5km march from RAAF Base Darwin to Robertson Barracks to raise awareness and funding for the not-for-profit organisation delivering support services for current and former Australian Defence Force personnel and their families.



NTFRS work with St John NT and NT Police to respond to a simulated accident.



Street Smart High turns 5

NTFRS responded to a simulated crash scene as part of Street Smart High 2025.

It was the fifth time the program was delivered to the youth road safety showcase. A record 1,800 students from Darwin and Top End schools were registered to attend the event.

The students heard from guest speakers and witnessed a narrated crash scene response. They also learnt about the 5 most common causes of serious crashes on Territory roads known as the Fatal Five: drink and drug driving, not wearing a seatbelt, speeding, distracted driving, dangerous road users.

In addition to responding to the crash scene, NTFRS had a stall stationed at Street Smart High for students to interact with. They were given the chance to hold vehicle cutters and have their questions answered by NTFRS staff, with some sharing their interest at a career in firefighting.

The Territory has the highest rate of road deaths in Australia, and Street Smart High is a raises awareness of road risks and empowers students to speak up, build resilience and make safer choices.





Mandy and Sandy from the NT Fire and Rescue Service at the Minutes Matter display in Katherine.



Reminding senior Territorians 'Minutes Matter' when planning fire escapes

NTFRS's Community Engagement team attended the Council on the Ageing NT Senior's Expo in Katherine. The event was attended by approximately 200 people and provided NTFRS with the opportunity to engage with and inform senior Territorians about smoke alarm safety and the 'Minutes Matter' campaign, which encourages people to sit down with a cuppa, and plan their emergency exit in the event of a house fire.

Connecting with the community

NTFRS members have undertaken community engagement opportunities to promote the work they do and raise awareness of recruitment activities within the agency promoting either employment or volunteer opportunities. Initiatives include:

- > At Come and Try Days, members of the public are invited to attend sessions with current firefighters of NTFRS. Participants have a unique opportunity to experience the Physical Aptitude Test, which is a key component of the firefighter recruitment process, they can get hands-on with the real-life challenges of a firefighter and see what it takes to succeed. Expert career firefighters are there to guide them, share tips and support them in their attempts to try being a firefighter.
- > Over 1,500 members of the public attended the NTFRS Family Open Day to learn more about the service. Visitors had the opportunity to glimpse behind the scenes, with firefighters conducting live demonstrations, showcasing their skills and equipment.

NTFRS ran a campaign in 2024-25 focussing on community engagement, education and supporting the Territory lifestyle and economy through innovative, efficient, and inclusive service delivery.

The campaign focus included two opportunities to win a ride in a firetruck via:

- > A raffle at the RSPCA Save the Paws Ball in 2024.
- > Social media competition promoting Smoke Alarm Action Day.

Delivering Smart Sparx across the NT

The NTFRS Community Engagement team has been educating primary school students across the Territory about fire safety. Smart Sparx is a fire safety initiative delivered to students from transition to Year 2.

During sessions, students identify what makes a fire safe and unsafe and what to do in a fire emergency, they are also given a scenario where they respond to the sound of a smoke alarm and practice crawling low under smoke.





International Firefighters' Day 2025

Sunday 4 May marked International Firefighters' Day, an annual day of recognition to honour volunteer and career firefighters who have lost their lives in the line of duty. It is also a time to reflect on and acknowledge the courage, dedication and service of current and former firefighters across our communities.

In Alice Springs and Darwin, NTFES employees came together to pay their respects with a moving tribute. The occasion was marked by a wreath-laying service, followed by a coordinated 'sound off' across many stations, where fire engines sounded their sirens for 30 seconds, followed by a minute of silence in honour of fallen firefighters.

NTFRS and BFNT proudly displayed their blue and red ribbons on their vehicles. That evening, Parliament House was lit up in the symbolic colours of International Firefighters' Day, blue over red, representing the elements firefighters face every day: water and fire.





Our people

As a frontline service delivery agency providing expert fire and emergency management advice to Government and the Territory to inform planning and preparedness decision-making for the benefit of Territorians, we strive to have the right people in the right jobs.

Our aim is to develop current and future leaders capable of enhancing and shaping essential services for the Territory, while supporting our people and our volunteers to achieve their professional goals in a workplace where wellbeing, resilience, inclusion and diversity are at the centre of our culture.

Employment instructions

Under the *Public Sector Employment and Management Act 1993*, Employment Instructions provide direction to agencies on the management of human resource matters. NTFES' performance against each Employment Instruction is detailed below.

Employment instruction	Action
1 Filling vacancies	Recruitment and establishment procedures are available online. SHRC consider all requests for the establishment of positions and recruitment to vacant positions and make recommendations to the delegate. Employees who take part in recruitment processes are required to undertake the Merit Selection and Special Measures Training every three years.
2 Probation	NTFES' probation procedure is consistent with legislation and available via access to NTG Central. New employees selected for ongoing appointment are advised of the probation process during their individual induction and provided with information relating to workplace expectations and their duties and responsibilities. Probation is managed by NTFES with the support of DCDD Workforce Services and via the online portal with managers being advised of upcoming probation due dates to ensure timely compliance.
3 Natural justice	The principles of natural justice are applied and adhered to when dealing with employees in all situations. Natural justice has been included in internal policies and procedures.
4 Employee management	NTFES utilises the Enterprise Framework online MyPerformance tool and the MyCareer performance tool to capture employment management and performance plans.
5 Medical examinations	Advice is provided to managers as required with the support of DCDD Workforce Services case managers. In 2024–25, two employees undertook a medical examination or assessment for fitness for duty for inability.
6 Performance and inability	The performance and inability guidelines are available online. DCDD Workforce Services case managers support managers dealing with performance issues (including attendance concerns), and help managers and employees to improve performance.
7 Discipline	The discipline employment instruction and associated guidelines are available online. DCDD Workforce Services case managers support managers to ensure processes are followed correctly and natural justice is provided.

Employment instruction	Action
8 Internal agency complaints and section 59 grievance reviews	NTFES has available to all employees, a Complaints Management Policy in addition to other resources available on NTG Central regarding the management and resolution of complaints. Access to the Office of the Commissioner for Public Employment process in relation to section 59 grievance reviews is also available online. In 2024–25: > 9 complaint matters were lodged with the department for internal review, > 6 complaint matters were (finalised), > 7 section 59 grievance reviews were lodged.
9 Employment records	DCDD stores employment records on personnel files. NTFES complies with the DCDD policy regarding access to these files. There were two requests to access employee information lodged under the <i>Information Act 2002</i> during 2024–25.
10 Equality of employment opportunity programs	NTFES adheres to the principles of the NTPS EmployAbility Strategy.
11 Occupational health and safety programs	NTFES is implementing a refreshed WHS Framework to suit its new agency structure which aligns and standardises our operational WHS procedures and ensures legislative compliance and meets the requirements of Employment Instruction 11.
12 Code of Conduct	The Code of Conduct is available online. The OneNTG Online Code of Conduct training is mandatory, and all employees are required to complete the training within the first 3 months of commencing and refresh their knowledge every 3 years.
13 Appropriate workplace behaviours	All employees can access documentation online to assist them to address inappropriate behaviour in the workplace. The OneNTG online Appropriate Workplace Behaviours training is mandatory, and all employees are required to complete the training within the first three months of commencing and refresh their knowledge every 3 years.
14 Redeployment and redundancy procedures	NTFES adheres to the redeployment and redundancy provisions. There were no voluntary redundancies during 2024–25.
15 Special measures	NTFES adhered to the whole of government Special Measures Recruitment Plan during 2024–25.

Our paid workforce

Our people are our greatest asset. They are dedicated to providing high quality service to the Territory, and are committed to ensuring Territorians are safe while also protecting each other's health and wellbeing.

As an organisation we seek to attract quality skilled and experienced people, who are encouraged to participate in training and development, share knowledge, be innovative and creative, and to consider all aspects of risk and continuous improvement, by doing so, they are able to respond to situations in the best way possible, all while meeting NTFES' strategic goals and objectives.

As at 30 June 2025, NTFES had 366 paid employees who come from diverse backgrounds, who bring unique skills, knowledge and experience. With regular recruitment taking place across the agency for both civilian and firefighter roles, people from diverse backgrounds are encouraged to join the workforce.

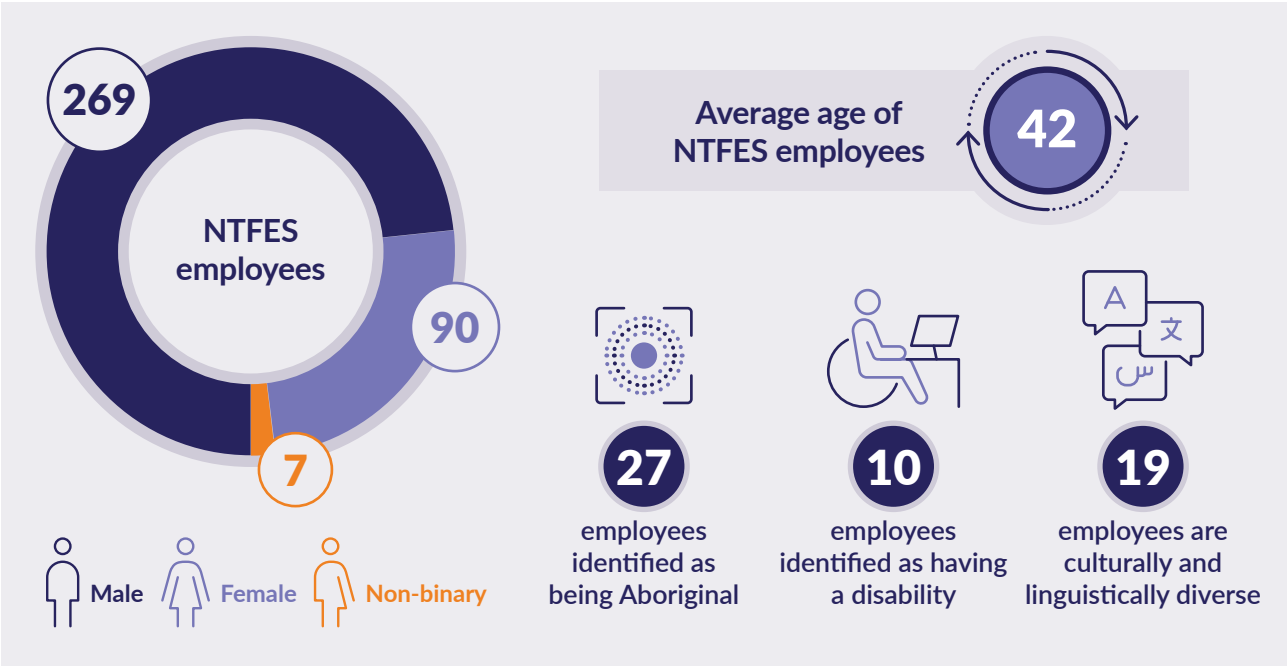
Full Time Equivalent staff by designation

Administrative Officer 3	4	Technical 2	3
Administrative Officer 4	15	Technical 3	10
Administrative Officer 5	16	Technical 4	5
Administrative Officer 6	16	Technical 5	1
Administrative Officer 7	9	Technical 6	3
Executive Officer 1 - Executive Contract	3	Firefighter Recruit	25
Executive Officer 2	1	Firefighter Qualified	13
Executive Officer 2 - Executive Contract	3	Firefighter Class B	12
Executive Officer 4 - Executive Contract	1	Firefighter Class C	22
NTPS Traineeship	1	Firefighter Class D	15
Physical 3	2	Senior Firefighter	61
Professional 2	3	Leading Firefighter(Qualified)	16
Professional 3	3	Station Officer	42
Senior Administrative Officer 1	11	Senior Station Officer	31
Senior Administrative Officer 2	9	District Officer Fire Service	7
Senior Professional Officer 1	2	Total	366
Senior Professional Officer 2	1		



During 2024–25, NTFES undertook 61 recruitment processes, including two bulk recruitments to fill the positions of Recruit Firefighter across the Territory. 24 Recruit Firefighters graduated as part of Recruit Squad 49 in July 2024 and Recruit Squad 50 in December 2024.

NTFES advertised vacancies in accordance with Special Measures Recruitment Plans which are dedicated to increasing the number of Aboriginal employees.



Our culture

NTFES is dedicated to having a diverse workforce that is representative of the community being served and offers a workplace culture that is inclusive, respectful and capable.

To do this the agency has:



Encouraged recruitment targeting Aboriginal employees through the Special Measures Plan



Promoted the diversity of the workplace through social media campaigns to encourage participation in recruitment and as a volunteer



Encouraged staff to consider risks, and raise their concerns



Encouraged consideration and implementation of continuous improvements



Recommended engagement with the employee assistance program to help manage any day-to-day challenges they encounter in their personal or professional lives



Provided training opportunities to help employees develop personally and professionally

Workforce capability and capacity

NTFES supports the ongoing development, capacity and capability growth of all employees. To do this employees are:

- > provided with a personalised induction that introduces them to all divisions and to their immediate workplace and team.
- > required to complete, within three months of commencement, the mandatory essential training courses via the OneNTG Online Learning Platform. Refresher courses are required every three years.
- > Encouraged to participate in development opportunities via online (through the myLearning Platform) and in-person training, undertaking development/higher duties opportunities.

During 2024–25, there were 206 enrolments on the myLearning Platform. Amongst the 63 various training sessions undertaken the completed modules included training relating to work health and safety, use of machinery, procurement and finance, risk management, and individual skills development (i.e. resilience training and minute taking skills).

Employment programs and early career development

The Emerging Leaders Program is delivered across government to participants at level 5 to 7 in the Capability Framework and equivalent levels. NTFES staff Marc Errington, Warren Todd and Tom Morrison all successfully completed the program. NTFES has enrolled six participants in the next two cohorts of the program.

As well as developing the skilled workforce, NTFES also hosted three early career trainees, who undertook training through Charles Darwin University. The trainees undertook either the Certificate III in Business or the Certificate IV in Conservation and Ecosystem Management.

The EmployAbility Work Experience Pilot program aimed to introduce people with a disability to the diverse work opportunities available in government. The program provided workplace supervisors professional development in managing people with a disability in the workplace.

NTFES hosted one EmployAbility Work Experience Pilot program participant in 2024-25.

Health and wellbeing

The agency has a service level agreement in place with the NT Police Force which provides access for employees to the MyWellbeing portal which is dedicated to offering health and wellbeing resources as well as free and confidential support services for employees and volunteers of the NT Police Force and NTFES.

All Northern Territory Government employees can access flexible workplace arrangements, immunisation programs, and the Employee Assistance Program which is also accessible by their dependants.





Employee Assistance Program

In addition to MyWellbeing portal, the Employee Assistance Program (EAP) is available to all employees and their families and provides professional, independent, confidential counselling services free of charge. The EAP provides assistance in dealing with personal or workplace issues that may impact on work performance. The aim is to provide the user of the service with early detection, preventative and proactive interventions to deal with both work and personal problems.

Work-life balance

The agency values the contributions employees make to their workplace and acknowledges that a work-life balance is required and acknowledges the effect on performance and productivity a balanced life can have.

There are many flexible working options available to employees and the agency is committed to supporting these arrangements that can occur due to adjusting to work and life after a period of parental leave, fulfilling the responsibilities as a carer or transitioning to retirement.

In the reporting year there were 14 approved flexible working arrangements, which comprised of compressed or averaged hours, variation to full-time hours and working from home. One of the arrangements were for an employee over 55 years of age and the remaining arrangements were employees under 55 years old.

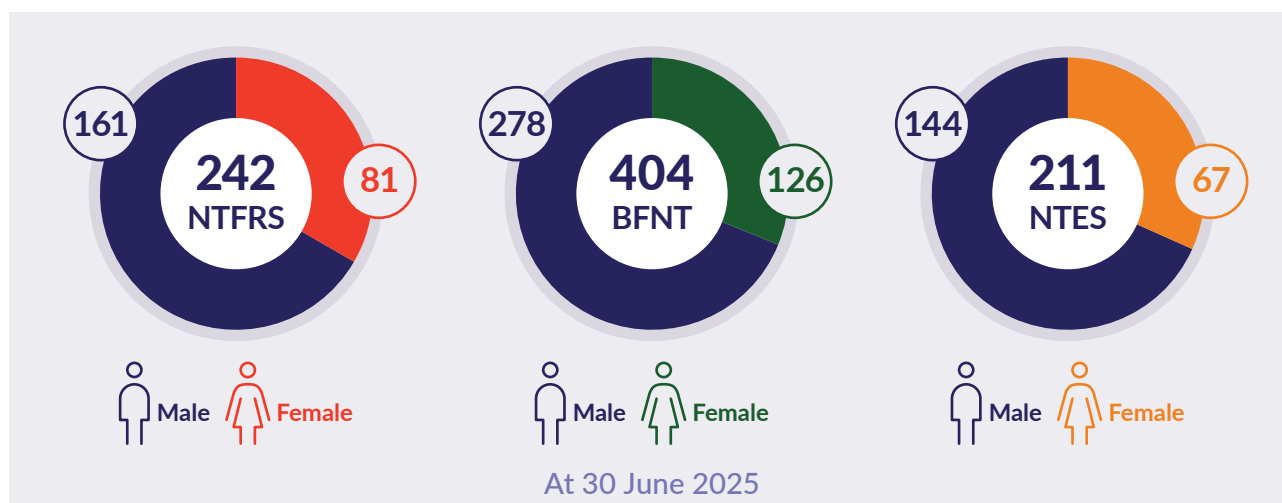
Our volunteer workforce

Our volunteers are the backbone of the agency and are dedicated to ensuring that Territorians are protected from hazards and severe weather.

As an organisation we seek to attract dedicated, skilled, and experienced volunteers, who are encouraged to participate in training and development, share knowledge, and to consider all aspects of hazardous incidents and risk and continuous improvement. In doing so, they respond to emergency situations in a professional and expert manner.

NTFES' community engagement officers and other employees participated in events, expos, and information sessions to showcase volunteer opportunities to the community.

NTFES extends its sincere thanks to all volunteers who generously give their time, skills, and energy to support their communities during emergencies and through ongoing preparation activities. Their commitment, whether responding to severe weather events, participating in training, or engaging with the community is the foundation of our service. Volunteers play a fundamental role in building safer, more resilient communities across the Territory.





Welcome to Charles Darwin University international students

NTES and NTFRS community engagement teams gave Charles Darwin University's newest international students a warm Territory welcome at the universities welcome reception event.

The team spent the evening welcoming international students to the Top End, discussing topics such as cyclone preparedness, storm and water damage and the importance of emergency preparedness.

Students were eager to learn how they can stay safe, and many showed an interest in becoming an NTES volunteer during their time in Australia. In addition to NTES, students also met with a range of social and community groups.



Jabiru open station recruitment evening

The NTFRS team in Jabiru hosted an open station evening dedicated for people interested in volunteering with the fire service.

The team conducted equipment and truck demonstrations, followed by practical drill training, road crash response and hose pump drills. The night wrapped up with a light supper and a group debrief.

These open evenings are a great way to involve the local community and encourage a sense of ownership of their local brigade. The event was a great success, resulting in 7 new applicants for the station.



Alice Springs Volunteer Bushfire Brigade

Alice Springs Volunteer Bushfire Brigade contributed to the success of this year's Parrtjima - A Festival in Light.

The team's support played a vital role in making the festival safe, welcoming, and memorable for thousands of visitors who gathered to celebrate Aboriginal art, culture and storytelling under the stunning red centre skies.

The company that delivers Parrtjima on behalf of NT Major Events, made a donation to Alice Springs Bushfire Brigade in recognition of their commitment and support throughout the event.

In late April, the Alice Springs Volunteer Bushfire Brigade provided support to St John NT at the Aileron Rodeo. St John NT stated the team provided exceptional support and collaboration to St John NT volunteers, including when responding to a member of the public who required urgent care.



Volunteer and auxiliary firefighter training

NTFRS Volunteer Auxiliary Development Report

Over the reporting period, the Volunteer Auxiliary Development has seen significant progress in training delivery and relationship building across regions. Despite some staff movements, our training programs have continued effectively.

Staffing and training Challenges

Foundational training is an essential component of joining NTFES as either a volunteer or staff member. Volunteer Firefighter Stations such as Jabiru and Wurrumiyanga experienced an almost complete staff turnover. However, through positive community engagement efforts, these stations are now fully crewed again.

Southern Training Team

The Southern Training Team has been heavily involved in coordinating and delivering numerous training programs, supporting regions from the north through to the centre with a hands-on approach. The training areas covered include:

- > HAZMAT
- > Interior Structure Firefighter
- > Volunteer Firefighter
- > First Aid
- > 4WD Operations
- > Road Crash Rescue
- > Pump Awareness
- > Breathing Apparatus
- > Chainsaw Safety

Upcoming Southern Activities

- > Driver's licence upgrades
- > Wildfire training
- > First Aid refreshers
- > Ongoing coordination with Southern Command to forecast and plan future training needs

Northern Training Team

The Northern Team has maintained strong delivery throughout the year, incorporating new Subject Matter Experts and leveraging experienced trainers in mentoring roles. This approach aims to develop a robust team of satellite instructors to sustain high-quality training delivery.

Training conducted includes:

- > Volunteer Firefighter Wildfire
- > Pumps and Tanker Up-skilling
- > Road Crash Rescue Awareness
- > First Aid
- > Rescue
- > Basic Operational Procedures and Incident Command and Briefing System

Upcoming Northern Activities

- > Development and delivery of Fire Mapper, RCR and Hazmat awareness training
- > Continued collaboration with Northern Command to anticipate and meet training needs
- > CPR training

Regional auxiliaries trained up to respond to structure fires

The Alice Springs Fire Station delivered an internal structural firefighting course during the reporting period to 8 auxiliary firefighters from Tennant Creek and Yulara Fire Stations.

Participants attended theory lessons delivered by staff before the auxiliaries were able to put their new skills to practice in a refurbished structural firefighting training container at the local Arid Zone Research Institute site.

The training enabled the auxiliaries to stay safe and reduce the impacts during structure fire events. They also learnt about the importance of application and appropriate branch and hose techniques, safe entry, as well as improving their overall understanding of fire behaviour.



Fire auxiliary training in Gove

During the reporting period, Gove volunteers and auxiliary fire members refreshed their skills, built teamwork and boosted morale for the upcoming fire season.

Participants completed a range of tasks like pump operations, hose speed drills, cardio and strength fitness in a team environment.

Yulara HAZMAT workshop

Yulara Fire and Rescue conducted a HAZMAT workshop for their auxiliary fire officers and volunteers.

The 3-day course included theory and practical scenarios enabling the teams to identify, monitor and handle hazardous materials safely. Crew members supported the training by setting up and packing up various HAZMAT scenarios and assisted participants in their preparation.

Yulara has more training planned, including first aid followed by a new course called 'Operations and Recover 4WD'.





Inspiring future fires on Bathurst Island

The Tiwi Futures Expo was held during the reporting period and the Wurrumiyanga Volunteer Fire Brigade attended to catch up with the community and promote the work they do as valued members of NTFRS.

The expo provides students with insight into careers they may not have imagined, and gives them a chance to meet local employers in a relaxed and familiar environment.

The brigade's presence at the expo was well received and raised considerable interest from members of the Bathurst Island community.

The brigade also received a number of enquiries from community members looking to join and discussed opportunities to work together with different groups on the island.



Australia Day activities

On Australia Day, the Humpty Doo Volunteer Fire Brigade held an afternoon of fun and activities at the Humpty Doo Hotel. Several other brigades joined the fun, showing the rural community how passionate they are about helping others when the fire season is threatening their community.

Wear Orange Wednesday celebrations

Wear Orange Wednesday or 'WOW Day' was held on 21 May 2025.

WOW Day is held during National Volunteer Week and is an opportunity to recognise and thank the incredible Emergency Service volunteers who dedicate their time to support our community.

Communities across Australia are encouraged to wear orange and thank emergency service volunteers, who generously give their time to help communities during emergency situations.

NTES coordinated a range of WOW Day activities in partnership with Volunteering NT and the Territory Insurance Office.

In Darwin, NTES brought the energy of WOW Day to the heart of the city by taking over Smith Street Mall with rescue boats, displays, and everyone's favourite mascot, Paddy the Platypus. It was a fantastic opportunity to connect with the community, share stories, and raise awareness about the vital role of emergency service volunteers.

A huge thank you to Chief Minister and Minister for Fire and Emergency Services, the Hon Lia Finocchiaro MLA for taking the time to join us and show her support. Her presence helped shine a spotlight on the incredible work our volunteers do across the Territory.

In Alice Springs, the annual WOW Day tug-of-war was a crowd favourite once again, bringing teams, cheers, and a healthy dose of competition to the heart of the community.

Teams from across NTFES and St John NT brought their strength and spirit, but it NTES who pulled through, literally, claiming the trophy for the first time since the event's inception.



Staff recognition, awards and achievements



Australian Fire Service Medal (AFSM)

The Australian Fire Service Medal recognises distinguished service by members of an Australian fire service. It may be awarded to paid and volunteer members. Recipients are entitled to the post nominal 'AFSM'.

Jamie Seib

James Bromley

Lee Humphris

Emergency Service Medal (ESM)

The Emergency Service Medal recognises distinguished service by members of an Australian emergency service. It may be awarded to paid and volunteer members. Recipients are entitled to the post nominal 'ESM'.

Fleur O'Connor

National Medal (15 Years)

The National Medal recognises 15 years' diligent service by members of recognised government and voluntary organisations that risk their lives or safety to protect or assist the community in enforcement of the law or in times of emergency or natural disaster. Clasps are awarded for each additional 10 years of service.

Dean Procter

Andrew Harley

Steven Russell

Christopher Fishlock

Claire Peberdy

Brad Donovan

Jonathan Dunn

Daniel Kenna

Matthew Jenkins

John Neal

Jim Zamolo

Jay Hanton

National Medal 1st Clasp (25 Years)

Maxine Way

Shane Carroll

Aaron Perry

Andrew Thompson

Matthew Wilson

James Kenna

Ian Smith

National Medal 3rd Clasp (45 Years)

Michael Lew Fatt



Northern Territory Administrator's Medal of the Year Award

The Administrator's Medals recognise and celebrate career firefighters, auxiliaries, volunteer firefighters and emergency service employees or volunteers for their commitment and sacrifice to keep the community safe. Nominees demonstrate a contribution to professionalism, local understanding, trust and respect, and engagement and dedication to serve and protect our community.

Career Firefighter of the Year

Anna Stephan

Auxiliary or Volunteer Firefighter of the Year

Dwayne Jones

Emergency Service Employee or Volunteer of the Year

Lee Webb





Northern Territory Fire and Rescue Service Medal (10 Years)

NTFRS Service Medal is awarded in recognition of the ethical and diligent service of officers. 10 years' eligible service is necessary to qualify for the medal, and clasps are awarded for each additional 10 years of service.

<i>Johannes Van Loehout</i>	<i>Darryl Field</i>	<i>David Wheeler</i>	<i>Robert Smets</i>
<i>Hamish Burslem</i>	<i>Nicholas Brustolin</i>	<i>Thomas Aitken</i>	<i>Phillip Evans</i>
<i>Kent McKay</i>	<i>Harry Perkins</i>	<i>Leigh Pleiter</i>	<i>Neil Macdonald</i>

Northern Territory Fire and Rescue Service 1st Clasp (20 Years)

<i>Michael Freed</i>	<i>Paul Horsington</i>	<i>Andrew Innes</i>	<i>Duncan Stitfold</i>
<i>Warren Todd</i>	<i>Sean Ranie</i>		

Northern Territory Fire and Rescue Service 2nd Clasp (30 Years)

Nikolaos Rigas

Northern Territory Fire and Rescue Remote Service Ribbon

The Remote Service Ribbon is awarded in recognition of the meritorious service of members who have served in track station areas for 24 months of continuous service or longer.

Only career firefighters are eligible to apply.

Luke Van Den Heuvel *Ross Pearce*



Northern Territory Emergency Service Volunteer Service Medal (5 Years)

The Volunteer Service Medal is awarded in recognition of meritorious service by NTES volunteers. Five years' eligible service is necessary to qualify for the medal.

Jessica Leeson

Brett Martin

Samantha Rice

Calvin Tooby

Craig Bould

Kyle Seville

Brett Malouf

Northern Territory Emergency Service Certificate of Appreciation (10 Years)

The Certificate is signed by the Chief Minister of the Northern Territory and presented to members who have completed 10 years of service.

Laura Wright

Tim Sherry

Northern Territory Police, Fire and Emergency Service (Tri-Service) 10 Years Service Medal

The Deputy CEO may recommend to the CEO Fire and Emergency Services that a current or former NTPFES Public Sector employee be awarded the Tri Service Public Sector Medal after 10 years continuous meritorious service.

For every period of five (5) years continuous meritorious service over and above the first 10 years, the CEO Fire and Emergency Services may approve that an employee be awarded a clasp to the Tri Service Public Sector Medal.

Vanessa Lew Fatt

Merrawyn Rogers

Tri-Service 1st Clasp (15 Years)

Seth Dugdell

Amanda Foord

Stacey Gilchrist

Steven Vitnell

Diane Wemyss

Volunteer recognition, awards and achievements

Australian Fire Service Medal

Volunteer firefighter, Mr Jamie Seib, was awarded the Australian Fire Service Medal as part of the 2025 Australia Day Honours.

Jamie's outstanding dedication as Captain of the Borroloola Fire and Emergency Response Group has made a lasting impact on his community. His leadership has helped shape the FERG into a highly capable, well-prepared team ready to respond to emergencies of all kinds.

Jamie played an integral role during Tropical Cyclone Megan in 2024, when he coordinated power restoration to the town and operated the NTFRS flood boat, helping safeguard residents from rising floodwaters. This prestigious award is a well-deserved recognition of Jamie's selfless service and the significant difference he's made in times of crisis.

Patricia Anne Brennan Award

The Patricia Anne Brennan Award recognises an individual employee or volunteer's significant contribution to women in the Northern Territory Police, Fire and Emergency Services, regardless of gender or rank.

The award criterion is a significant contribution to women in the NTPFES, including:

- > demonstrating commitment by supporting, mentoring and developing women to maximise their potential
- > fostering and promoting initiatives that recognise the potential of women in the NTPFES
- > demonstrating leadership and being a positive role model
- > demonstrating integrity, respect, equity and diversity
- > supporting and encouraging women in the NTPFES to strive for excellence.

The award is presented by the Commissioner on International Women's Day each year. In 2025, NTFRS Volunteer Firefighter Naomi Bryant received the award.



Ms Bryant began her volunteer service with the Humpty Doo Volunteer Fire Brigade in 2019. In 2022, she took on the role of Volunteer Support Officer.

Naomi is a positive role model, offering guidance, mentorship, and support to women within the Fire Service. Leading by example, she demonstrates the values of hard work, dedication, and inclusivity. Her leadership style has inspired those around her, particularly other women, and her passion for advancing the role of women continues to leave a lasting impact on the NTFES community and beyond.



Going above and beyond – Dwayne Jones awarded for his service

Chief Fire Officer Stephen Sewell AFSM recently awarded Dwayne Jones with a Certificate of Appreciation for his critical role during an incident in Timber Creek in late 2024 when the Timber Creek Fire and Emergency Response Group were called to assist CareFlight with a medical emergency at a town camp near the township.

Dwayne played a crucial role keeping the patient safe and assisting with triage alongside CareFlight medical practitioners. His quick thinking, professionalism and dedication helped ensure a positive outcome.

Dwayne wears many hats in the community where he is the Volunteer Firefighter Captain for the Timber Creek Fire and Emergency Response Group and employed as a ranger for Department of Lands, Planning and Environment.

This incident is one of many examples of Dwayne's commitment to the community both as a Volunteer Firefighter Captain and as a ranger.

Medals in Tennant Creek

Community members and volunteers were awarded BFNT medals in Tennant Creek. The NT Administrator of the NT, His Honour Professor the Honourable Hugh Heggie AO PSM and Executive Director, Bushfires NT, Collene Bremner visited Tennant Creek to present medals and citations to those involved in the 2023 Barkly fire response.

The community's effort and community spirit during the entire 2023 Savanna and Central Australian fire seasons was phenomenal.

Calvin Tooby – Five years of service

Dedicated NTES volunteer, Calvin Tooby was awarded his five years of service medal by Acting Commissioner, Collene Bremner,

Calvin is a highly valued team member and his day to day is always different, involving anything from four-wheel driving, to operating technical communications equipment.





Tim Sherry – 10 years of service

Tim has been a dedicated volunteer with the Darwin volunteer unit since 2013. He has experience with storm damage and chainsaw operations, assisted in the aftermath of Cyclone Carlos, and was deployed to Larrimah to help in the search for Paddy Moriarty.

Throughout his 10 years, Tim has held many positions such as Equipment Officer, Training Officer, Deputy Unit Officer, and Acting Unit Officer. Tim has participated in many community events like the Beer Can Regatta, the Children's Christmas Party, the Grand Fondo and cyclone awareness days.

Tim is a highly valuable NTES volunteer and is dedicated to serving and protecting the community.



Craig Bould 5 years of service

As a dedicated member of the Darwin Volunteer Unit, Craig has responded to numerous callouts involving storm damage, chainsaw operations and vertical rescues in Top End locations like the Esplanade, Mandorah and Florence Falls, where he assisted CareFlight by contributing to body recovery efforts.

Craig has held leadership roles like Training Officer, where he coordinated and managed training nights as well as flood boat courses. Beyond his operational duties, Craig has actively participated in community events like Beer Can Regatta, Carols by Candlelight, Children's Christmas Party and mascot race for rugby.



Batchelor and Adelaide River Fire Brigade awards

Chief Fire Officer Stephen Sewell AFSM visited the Batchelor Brigade shed to meet with members of the Batchelor and Adelaide River Fire Volunteer Brigade.

While visiting, Mr Sewell presented members of the team with certificates of appreciation and service medals for their deployment to assist with the fires in the Barkly region, recipients were Geoff Ellis, Amanda Gumley, Naomi Bryant and Neil MacDonald.



Adelaide River Fire and Emergency Response Group

The Adelaide River FERG responded to a collision along the Stuart Highway, 40km south of Pine Creek. To honour their efforts, Chief Fire Officer Sewell visited the team to award a collective certificate of appreciation that acknowledged the dedication and significance the Adelaide River FERG has on their community.

Six volunteer firefighters from Adelaide River and Pine Creek FERG were deployed during the response, including:

Captain Neil Macdonald	John Roberts
Amanda Gumley	Geoffrey Ellis
John Roberts	Katharina Schuster
Henning Franke	



First female captains in Alice Springs

NTFES celebrated a historic moment during the reporting period as two exceptional women became the first females in the history of the Alice Springs BFNT and NTFRS Volunteer brigades to take the helm as volunteer captains.

The leadership of Jen Hamilton and Marie Baptista is a powerful testament to the significant contributions women make to emergency services.

Jen and Marie are not only leaders within their respective brigades, but they are also powerful advocates for women in emergency services.



Honour for role in response to Barkly blaze

Louise Beilby received the Wildfire Emergency Response Medal for her actions to support NTFES during the catastrophic Barkly Complex Fires that burnt two million hectares and raged from August to October 2023.

With experience in emergency response, Louise stepped in to help for thirteen days straight, to provide local administration, logistics coordination and support to fire crews fighting the fire front. Louise was part of a large response team that worked tirelessly to respond and protect the community.

The response included fixed wing aircraft, support from interstate with strike force teams and tankers mobilising from South Australia, and immense efforts from NTFES staff and volunteers.





Volunteer firefighters honoured for outstanding service

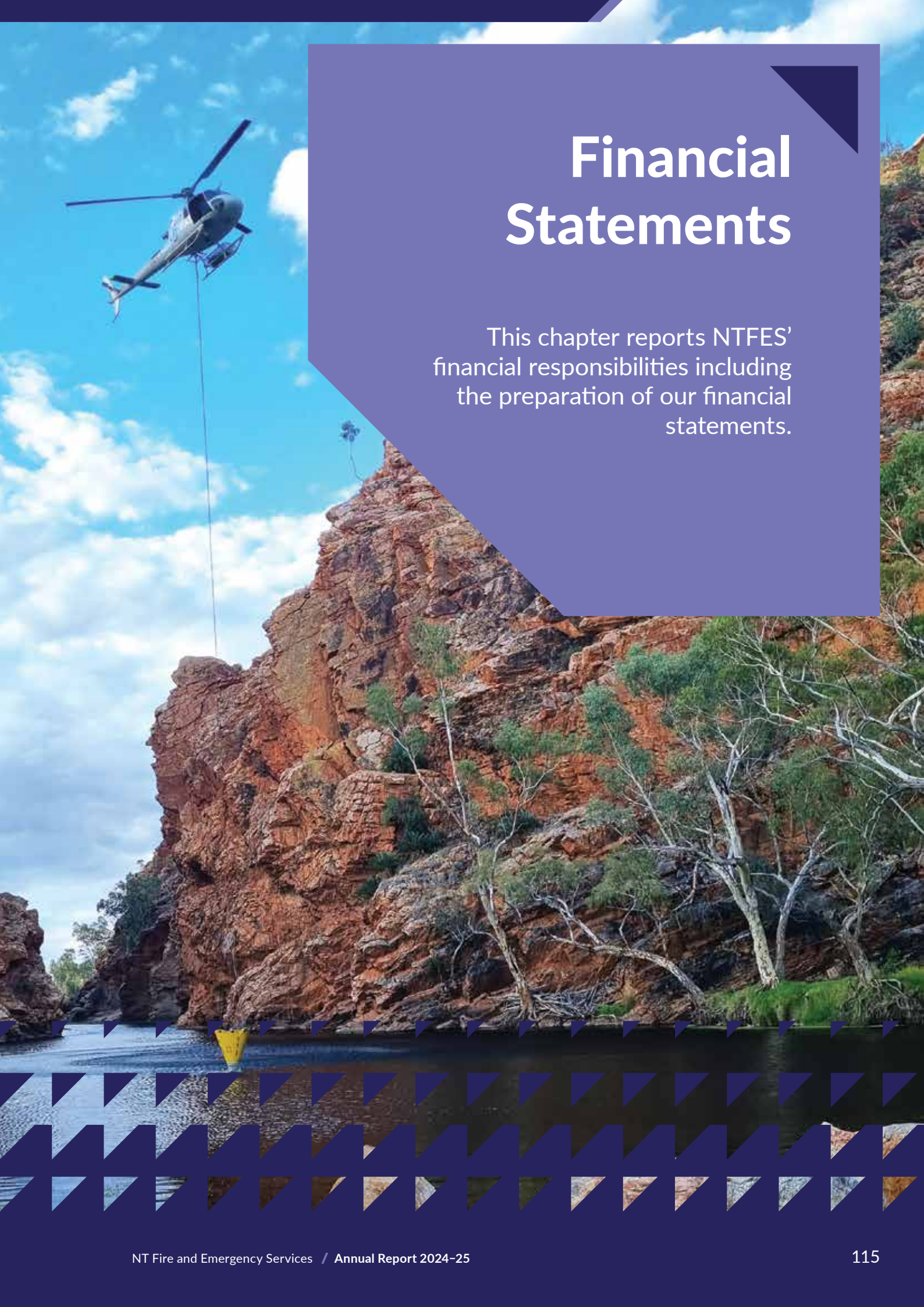
Batchelor and Darwin Rural Area NTFRS volunteers were recognised and honoured for their outstanding efforts for the important role they played to assist NTFRS in deployments to Tennant Creek and Western Australian fires, as well as boosting recruitment numbers for the Bathurst Island, Jabiru and Batchelor volunteer brigades.

The Northern Command Outstanding Firefighter for 2024 was awarded to Koolpinyah Brigade Captain, Darren Easton. Darren was described as always putting others first and has been a driving force for the brigade's capital improvements, and growing community engagement.

Blake Harris-Jacobs received an award for outstanding service for boosting Batchelor brigade numbers from zero to seven members.

Service recognition was also awarded to:

- > **Claire Peberdy and Steve Russell for 15 years of service.**
- > **David Wheeler for 10 years of service.**
- > **Andrew Turton, Jacob Newbery, Michael Taylor, Ronald Owen, Scott Healey and William Speed for five years of service.**

A helicopter is shown in flight, carrying a large object suspended by a rope, over a body of water. The background features a steep, rocky cliff with sparse vegetation and a clear blue sky with some clouds. The image is partially obscured by a large purple geometric shape on the right side, which contains the title and introductory text.

Financial Statements

This chapter reports NTFES' financial responsibilities including the preparation of our financial statements.

Financial statement overview

For the year ended 30 June 2025

This section of the report provides an analysis of the financial outcome of the Northern Territory Fire and Emergency Services (NTFES) for the year ended 30 June 2025.

NTFES' financial performance is reported in three financial statements: the Operating Statement, Balance Sheet and Cash Flow Statement. These statements are enhanced by the inclusion of the Statement of Changes in Equity. The statements and accompanying notes have been prepared on an accrual basis and in accordance with the relevant Australian Accounting Standards. The financial statements include financial data from the 2024–25 and 2023–24 fiscal years.

Budgets and performance are reported by output. Details of NTFES' financial performance by output group are provided at Note 3 to the financial statements.

The most significant event during the year was the inclusion of Bushfires NT output group / output within NTFES' business and accounts due to the Machinery-of-Government changes following the 2024 Northern Territory General Election. Both budget and expenses have been transferred to reflect the Bushfires NT output group from 1 July 2024 however is not included in the comparator 2023–24 fiscal year.

Operating Statement

The Operating Statement provides information on NTFES' income and expenses during the year. The net surplus or deficit is derived by subtracting expenses from income.

Northern Territory Government agencies are generally budgeted to record a deficit. This is mainly due to the recording of depreciation as an operating expense for which there is no corresponding revenue line; approvals to expend revenues received in a different fiscal year will also produce an operating deficit.

For the year ended 30 June 2025, NTFES recorded a deficit of \$22M, a deterioration of \$13.6M on the final estimated deficit of \$8.4M. This is largely due to expenditure side deterioration relating to the previous firefighter enterprise bargaining agreement being above the previous Northern Territory Government's wages policy, establishing the foundational workforce and other core business pressures of the newly established agency.

Operating statement

As at 30 June 2025

	Final Estimate	Actual	Variance	Variance
	\$000	\$000	\$000	%
INCOME				
Grants and subsidies revenue	122	990	868	711
Appropriation				
Output	67 455	67 455		
Commonwealth	2 936	3 932	996	34
Other revenue	9 135	6 270	-2 865	-31
TOTAL INCOME	79 648	78 648	-1 000	-1
EXPENSES				
Employee expenses	51 328	64 705	13 377	26
Administrative expenses	34 368	34 750	382	1
Grants and subsidies expenses	2 333	1 174	-1 159	-50
TOTAL EXPENSES	88 029	100 630	12 600	14
NET SURPLUS (+)/DEFICIT (-)	-8 381	-21 983	-13 600	

Operating Income

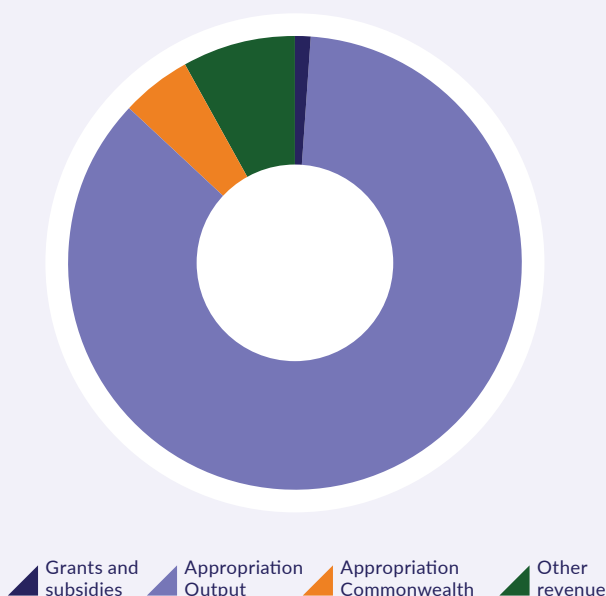
Income is received from a variety of sources with the primary funding source being Parliamentary Appropriation (Output Appropriation) at 86%, followed by other revenue at 8%, Commonwealth payments for National Partnership Agreements at 5%, and grants and subsidies at 1% as outlined in the graph at right.

Compared to the 2024-25 final estimate, a decrease in operating income (-\$1M) was recorded with the major variation relating to lower recognition of Northern Territory Government agencies' shared services provided to forecast levels (-\$2.9M) within the Other revenue category.

The lower shared services provided was partially offset by additional revenue for the across-jurisdictional aerial contract supporting Bushfires NT (+\$0.87M) and Commonwealth Disaster Ready Fund Round 1 and 2 milestone achievement and revenue recognition above forecast levels (+\$1M).

Shared services provided is an accounting recognition only (no cash impact) of services to the agency by the Department of Corporate and Digital Development, the Department of Logistics and Infrastructure and the Northern Territory Police Force. Shared services revenue recognition is mirrored in the Operating Expenses and effectively nets to zero.

Composition of Operating Income for 2024-25



Balance Sheet

The Balance Sheet provides information about the Agency's equity or net worth at the end of each reporting period. It is the net effect of assets minus liabilities.

NTFES' net assets increased through the Bushfires NT transfer following the Machinery-of-Government changes as per note 1, and a building asset revaluation conducted in the Greater Darwin region, both offset by the deficit recorded on the Operating Statement.

Assets largely consist of building, land and capital equipment particularly fire appliances and other emergency response vehicles and emergency preparedness items.

Liabilities largely consist of payables to companies for services received and employee provisions such as recreation leave and other entitlements.

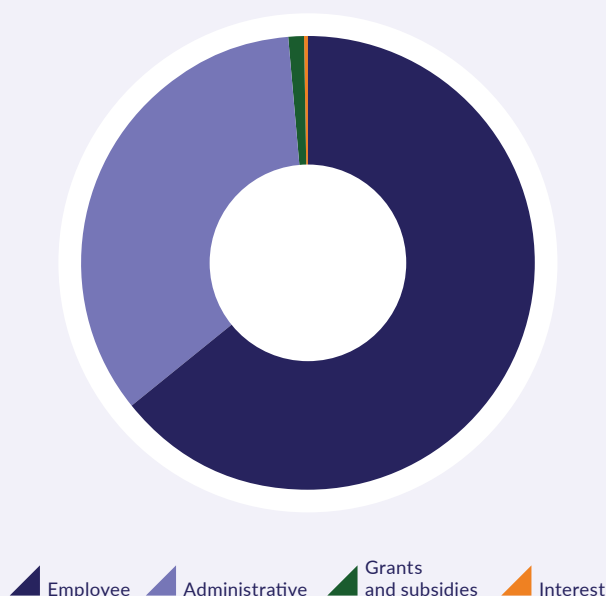
Operating Expenses

NTFES operating activity and expenditure is primarily weighted toward our most valuable resource, our people, with employee expenses at 64%, followed by administrative and logistical support expenses at 35% and a minor amount for grants and subsidies at 1% as outlined in the graph at right.

Compared to the 2024-25 final estimate, an operating expense overspend of \$12.6M (14%) was recorded due to the previous firefighter enterprise bargaining agreement above the previous Northern Territory Government's wages policy, establishing the foundational workforce and other core business pressures of the newly established agency.

The lower recognition of shared services provided outlined in the Operating Income section resulted in lower expenditure recognition and consequently masked the broader impact within Operating Expenses. Without the shared services provided line item the agency's operating expenses was \$15.6M above budget resulting in a significant decline to cash balances.

Composition of Operating Expenses for 2024-25



Cash Flow Statement

The Cash Flow Statement shows the flows of cash receipts and payments for the year, excluding all non-cash items associated with the Operating Statement such as accounting accruals and depreciation.

The final cash balance at the end of the year was \$2.3M reflecting changes to net cash flows from Operating Activities above, net cash flows from Investing Activities which largely represents capital equipment vehicle purchases and sales, and net cash flows from Financing Activities which includes both the NTG Capital Appropriation for capital equipment purchases (\$8.2M) and an one-off end of year equity injection (\$12.1M) to maintain a positive cash balance.

Certification of the financial statements

We certify that the attached financial statements for the NTFES have been prepared based on proper accounts and records in accordance with Australian Accounting Standards and with the requirements as prescribed in the *Financial Management Act 1995* and Treasurer's Directions.

We further state that the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, and notes to and forming part of the financial statements, presents fairly the financial performance and cash flows for the year ended 30 June 2025 and the financial position on that date.

At the time of signing, we are not aware of any circumstances that would render the particulars included in the financial statements misleading or inaccurate.



Collene Bremner
A/Accountable Officer
August 2025



Paul Kelly
Chief Financial Officer
August 2025

Comprehensive operating statement

As at 30 June 2025

	Note	2025 \$000	2024 \$000
INCOME			
Grants and subsidies revenue	4		
Current		990	-
Appropriation	5		
Output		67,455	45,631
Commonwealth (excluding capital appropriation)		3,932	5,099
Sales of goods and services	6	2,172	1,275
Goods and services received free of charge	7	3,979	1,546
Gain on disposal of assets	8	(130)	69
Other income	9	249	133
TOTAL INCOME	3	78,648	53,751
EXPENSES			
Employee benefits expense	10	64,705	51,266
Administrative expenses			
Property management		1,967	1,795
Purchases of goods and services	11	22,645	10,023
Depreciation and amortisation	17, 18	6,160	4,694
Other administrative expenses ¹		3,978	1,795
Grants and subsidies expenses			
Current	12	1,174	2,303
TOTAL EXPENSES	3	100,630	71,876
NET SURPLUS/(DEFICIT)		(21,983)	(18,125)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to net surplus/deficit			
Changes in asset revaluation surplus		2,218	632
TOTAL OTHER COMPREHENSIVE		2,218	632
COMPREHENSIVE RESULT		(19,765)	(17,492)

1 Includes Department of Corporate and Digital Development service charges, Department of Logistics and Infrastructure repairs and maintenance service charges and Northern Territory Police Force shared services provided.

The comprehensive operating statement is to be read in conjunction with the notes to the financial statements.

Balance sheet

As at 30 June 2025

	Note	2025 \$000	2024 \$000
ASSETS			
Current assets			
Cash and deposits	13	2,265	4,841
Receivables	16	1,305	911
Total current assets		3,570	5,752
Non-current assets			
Property, plant and equipment	17, 23	136,472	114,112
Intangibles	18	93	-
Total non-current assets		136,565	114,112
TOTAL ASSETS		140,135	119,864
LIABILITIES			
Current liabilities			
Payables	19	3,045	7,248
Provisions	20	15,532	9,783
Other liabilities	21	2,982	2,600
Total current liabilities		21,559	19,631
Non-current liabilities			
Other liabilities		-	-
Total non-current liabilities		-	-
TOTAL LIABILITIES		21,559	19,631
NET ASSETS		118,575	100,233
EQUITY			
Capital		155,833	117,725
Reserves		2,850	632
Accumulated funds		(40,107)	(18,125)
TOTAL EQUITY		118,575	100,233

The balance sheet is to be read in conjunction with the notes to the financial statements.

Statement of changes in equity

For the year ended 30 June 2025

	Note	Equity at 1 July	Comprehensive result	Transactions with owners in their capacity as owners	Equity at 30 June
		\$000	\$000	\$000	\$000
2025					
Accumulated funds		(18,125)	(21,983)		(40,107)
Reserves		632	2,218		2,850
Capital – transactions with owners					
Equity injections					
Capital appropriation		3,505		8,154	11,659
Equity transfers in		115,100		20,995	136,094
Other equity injections		8,313		12,064	20,377
Equity withdrawals					
Capital withdrawal		(9,168)		(1,457)	(10,626)
Equity transfers out		(24)		(1,648)	(1,672)
		117,725		38,108	155,833
Total equity at end of financial year		100,233	(19,765)	38,108	118,575
2024					
Accumulated funds		-	(18,125)	-	(18,125)
Reserves		-	632	-	632
Capital – transactions with owners					
Equity injections					
Capital appropriation				3,505	3,505
Equity transfers in				115,100	115,100
Other equity injections				8,313	8,313
Equity withdrawals					
Capital withdrawal				(9,168)	(9,168)
Equity transfers out				(24)	(24)
				117,726	117,726
Total equity at end of financial year		-	(17,492)	117,725	100,233

The statement of changes in equity is to be read in conjunction with the notes to the financial statements.

Cash flow statement

For the year ended 30 June 2025

	Note	2025	2024
		\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Operating receipts			
Grants and subsidies received			
Current		990	-
Appropriation received			
Output		67,455	45,631
Commonwealth (excluding capital appropriation)		4,314	7,698
Receipts from sales of goods and services		3,565	17,716
Total operating receipts		76,325	71,045
Operating payments			
Payments to employees		58,559	40,760
Payments for goods and services		30,729	22,521
Grants and subsidies paid			
Current		1,174	2,303
Total operating payments		90,462	65,584
Net cash from/(used in) operating activities	15	(14,137)	5,461
CASH FLOWS FROM INVESTING ACTIVITIES			
Investing receipts			
Proceeds from sales of non-financial assets	8	638	91
Total investing receipts		638	91
Investing payments			
Purchases of non-financial assets		7,837	3,361
Total investing payments		7,837	3,361
Net cash from/(used in) investing activities		(7,199)	(3,270)
CASH FLOWS FROM FINANCING ACTIVITIES			
Financing receipts			
Proceeds from borrowings			
Deposits received			
Equity injections			
Capital appropriation	5	8,154	3,505
Other equity injections		12,064	8,313
Total financing receipts		20,218	11,818
Financing payments			
Equity withdrawals		1,457	9,168
Total financing payments		1,457	9,168
Net cash from/(used in) financing activities		18,761	2,650
Net increase/(decrease) in cash held		(2,575)	4,841
Cash at beginning of financial year		4,841	-
CASH AT END OF FINANCIAL YEAR	14	2,265	4,841

Index of notes to the financial statements

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2. Statement of material accounting policy information
3. Comprehensive operating statement by output group

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1. Objectives and funding

The Northern Territory Fire and Emergency Services (NTFES) purpose is to protect life, property and the environment, and support community resilience through the delivery of best practice fire and emergency management, often in some of the most remote and challenging environments in Australia.

Additional information in relation to the NTFES and its principal activities is found within the annual report.

The department considered primary users of these financial statements and their needs for information and quantitative thresholds to determine which accounting policy information is material and therefore must be disclosed.

The department is predominantly funded and therefore dependent on the receipt of parliamentary appropriations. The financial statements encompass all funds through which the agency controls resources to execute its functions and deliver outputs. For reporting purposes, outputs delivered by the agency are summarised into several output groups. Note 3 provides summarised financial information in the form of a comprehensive operating statement by the output group.

a) Machinery of government changes

The most significant event during the year was the inclusion of Bushfires NT output group / output within NTFES' business and accounts following the 2024 Northern Territory General Election. Both budget and expenses have been transferred to reflect the Bushfires NT output group from 1 July 2024 however is not included in the comparator 2023–24 fiscal year.

Transfers in

Details of transfer: Bushfires NT transferred from the previous Department of Environment, Parks and Water Security.

Basis of transfer: Administrative Arrangements Order (No.4) 2024

Date of transfer: Effective from 28 November 2024

The assets and liabilities transferred as a result of this change were as follows:

	\$000
Assets	
Cash	(348)
Receivables	163
Property, plant and equipment	13,658
Total Assets	13,473
Liabilities	
Payables	8,284
Provisions	591
Total Liabilities	8,875
Net Assets	4,598

2. Statement of material accounting policy information

a) Statement of compliance

These financial statements are general purpose financial statements and have been prepared in accordance with the requirements of the *Financial Management Act 1995*, related Treasurer's Directions and Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board. The *Financial Management Act 1995* requires the NTFES to prepare financial statements for the year ended 30 June based on the form determined by the Treasurer.

The form of agency financial statements should include:

- 1) a certification of the financial statements
- 2) a comprehensive operating statement
- 3) a balance sheet
- 4) a statement of changes in equity
- 5) a cash flow statement and
- 6) applicable explanatory notes to the financial statements.

Standards and interpretations effective from 2024–25 fiscal year

Several amendments and interpretations have been issued that apply to the current reporting period but are considered to have no or minimal impact on public sector reporting.

Standards and interpretations issued but not yet effective

No Australian accounting standards have been adopted early for the 2024–25 fiscal year.

Several amendments interpretations have been issued that apply to future reporting periods but are considered to have no or minimal impact on public sector reporting.

b) Agency and Territory items

The financial statements of NTFES include income, expenses, assets, liabilities and equity over which the NTFES has control (agency items) and is able to utilise to further its own objectives. Certain items, while managed by the agency, are administered and recorded by the Territory rather than the agency (Territory items). Territory items are recognised and recorded in the Central Holding Authority as discussed below.

Central Holding Authority

The Central Holding Authority is the 'parent body' that represents the government's ownership interest in government-controlled entities.

The Central Holding Authority also records all Territory items, such as income, expenses, assets and liabilities controlled by the government and managed by agencies on behalf of the government. The main Territory item is Territory income, which includes taxation and royalty revenue, Commonwealth general purpose funding (such as GST revenue), fines, and statutory fees and charges.

The Central Holding Authority also holds certain Territory assets not assigned to agencies as well as certain Territory liabilities that are not practical or effective to assign to individual agencies such as unfunded superannuation and long service leave.

The Central Holding Authority recognises and records all Territory items, and as such, these items are not included in the agency's financial statements. However, as the agency is accountable for certain Territory items managed on behalf of government, these items have been separately disclosed in Note 28 – Schedule of administered Territory items.

c) Presentation and rounding of amounts

Amounts in the financial statements and notes to the financial statements are presented in Australian dollars and have been rounded to the nearest thousand dollars, with amounts of \$500 or less being rounded down to zero. Figures in the financial statements and notes may not equate due to rounding.

d) Contributions by and distributions to government

The agency may receive contributions from government where the government is acting as owner of the agency. Conversely, the agency may make distributions to government. In accordance with the *Financial Management Act 1995* and Treasurer's Directions, certain types of contributions and distributions, including those relating to administrative restructures, have been designated as contributions by, and distributions to, government. These designated contributions and distributions are treated by the agency as adjustments to equity.

The statement of changes in equity provides additional information in relation to contributions by, and distributions to, government.

3. Comprehensive operating statement by output group

	Note	Fire and rescue services		Emergency services		Bushfires NT		Corporate and shared services		Total	
		2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME											
Grants and subsidies revenue	4										
Current				37	-	953	-	-	-	990	-
Appropriation	5										
Output		46,492	41,570	5,331	4,061	13,427	-	2,205	-	67,455	45,631
Commonwealth		2,936	2,796	996	2,302	-	-	-	-	3,932	5,098
Sales of goods and services	6	1,070	1,267	-	8	1,102	-	-	-	2,172	1,275
Goods and services received free of charge	7	-	-	-	-	-	-	3,979	1,546	3,979	1,546
Gain on disposal of assets	8	(240)	63	79	6	4	-	27	-	(130)	69
Other income	9	76	132	120	-	52	-	1	-	249	132
TOTAL INCOME		50,334	45,828	6,563	6,377	15,538	-	6,212	1,546	78,648	53,751
EXPENSES											
Employee expenses	10	51,962	48,505	2,873	2,709	6,238	-	3,632	52	64,705	51,266
Administrative expenses											
Property management		1,499	-	160	-	292	-	16	-	1,967	-
Purchases of goods and services	11	9,290	9,895	2,069	1,883	10,502	-	784	41	22,645	11,819
Depreciation and amortisation	17, 18	4,258	4,215	467	475	1,044	-	391	3	6,160	4,693
Other administrative expenses ¹		11	249	-	-	(12)	-	3,979	1,546	3,978	1,795
Grants and subsidies expenses											
Current	12	-	-	785	2,303	389	-	-	-	1,174	2,303
TOTAL EXPENSES		67,021	62,864	6,354	7,370	18,453	-	8,802	1,642	100,630	71,876
NET SURPLUS/(DEFICIT)		(16,687)	(17,036)	209	(933)	(2,915)	-	(2,590)	(96)	(21,983)	(18,125)

3. Comprehensive operating statement by output group - continued

	Fire and rescue services		Emergency services		Bushfires NT		Corporate and shared services		Total	
Note	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
OTHER COMPREHENSIVE INCOME										
Items that will not be reclassified to net surplus/deficit										
Changes in asset revaluation surplus	(1,663)	378	368	254	3,513	-	-	-	2,218	632
TOTAL OTHER COMPREHENSIVE INCOME	(1,663)	378	368	254	3,513	-	-	-	2,218	632
COMPREHENSIVE RESULT										
	(18,350)	(16,658)	577	(739)	598	-	(2,590)	(96)	(19,765)	(17,492)

1. Includes Department of Corporate and Digital Development service charges, the Department of Logistics and Infrastructure repairs and maintenance service charges and the Northern Territory Police Force shared services provided.

This comprehensive operating statement by output group is to be read in conjunction with the notes to the financial statements.

NTFES is predominantly funded by parliamentary appropriations for the provision of outputs. Outputs are the services provided or goods produced by an agency for users external to the agency. They support the delivery of the agency's objectives and or statutory responsibilities. The above table disaggregates revenue and expenses that enable delivery of services by output group which form part of the balances of the agency.

4. Grants and subsidies revenue

	2025			2024		
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Current grants		990	990			
Total grants and subsidies revenue		990	990			

Grants revenue is recognised at fair value exclusive of GST in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*.

To determine if a grant should be accounted for under AASB 1058 or AASB 15, the department must determine if the relevant agreement is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing whether the performance obligations are 'sufficiently specific', the department has applied significant judgement by performing a detailed analysis of the terms and conditions contained in the grant agreement, including accompanying documentation (e.g. activity work plans) and where necessary holding discussions with relevant parties.

Income recognition from grants received by the department has been appropriately accounted for under AASB 1058 or AASB 15 based on the assessment performed.

Where assessed as AASB 15, revenue is initially deferred as unearned contract revenue liability, included in Note 21 Other liabilities, when received in advance and recognised as or when the performance obligations are satisfied.

The current grant relates to the Northern Territory's proportionate reimbursement of a national aerial contract funding and does not meet the criteria above and therefore is accounted for under AASB 1058 and is recognised upfront on receipt of funding.

Grant agreements accounted as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025			2024		
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Type of good and service:						
Other		990	990	-		-
Total revenue from contracts with customers		990	990	-		-
Type of customer:						
State and territory governments		121	121	-		-
Non-government entities		869	869	-		-
Total revenue from contracts with customers		990	990	-		-
Timing of transfer of goods and services:						
Point in time		990	990	-		-
Total revenue from contracts with customers		990	990	-		-

5. Appropriation

	2025			2024		
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Output		67,455	67,455		45,631	45,631
Commonwealth	996	2,936	3,932	2,303	2,796	5,099
Total appropriation in the operating statement	996	70,391	71,387	2,303	48,427	50,730

Appropriation recorded in the cashflow statement includes capital appropriation and Commonwealth appropriation received for the delivery of grants and services by the agency.

	2025			2024		
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Capital		8,154	8,154		3,505	3,505
Commonwealth		4,314	4,314		7,698	7,698
Total appropriation in the cashflow statement		12,468	12,468		11,203	11,203

Output appropriation is the operating payment to each agency for the outputs they provide as specified in the Appropriation Act. It does not include any allowance for major non-cash costs such as depreciation. Output appropriations do not have sufficiently specific performance obligations and recognised on receipt of funds.

Commonwealth appropriation follows from the intergovernmental agreement on federal financial relations, resulting in specific purpose payments (SPPs) and national partnership (NP) payments being made by the Commonwealth Treasury to state treasuries, in a manner similar to arrangements for GST payments. These payments are received by the Department of Treasury and Finance on behalf of the Central Holding Authority and then passed on to the relevant agencies as Commonwealth appropriation.

Where Commonwealth appropriation received has an enforceable contract with sufficiently specific performance obligations, the transaction is accounted for under AASB 15 as revenue from contracts with customers. In this case, revenue is recognised as and when goods and or services are transferred to the customer or third-party beneficiary. Otherwise revenue is recognised when the agency gains control of the funds. NTFES manages Commonwealth funded programs for the Fire Protection of Commonwealth Properties and the Disaster Ready Fund Program for disaster resilience and risk reduction, the latter which is paid to grant receiver, only when project milestones are completed. Funding is received upfront for both, and the Fire Protection of Commonwealth Properties revenue is recognised immediately whilst for the Disaster Ready Fund Program the agency typically satisfies obligations and recognises revenue as services are being delivered as specified in each project agreement.

Commonwealth appropriations accounted as revenue from contracts with customers have been disaggregated below into categories to enable users of these financial statements to understand the nature, amount, timing and uncertainty of income and cash flows. These categories include a description of the type of product or service line, type of customer and timing of transfer of goods and services.

	2025	2024
	\$000	\$000
Type of good and service:		
Service delivery	996	2,303
Total revenue from contracts with customers	996	2,303
Type of customer:		
Commonwealth Government	996	2,303
Total revenue from contracts with customers	996	2,303
Timing of transfer of goods and services:		
Overtime	996	2,303
Total revenue from contracts with customers	996	2,303

a) Summary of changes to budget appropriations

The following table presents changes to budgeted appropriations authorised during the current fiscal year together with explanations for significant changes. It compares the amounts originally identified in the *Appropriation (2024-2025) Act 2024* with revised appropriations as reported in *2025-26 Budget Paper No. 3 Agency Budget Statements* and the final end of year appropriation.

The changes within this table relate only to appropriation and do not include agency revenue (for example, goods and services revenue and grants received directly by the agency) or expenditure. Refer to Note 29 *Budgetary information* for detailed information on variations to the agency's actual outcome compared to budget for revenue and expenses.

	Original 2024-25 budget appropriation	Revised 2024-25 budget appropriation	Change to budget appropriation	Note	Final 2024-25 budget appropriation	Change to budget appropriation	Note
	\$000	\$000	\$000		\$000	\$000	
Output	49,132	60,122	10,990	1	67,455	7,333	3
Capital	3,435	4,514	1,079	1	8,154	3,640	3
Commonwealth	2,339	2,936	597	2	4,314	1,378	4
Total appropriation	54,906	67,572	12,666		79,923	12,351	

Output and capital appropriations reflect funding as a direct result of government-approved decisions, with actual funding received by the NTFES in line with the budgeted amounts.

Commonwealth appropriation reflects funding anticipated to be received from the Commonwealth for both operational and grant purposes. As Commonwealth appropriations are largely recognised as or when performance obligations are satisfied, the actual amounts receipted by the NTFES and reported in these financial statements may vary from the budgeted amounts reported in this table.

The following are explanations of changes over \$1 million or where there is a significant offset resulting in net changes under \$1 million:

1. Machinery-of-Government transfer of Bushfires NT following the 2024 General Election;
2. Renegotiated agreement for provision of fire services to Commonwealth properties;
3. End-of-financial year Treasurer's Advance provided for non-discretionary activity for interstate deployments, disaster events, nuclear powered warships, wildfires and the Fair Work Australia firefighter leave provision. Additionally, for milestone payments for two new aerial firefighting appliances; and
4. Disaster Ready Fund Round 2 appropriation.

6. Sales of goods and services

	2025			2024		
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Sale of goods and service delivery revenue		2,172	2,172		1,275	1,275
Total sales of goods and services		2,172	2,172		1,275	1,275

Sale of goods and service delivery revenue

Sale of goods and service delivery revenue comprise income from rendering of services. These are recognised at fair value, exclusive of GST.

Rendering of services

Revenue from rendering of services is recognised when the agency satisfies the performance obligation by transferring the promised services. The agency typically satisfies its performance obligations when services are provided to the community. Services include, but not limited to, fire alarm response to the Nhulunbuy and Yulara Corporations, roadside burn / vacant crown land / Power and Water Corporation fire mitigation programs, which are provided to the customers and revenue is recognised at point in time once performance obligation is satisfied.

7. Goods and services received free of charge

	2025	2024
	\$000	\$000
Corporate and information services	2,248	118
Repairs and maintenance	1,731	1,428
Shared services provided	-	-
Total goods and services received free of charge	3,979	1,546

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

The following corporate services staff and functions are centralised and provided by Department of Corporate and Digital Development on behalf of the agency and form part of goods and services received free of charge:

- > financial services including accounts receivable, accounts payable and payroll
- > employment and workforce services
- > information management services
- > procurement services
- > property leasing services.

In addition, repairs and maintenance expenses incurred on the agency's building assets and costs associated with administration of these expenses are centralised and provided by the Department of Logistics and Infrastructure on behalf of the agency, and form part of goods and services received free of charge.

The Northern Territory Police Force continues to provide shared services to NTFES in line with the Memorandum of Understanding agreement largely for corporate services such as Fleet Management, Procurement and Supply and Infrastructure services.

8. Gain on disposal of assets

	2025	2024
	\$000	\$000
Net proceeds from the disposal of non-current assets	638	91
Less: Carrying value of non-current assets disposed	(768)	(22)
Gain/(Loss) on the disposal of non-current assets	(130)	69
Proceeds from sale of minor assets	-	-
Total gain/(loss) on disposal of assets	(130)	69

9. Other income

	2025			2024		
	Revenue from contracts with customers	Other	Total	Revenue from contracts with customers	Other	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Miscellaneous revenue		249	249		133	133
Total other income		249	249		133	133

Miscellaneous revenue

Miscellaneous revenue includes reimbursements, and research funding from non-government organisations. Where funding is received for agreements that are enforceable and contain sufficiently specific performance obligations for the agency to transfer goods or services to the grantor or third-party beneficiary, the transaction is accounted for under AASB 15 as revenue from contracts with customers. Where this criteria is not met, revenue is generally accounted for under AASB 1058 and income is generally recognised upfront on receipt of funding.

10. Employee benefits expense

	2025	2024
	\$000	\$000
Salaries and wages	56,187	44,762
Superannuation expenses	5,171	3,804
Fringe benefits tax	86	43
Payroll tax	3,261	2,657
Total employee benefits expense	64,705	51,266

The number of full-time equivalent employees for 2024-25 was 363.88 (2023-24: 274.11).

Salaries and wages are recognised in the reporting period when the employee renders services to the Territory Government. It includes recreation leave, labour hire costs, allowances and other benefits, which are recognised in the reporting period when employees are entitled to the benefit or when incurred.

The recognition and measurement policy for employee benefits is detailed in Note 19: Payables and Note 20: Provisions.

11. Purchases of goods and services

	2025	2024
	\$000	\$000
The net surplus/(deficit) has been arrived at after charging the following expenses:		
Goods and services expenses:		
Consultants ¹	1,001	157
Advertising ²	26	26
Marketing and promotion ³	110	58
Document production	14	7
Legal expenses ⁴	375	55
Recruitment ⁵	165	59
Training and study	491	276
Official duty fares	3,077	230
Travelling allowance	406	320
Information technology charges and communications	2,544	1,419
Other	14,434	7,416
Total purchases of goods and services	22,645	10,023

1 Includes marketing, promotion and IT consultants.

2 Does not include recruitment related advertising or advertising for marketing and promotion.

3 Includes advertising for marketing and promotion but excludes marketing and promotion consultants' expenses, which are incorporated in the consultants' category.

4 Includes legal fees, claim and settlement costs.

5 Includes recruitment-related advertising costs.

Purchases of goods and services generally represent the day-to-day running costs incurred in normal operations, including supplies and service costs recognised in the reporting period in which they are incurred.

12. Grant and subsidies expenses

a) Current grant and subsidy expense

	2025	2024
	\$000	\$000
Current grants		
Private and not-for-profit sector		
- Foodbank SA and NT	230	575
- Australian Earthquake Engineering Society	-	75
Other sectors of government		
- Northern Territory Police Force	352	474
- Department of Logistics and Infrastructure	93	1,086
- Department of Environment, Parks and Water Security	-	93
- Charles Darwin University	110	-
Total current grants	785	2,303
Subsidy		
Other	389	-
Total subsidies	389	-
Total current grant and subsidy expense	1,174	2,303

Current grants expenses are intended to finance the current activities of the recipient for which no economic benefits of equal value are receivable in return. Current grant expense largely comprises the Disaster Ready Fund for resilience and risk reduction programs in the Northern Territory.

Subsidies are payments aimed at reducing all or part of the costs of an activity. They include payments made to the general public to purchase fire mitigation equipment, whose property is in fire management zone.

Current grant and subsidy expenses are recognised as an expense in the reporting period in which they are paid or payable, exclusive of the amount of GST.

13. Write-offs, postponements, waiver, gifts and ex gratia payments

NTFES had no write-offs, postponements, waivers, gifts or ex gratia payments in 2024–25 and 2023–24.

14. Cash and deposits

	2025	2024
	\$000	\$000
Cash at bank	2,265	4,841
Total cash and deposits	2,265	4,841

For the purposes of the balance sheet and the cash flow statement, cash includes cash at bank only.

15. Cash flow reconciliation

a) Reconciliation of cash

The total of agency 'Cash and deposits' of \$2.265 million recorded in the balance sheet is consistent with that recorded as 'Cash' in the cash flow statement.

Reconciliation of net surplus/deficit to net cash from operating activities

	2025	2024
	\$000	\$000
Net surplus/deficit	(21,983)	(18,125)
<i>Non-cash items:</i>		
Depreciation and amortisation	6,160	4,694
Asset write-offs/write-downs	20	241
Gain/loss on disposal of assets	130	(69)
<i>Changes in assets and liabilities:</i>		
Decrease/increase in receivables	(393)	(911)
Decrease/increase in payables	(4,202)	7,248
Decrease/increase in provision for employee benefits	4,847	8,343
Decrease/increase in other provisions	901	1,440
Decrease/increase in other liabilities	383	2,600
Net cash from/(used in) operating activities	(14,137)	5,461

b) Reconciliation of liabilities arising from financing activities

	Cash flows						Other	
							Other	Total other
	Loans and advances	Securities	Appropriation	Equity Injections/ Withdrawals	Other	Total cash flows		
	1 July							30 June
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2025								
Equity Injections/Withdrawals	117,725		8,154	10,607		136,486	19,347	155,833
Total	117,725		8,154	10,607		136,486	19,347	155,833
2024								
Equity Injections/Withdrawals			3,505	(855)		2,650	115,075	117,725
Total			3,505	(855)		2,650	115,075	117,725

16. Receivables

	2025	2024
	\$000	\$000
Current		
Accounts receivable	1,014	342
Less: loss allowance	-	(9)
	1,014	333
GST receivables	277	46
Prepayments	14	2
Other receivables	-	530
Total receivables	1,305	911

Receivables are initially recognised when the agency becomes a party to the contractual provisions of the instrument and are measured at fair value less any directly attributable transaction costs. Receivables include accounts receivable and other receivables.

Receivables are subsequently measured at amortised cost using the effective interest method, less any impairments.

Accounts receivable and contract receivables are generally settled within 30 days and other receivables within 30 days.

The loss allowance reflects lifetime expected credit losses and represents the amount of receivables the agency estimates are likely to be uncollectible and are considered doubtful.

Credit risk exposure of receivables

Receivables are monitored on an ongoing basis to ensure exposure to bad debts is not significant. The entity applies the simplified approach to measuring expected credit losses. This approach recognises a loss allowance based on lifetime expected credit losses for all accounts receivables, contracts receivables and accrued contract revenue. To measure expected credit losses, receivables have been grouped based on shared risk characteristics and days past due.

The expected loss rates are based on historical observed loss rates, adjusted to reflect current and forward-looking information and correspondence with debtors. As at 30 June 2025, receivable balances outstanding for more than 60 days are largely statutory false fire alarms to private businesses or government agencies and have been assessed as recoverable, therefore no provision for impairment has been recognised. Management will continue to monitor receivables for changes in recoverability and update expected credit losses assessments accordingly.

Internal receivables reflect amounts owing from entities controlled by the Northern Territory Government such as other agencies, government business divisions and government owned corporations. External receivables reflect amounts owing from third parties which are external to the Northern Territory Government.

Ageing analysis

	2025				2024			
	Gross Receivables	Loss rate	Expected credit losses	Net receivables	Gross Receivables	Loss rate	Expected credit losses	Net receivables
	\$000	%	\$000	\$000	\$000	%	\$000	\$000
Internal receivables								
Not overdue	70			70	535			535
Overdue for less than 30 days	6			6				
Overdue for 30 to 60 days	3			3				
Overdue for more than 60 days	16			16				
Total internal receivables	95			95	535			535
External receivables								
Not overdue	571			571	298			298
Overdue for less than 30 days	96			96	65			65
Overdue for 30 to 60 days	45			45	13			13
Overdue for more than 60 days	207			207	9	100	9	0
Total external receivables	919			919	385		9	376

Total amounts disclosed exclude statutory amounts and prepayments as these do not meet the definition of a financial instrument and therefore will not reconcile the receivables note. It also excludes accrued contract revenue where no loss allowance has been provided.

Reconciliation of loss allowance for receivables

	2025	2024
	\$000	\$000
External receivables		
Opening balance	9	-
Written off during the year	-	-
Recovered during the year	-	-
Increase/decrease in allowance recognised in profit or loss	(9)	9
Total external receivables	-	9

17. Property, plant and equipment

a) Total property, plant and equipment

	2025	2024
	\$000	\$000
Land		
At fair value	19,655	12,560
Buildings		
At fair value	140,001	125,764
Less: accumulated depreciation	(55,206)	(43,430)
	84,794	82,334
Infrastructure		
At fair value	225	52
Less: accumulated depreciation	(34)	(2)
	191	50
Plant and equipment		
At fair value	17,802	11,287
Less: accumulated depreciation	(7,394)	(5,881)
	10,408	5,406
Computer Hardware		
At fair value	21	-
Less: accumulated amortisation	(20)	-
	1	-
Transport Equipment		
At fair value	39,153	26,791
Less: accumulated amortisation	(17,729)	(13,030)
	21,423	13,761
Total property, plant and equipment	136,472	114,112

Reconciliation of carrying amount of property, plant and equipment

A reconciliation of the carrying amount of property, plant and equipment at the beginning and end year is set out below:

2025	Land	Buildings	Infrastructure	Plant and equipment	Plant and equipment (Work in Progress)	Computer Hardware	Transport Equipment	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	12,560	82,334	50	2,422	2,984	-	13,761	114,112
Additions	-	-	-	473	3,254	-	3,762	7,489
Disposals	-	-	-	(19)	-	-	(749)	(768)
Additions/disposals from administrative restructuring	950	7,768	130	1,786	348	4	2,563	13,549
Additions/disposals from asset transfers	-	3,236	-	37	-	-	4,273	7,546
Depreciation/amortisation expense	-	(3,069)	(5)	(878)	-	(3)	(2,188)	(6,143)
Revaluation increments/decrements	6,145	(5,474)	17	-	-	-	-	688
Carrying amount as at 30 June	19,655	84,794	191	3,822	6,586	1	21,423	136,472

Note: In 2024-25 NTFES has disclosed Property, Plant and Equipment assets in more detail, breaking down the Plant and Equipment into Plant and Equipment and Transport Equipment (reported as Plant and Equipment only in 2023-24), providing clearer information to the readers and users of the annual report.

2024	Land	Buildings	Infrastructure	Construction (Work in Progress)	Plant and equipment	Plant and equipment (Work in Progress)	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Carrying amount as at 1 July	-	-	-	-	-	-	-
Additions	-	-	-	-	2,106	-	2,106
Disposals	-	-	-	-	(22)	-	(22)
Additions/disposals from administrative restructuring	12,560	84,208	52	-	19,140	-	115,960
Additions/disposals from asset transfers	-	274	-	-	(3,129)	2,984	129
Depreciation/amortisation expense	-	(2,780)	(2)	-	(1,912)	-	(4,694)
Revaluation increments/decrements	-	632	-	-	-	-	632
Carrying amount as at 30 June	12,560	82,334	50	-	16,183	2,984	114,112

Acquisitions

Property, plant and equipment are initially recognised at cost.

Items of property, plant and equipment with a cost or other value, equal to or greater than \$10 000 are recognised in the year of acquisition and depreciated as outlined below. Items of property, plant and equipment below the \$10 000 threshold are expensed in the year of acquisition.

Major items of plant and equipment comprising a number of components that have different useful lives are accounted for as separate assets. Individual components may be replaced during the useful life of the complex asset.

Revaluation of assets

Subsequent to initial recognition, assets belonging to the following classes of non-financial assets are revalued with sufficient regularity to ensure the carrying amount of these assets does not differ materially from their fair value at reporting date:

- > land
- > buildings
- > infrastructure assets

The above classes of property, plant and equipment include certain new assets initially recognised at cost. Such new assets will continue to be measured at cost, which is deemed to equate to fair value, until the next revaluation for that asset class occurs.

Plant and equipment are stated at historical cost less depreciation, which is deemed to equate to fair value.

The latest revaluations as at 30 June 2025 were independently conducted. The valuer was Colliers International. Refer to Note 23: Fair value measurement for additional disclosures.

Impairment of assets

An asset is said to be impaired when the asset's carrying amount exceeds its recoverable amount.

Materially significant non-financial assets are assessed for indicators of impairment annually. If any indicator of impairment exists, the agency determines the asset's recoverable amount. The asset's recoverable

amount is determined as the higher of the asset's current replacement cost and fair value less costs to sell. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment losses are recognised in the comprehensive operating statement. They are disclosed as an expense unless the asset is carried at a revalued amount. Where the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus for that class of asset to the extent an available balance exists in the asset revaluation surplus.

In certain situations, an impairment loss may subsequently be reversed. Impairment loss may only be reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed the revised estimate of its recoverable amount, nor exceed the net carrying amount that would have been determined had not impairment loss been recognised for the asset in the prior years. Where an asset is carried at a revalued amount, impairment reversal is recognised in the comprehensive operating statement as income to the extent that an impairment loss was previously recognised in the profit or loss, otherwise, impairment reversal results in an increase in the asset revaluation surplus.

Agency property, plant and equipment assets were assessed for impairment as at 30 June 2025. No impairment adjustments were required as a result of this review.

Depreciation and amortisation expense

Items of property, plant and equipment, including buildings but excluding land, have limited useful lives and are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition or from the time an asset is completed and held ready for use.

The estimated useful lives for each class of asset are in accordance with the agency's determination as follows:

	2025	2024
Buildings	20 – 50 years	20 – 50 years
Infrastructure assets	10 – 15 years	10 – 15 years
Plant and equipment*	1 – 10 years	1 – 10 years

*Plant and equipment include Transport equipment and Computer Hardware.

18. Intangibles

a) Total intangibles

	2025	2024
	\$000	\$000
Intangibles with a finite useful life		
Computer software		
Gross carrying amount	623	-
Less: accumulated amortisation	(530)	-
Carrying amount at 30 June	93	-
Total intangibles	93	-

The agency's intangibles comprise of computer software when Bushfires NT transferred to the agency.

Intangible assets are initially measured at cost. Where an asset is acquired at no or nominal cost, the cost is the fair value as at the date of acquisition.

There is no active market for any of the agency's intangible assets. As such, intangible assets are subsequently recognised and carried at cost less accumulated amortisation and any accumulated impairment losses.

Intangibles with limited useful lives are amortised using the straight-line method over their estimated useful lives, which reflects the pattern of when expected economic benefits are likely to be realised.

The estimated useful lives for finite intangible assets are determined in accordance with the Treasurer's Directions and are determined as follows:

	2025	2024
Computer software	5 to 10 years	-

Intangible assets with finite useful life are assessed for indicators of impairment on an annual basis. If any indicator of impairment exists, the agency determines the asset's recoverable amount. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

Intangible assets with indefinite useful lives are not amortised but are tested for impairment annually. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Agency intangible assets were assessed for impairment as at 30 June 2025. No impairment adjustments were required as a result of this review.

b) Reconciliation of carrying amount of intangibles

2025	Computer software	Total
	\$000	\$000
Intangibles with a finite useful life		
Carrying amount at 1 July	-	-
Additions/disposals from administrative restructuring	109	109
Amortisation	(17)	(17)
Carrying amount as at 30 June	93	93

19. Payables

	2025	2024
	\$000	\$000
Accounts payable	807	211
Accrued salaries and wages	1,134	724
Other accrued expenses	1,104	6,313
Other payables	1	-
Total payables	3,045	7,248

Liabilities for accounts payable and other amounts payable are carried at amortised cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the agency. Accounts payable are normally settled within 20 days from receipt of valid invoices under \$1 million or 30 days for invoices over \$1 million.

Salaries and wages that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the amounts expected to be paid.

20. Provisions

	2025	2024
	\$000	\$000
Current		
<i>Employee benefits</i>		
Recreation leave	12,931	8,232
Leave loading	250	97
Other employee benefits	10	14
<i>Other current provisions</i>		
Other provisions	2,341	1,440
Total provisions	15,532	9,783
Reconciliations of provisions (other than employee benefits)		
Balance at 1 July	1,440	-
Additional provisions recognised	2,593	1,440
Reductions arising from payments	(1,692)	-
Balance at 30 June	2,341	1,440

Employee benefits

Provision for employee benefits include wages and salaries and recreation leave accumulated as a result of employees rendering services up to the reporting date. Liabilities arising in respect of recreation leave and other employee benefit liabilities that fall due within 12 months of reporting date are classified as current liabilities and are measured at amounts expected to be paid. Non-current employee benefit liabilities that fall due after 12 months of the reporting date are measured at present value of estimated future cash flows, calculated using the appropriate government bond rate and taking into consideration expected future salary and wage levels, experience of employee departures and periods of service.

All recreation leave is classified as a current liability. Employee provisions have risen in 2024–25 compared to the prior year due to an increased employee number and associated entitlements, and additionally, a \$2.5 million provision for the Fair Work Australia ruling on firefighter leave.

No provision is made for sick leave, which is non-vesting, as the anticipated pattern of future sick leave to be taken is less than the entitlement accruing in each reporting period.

Employee benefit expenses are recognised on a net basis in respect of the following categories:

- > wages and salaries, non-monetary benefits, recreation leave and other leave entitlements
- > other types of employee benefits.

As part of the financial management framework, the Central Holding Authority assumes the long service leave liabilities of government agencies, including NTFES and therefore no long service leave liability is recognised within these financial statements.

21. Other liabilities

	2025	2024
	\$000	\$000
Current		
Unearned contract revenue liability	2,982	2,600
Total other liabilities	2,982	2,600

Unearned contract revenue liability

Unearned contract revenue liability relate to consideration received in advance from customers for the Disaster Ready Fund for disaster resilience and risk reduction programs in the Northern Territory. Unearned contract revenue liability balances as at 30 June 2025 is \$2.982 million (balance at 1 July 2024 was \$2.6 million). The unearned revenue is unwound overtime once service is provided and project milestones achieved.

The agency anticipates to recognise as revenue, unearned contract revenue liability in accordance with the time bands below:

	2025	2024
	\$000	\$000
Not later than one year	2,370	548
Later than one year and not later than five years	612	2,052
Later than five years	-	-
Total	2,982	2,600

Superannuation

Employees' superannuation entitlements are provided through the:

- > Northern Territory Government and Public Authorities Superannuation Scheme (NTGPASS)
- > Commonwealth Superannuation Scheme (CSS)
- > or non-government employee nominated schemes for those employees commencing on or after 10 August 1999.

The agency makes superannuation contributions on behalf of its employees to the Central Holding Authority or non-government employee-nominated schemes. Superannuation liabilities related to government superannuation schemes are held by the Central Holding Authority and therefore not recognised in agency financial statements.

22. Capital commitments

Capital commitments represent future obligations or cash outflows primarily related to the purchase of motor vehicles and equipment that can be reliably measured and arise out of a contractual arrangement and typically binds the agency to performance conditions. Commitments are not recognised as liabilities on the balance sheet.

Commitments may extend over multiple reporting periods and may result in payment of compensation or return of funds if obligations are breached. These contracts are expected to be payable as follows.

	2025	2024
	\$000	\$000
Not later than one year	1,624	420
Later than one year and not later than five years	314	-
Later than five years	-	-
Total capital expenditure commitments (exclusive of GST)	1,938	420
Plus: GST recoverable	194	42
Total capital expenditure commitments (inclusive of GST)	2,132	462

23. Fair value measurement

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.

When measuring fair value, the valuation techniques used maximise the use of relevant observable inputs and minimise the use of unobservable inputs. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the agency include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgments not available publicly but relevant to the characteristics of the assets/liabilities being valued. Such inputs include internal agency adjustments to observable data to take account of particular and potentially unique characteristics/functionality of assets/liabilities and assessments of physical condition and remaining useful life.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy based on the inputs used:

Level 1 – inputs are quoted prices in active markets for identical assets or liabilities

Level 2 – inputs are inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – inputs are unobservable.

All the agency's nonfinancial assets are measured at Level 3 and are held primarily for service potential rather than to generate cash inflows. Carrying amounts and reconciliation of movements are disclosed in Note 17 Property, Plant and Equipment. These assets are measured using inputs not based on observable market data.

a) Fair value hierarchy

The agency does not recognise any financial assets or liabilities at fair value as these are recognised at amortised cost. The carrying amounts of these financial assets and liabilities approximates their fair value.

The table below presents non-financial assets recognised at fair value in the balance sheet categorised by levels of inputs used to compute fair value.

	Level 1		Level 2		Level 3		Total fair value	
	2025	2024	2025	2024	2025	2024	2025	2024
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Assets								
Land (Note 17)	-	-	-	-	19,655	12,560	19,655	12,560
Buildings (Note 17)	-	-	-	-	84,794	82,334	82,334	82,334
Infrastructure (Note 17)	-	-	-	-	191	50	191	50
Plant and equipment (Note 17)	-	-	-	-	3,822	2,422	3,822	2,422
Plant and equipment (Work in Progress) (Note 17)	-	-	-	-	6,586	2,984	6,586	2,984
Computer Hardware (Note 17)	-	-	-	-	1	-	1	-
Transport Equipment (Note 17)	-	-	-	-	21,423	13,761	21,423	13,761
Intangible assets (Note 18)	-	-	-	-	93	-	93	-
Total assets	-	-	-	-	136,565	114,112	136,565	114,112

There were no transfers between Level 1 and Levels 2 or 3 during 2024–25 fiscal year.

b) Valuation techniques and inputs

Valuation techniques and significant unobservable inputs used to measure fair value in 2024–25 are:

Asset classes	Level	Techniques	Significant unobservable inputs
Specialised Land – with no active markets and/or significant restrictions	3	Market	Valuer assessment on restrictions
Specialised buildings	3	Current replacement cost	n/a
Infrastructure	3	Current replacement cost	n/a
Plant and equipment	3	Current replacement cost	n/a
Intangible assets	3	Current replacement cost	n/a

There were no changes in valuation techniques from 2023–24 to 2024–25

Level 3 fair values of specialised buildings and infrastructure were determined by computing their current replacement costs because an active market does not exist for such facilities. The current replacement cost was based on a combination of internal records of the historical cost of the facilities, adjusted for contemporary technology and construction approaches. Significant judgement was also used in assessing the remaining service potential of the facilities, given local environmental conditions, projected usage, and records of the current condition of the facilities.

c) Additional information for level 3 fair value measurements

(i) Reconciliation of recurring level 3 fair value measurements of non financial assets

	Land	Buildings	Infrastructure	Plant and equipment (Work in Progress)	Computer Hardware	Transport Equipment	Intangible assets	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
2025								
Fair value as at 1 July	12,560	82,334	50	2,422	-	13,761	-	114,112
Additions	-	-	-	473	-	3,762	-	7,489
Disposals	-	-	-	(19)	-	(749)	-	(768)
Transfers in/out	950	11,004	130	1,823	4	6,836	109	21,204
Depreciation/amortisation	-	(3,069)	(5)	(878)	(3)	(2,188)	(17)	(6,160)
Gains/losses recognised in other comprehensive income	6,145	(5,474)	17	-	-	-	-	688
Fair value as at 30 June	19,655	84,794	191	3,822	1	21,423	93	136,565
2024								
Fair value as at 1 July	-	-	-	-	-	-	-	-
Additions	-	-	-	2,106	-	-	-	2,106
Disposals	-	-	-	(22)	-	-	-	(22)
Transfers in/out	12,560	84,482	52	16,011	-	-	-	116,089
Depreciation/amortisation	-	(2,780)	(2)	(1,912)	-	-	-	(4,694)
Gains/losses recognised in other comprehensive income	-	632	-	-	-	-	-	632
Fair value as at 30 June	12,560	82,334	50	16,183	-	-	-	114,112

(ii) Sensitivity analysis

Buildings – unobservable inputs used in computing the fair value of buildings include the historical cost and the consumed economic benefit for each building. Given the large number of agency buildings, it is not practical to compute a relevant summary measure for the unobservable inputs. In respect of sensitivity of fair value to changes in input value, a higher historical cost results in a higher fair value and greater consumption of economic benefit lowers fair value.

24. Financial instruments

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

The agency's financial instruments include cash and deposits; receivables; advances paid; payables and advances received. It excludes statutory receivables arising from taxes including tax receivables, GST input tax credits recoverable, and fines and penalties, which do not meet the definition of financial instruments as per AASB 132 Financial instruments: Presentation.

The NTFES has limited exposure to financial risks as discussed below.

Exposure to interest rate risk, foreign exchange risk, credit risk, price risk and liquidity risk arise in the normal course of activities. The Territory Government's investments, loans and placements, and borrowings are predominantly managed through the Northern Territory Treasury Corporation adopting strategies to minimise the risk. Derivative financial arrangements are also utilised to manage financial risks inherent in the management of these financial instruments. These arrangements include swaps, forward interest rate agreements and other hedging instruments to manage fluctuations in interest or exchange rates.

a) Categories of financial instruments

The carrying amounts of the agency's financial assets and liabilities by category are disclosed in the table below.

	Category	2025	2024
		\$000	\$000
Cash and deposits	Other	2,265	4,841
Receivables ¹	Amortised cost	1,014	863
Total financial assets		3,279	5,704
Payables ¹	Amortised cost	807	211
Total financial liabilities		807	211

1 Total amounts disclosed here exclude statutory amounts, prepaid expenses and accrued contract revenue.

Financial assets at amortised cost

Financial assets categorised at amortised cost are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less impairment.

The agency's financial assets categorised at amortised cost include receivables.

Financial assets at fair value through other comprehensive income

NTFES does not have any financial assets under this category.

Financial assets at fair value through profit or loss

NTFES does not have any financial assets under this category.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are measured at amortised cost using the effective interest rate method. The agency's financial liabilities categorised at amortised cost include all accounts payable.

Financial liabilities at fair value through profit or loss

NTFES does not have any financial liabilities under this category.

Netting of swap transactions

The agency, from time to time, may facilitate certain structured finance arrangements, where a legally recognised right to set-off financial assets and liabilities exists, and the Territory intends to settle on a net basis. Where these arrangements occur, the revenues and expenses are offset, and the net amount is recognised in the comprehensive operating statement.

b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation

The agency has limited credit risk exposure (risk of default). In respect of any dealings with organisations external to government, the agency has adopted a policy of only dealing with credit worthy organisations and obtaining sufficient collateral or other security where appropriate, as a means of mitigating the risk of financial loss from defaults.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the agency's maximum exposure to credit risk without taking account of the value of any collateral or other security obtained.

Credit risk relating to receivables is disclosed in Note 16.

c) Liquidity risk

Liquidity risk is the risk the agency will not be able to meet its financial obligations as they fall due. The agency's approach to managing liquidity is to ensure it will always have sufficient funds to meet its liabilities when they fall due. This is achieved by ensuring minimum levels of cash are held in the agency bank account to meet various current employee and supplier liabilities. The agency's exposure to liquidity risk is minimal. Cash injections are available from the Central Holding Authority in the event of one-off extraordinary expenditure items arise that deplete cash to levels that compromise the agency's ability to meet its financial obligations.

The following tables detail the agency's remaining contractual maturity for its financial liabilities, calculated based on undiscounted cash flows at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the balance sheet, which are based on discounted cash flows.

	Carrying amount	Less than a year	1 to 5 years	More than 5 years	Total
	\$000	\$000	\$000	\$000	\$000
2025					
Liabilities					
Payables ¹	807	807	-	-	807
Total financial liabilities	807	807	-	-	807
2024					
Liabilities					
Payables ¹	211	211	-	-	211
Total financial liabilities	211	211	-	-	211

1 Amounts disclosed exclude statutory amounts and accruals (such as AOTA, accrued expenses, unearned revenue and provisions), as these do not meet the definition of financial instrument and therefore amounts will not be recognised in the balance sheet.

d) Market risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. It comprises interest rate risk, price risk and currency risk.

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rate.

NTFES is not exposed to interest rate risk as agency financial assets and financial liabilities, are non interest bearing.

(ii) Price risk

NTFES is not exposed to price risk as NTFES does not hold units in unit trusts.

(iii) Currency risk

Currency risk is the risk that fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

NTFES is not exposed to currency risk as NTFES does not hold borrowings denominated in foreign currencies or transactional currency exposures arising from purchases in a foreign currency.

25. Related parties

i) Related parties

NTFES is a government administrative entity and is wholly owned and controlled by the Territory Government. Related parties of the department include:

- > the portfolio minister and key management personnel (KMP) because they have authority and responsibility for planning, directing and controlling the activities of the department directly
- > close family members of the portfolio minister or KMP including spouses, children and dependents
- > all public sector entities that are controlled and consolidated into the whole of government financial statements
- > any entities controlled or jointly controlled by KMP's or the portfolio minister, or controlled or jointly controlled by their close family members.

ii) Key management personnel (KMP)

Key management personnel of NTFES are those persons having authority and responsibility for planning, directing and controlling the activities of NTFES. These include the minister of NT Fire and Emergency Services and the Chief Executive Officer. Calculations below are based on ten members having served on the executive team over the course of the financial year.

Due to machinery of government changes affecting the agency, the agency's key management personnel changed during the reporting period. Accordingly, declarations from those previously associated with Bushfires NT in the previous agency prior to 9 September 2024 were not available and have not been included in related party transaction disclosures.

iii) Remuneration of key management personnel

The details below excludes the salaries and other benefits of minister of NT Fire and Emergency Services as the minister's remunerations and allowances are payable by the Department of the Legislative Assembly and consequently disclosed within the Treasurer's annual financial statements.

The aggregate compensation of key management personnel of NTFES is set out below:

	2025	2024
	\$000	\$000
Short-term benefits	1,268	643
Post-employment benefits	59	62
Long-term benefits	-	-
Termination benefits	-	-
Total remuneration of key management personnel	1,327	705

iv) Related party transactions:

Transactions with Northern Territory Government-controlled entities

The department's primary ongoing source of funding is received from the Central Holding Authority in the form of output and capital appropriation and on-passed Commonwealth national partnership and specific-purpose payments.

The following table provides quantitative information about related party transactions entered into during the year with all other Northern Territory Government-controlled entities.

Related party	Revenue from related parties	Payments to related parties	Amounts owed by related parties	Amounts owed to related parties
	\$000	\$000	\$000	\$000
2025				
All NTG Government departments	4,972	16,656	95	300
2024				
All NTG Government departments	1,670	12,174	537	5,414

NTFES' transactions with other government entities are not individually significant.

Other related party transactions are as follows:

Given the breadth and depth of Territory Government activities, related parties will transact with the Territory public sector in a manner consistent with other members of the public including paying stamp duty and other government fees and charges and therefore these transactions have not been disclosed.

26. Contingent liabilities and contingent assets

a) Contingent liabilities

NTFES had two minor contingent liabilities, which cannot be quantified as at 30 June 2025, however they are not material, if realised, compared to the annual Operating budget.

b) Contingent assets

NTFES had no contingent assets as at 30 June 2025.

27. Events subsequent to balance date

No events have arisen between the end of the fiscal year and the date of this report that require adjustment to, or disclosure in these financial statements.

28. Schedule of administered Territory items

In addition to operating revenues controlled and utilised by an agency to fund its activities that are included in the financial statements, the agency also acts on behalf of the Territory Government in the management of administered items. These include annual monitoring and false fire alarm fees, fire reports, inspections and fire engineering design reviews. An agency is unable to use administered items to further its own objectives without authorisation.

Administered items are transferred to and reported by the Central Holding Authority, as the parent entity of government. Administered income and expenses are not recognised in the agency's operating statement but are reported separately in accordance with Australian accounting standards.

The following Territory items are managed by the NTFES on behalf of the government and are recorded in the Central Holding Authority (refer to Note 2b).

	2025	2024
	\$000	\$000
TERRITORY INCOME AND EXPENSES		
Income		
Fees from regulatory services	5,459	5,263
Total income	5,459	5,263
Expenses		
Other administrative expenses	5,459	5,263
Total expenses	5,459	5,263
Territory income less expenses	-	-
TERRITORY ASSETS AND LIABILITIES		
Assets		
Other receivables	3	-
Total assets	3	-
Liabilities		
Central Holding Authority income payable	3	-
Total liabilities	3	-
Net assets	-	-

29. Budgetary information

The following tables present the variation between 2024-25 Revised Budget published in the 2025-26 Budget Paper Number 3 and the 2024-25 actual amounts reported in the financial statements, together with explanations for significant variations.

Refer to Note 5a for summary changes to budget appropriations.

Comprehensive operating statement	2025 Actual	2025 Revised	Variance	Note
	\$000	\$000	\$000	
INCOME				
Grants and subsidies revenue				
Current	990	122	868	1
Appropriation				
Output	67,455	60,122	7,333	2
Commonwealth (excluding capital appropriation)	3,932	2,936	996	3
Sales of goods and services	2,172	1,995	177	
Goods and services received free of charge	3,979	6,991	(3,012)	4
Gain on disposal of assets	(130)	138	(268)	
Other income	249	11	238	
TOTAL INCOME	78,648	72,315	6,333	
EXPENSES				
Employee benefits expense	64,705	48,525	16,180	5
Administrative expenses				
Purchases of goods and services	24,612	16,176	8,436	6
Depreciation and amortisation	6,160	6,671	(511)	
Other administrative expenses	3,978	6,991	(3,013)	4
Grants and subsidies expenses				
Current	1,174	2,333	(1,159)	7
TOTAL EXPENSES	100,630	80,696	19,933	
NET SURPLUS/(DEFICIT)	(21,983)	(8,381)	(13,600)	
OTHER COMPREHENSIVE INCOME				
Items that will not be reclassified to net surplus/deficit				
Changes in asset revaluation surplus	2,218	-	2,218	8
TOTAL OTHER COMPREHENSIVE	2,218	-	2,218	
COMPREHENSIVE RESULT	(19,765)	(8,381)	(11,384)	

Notes:

The following note descriptions relate to variances greater than 20 per cent or +/- \$0.5 million:

- \$0.9 million reimbursement (unbudgeted) from the National Aerial Firefighting Centre across jurisdiction contract for services not engaged;
- End-of-financial year Treasurer's Advance provided for non-discretionary activity for interstate deployments, disaster events, nuclear powered warships, wildfires and the Fair Work Australia firefighter leave provision.
- Disaster Ready Fund Round 1 revenue is unbudgeted in 2024-25;
- Lower level of services charged by other Northern Territory Government agencies than forecast;
- Firefighter enterprise agreement outcome above wage policy, firefighter overtime, the Fair Work Australia firefighter leave provision, NTFES foundational workforce and Bushfires NT base all above budgeted levels;
- Business cost pressures / Purchase of Goods and Services components of note 2 above;
- Milestone achievements for Disaster Ready Program Round 1 behind forecast; and
- Building and land revaluation in Greater Darwin region.

Balance Sheet	2025 Actual	2025 Revised	Variance	Note
	\$000	\$000	\$000	
ASSETS				
Current assets				
Cash and deposits	2,265	2,552	(287)	
Receivables	1,305	964	341	
Prepayments	-	623	(623)	
Total current assets	3,570	4,139	(569)	
Non-current assets				
Property, plant and equipment	136,472	127,658	8,814	1
Intangibles	93	92	1	
Total non-current assets	136,565	127,750	8,815	
TOTAL ASSETS	140,135	131,889	8,246	
LIABILITIES				
Current liabilities				
Payables	3,045	8,274	(5,229)	2
Provisions	15,532	10,409	5,123	3
Other liabilities	2,982	2,600	382	
Total current liabilities	21,559	21,283	276	
Non-current liabilities				
Other liabilities	-	-	-	
Total non-current liabilities	-	-	-	
TOTAL LIABILITIES	21,559	21,283	276	
NET ASSETS	118,575	110,606	7,970	
EQUITY				
Capital	155,833	134,832	21,001	4
Reserves	2,850	2,280	570	5
Accumulated funds	(40,107)	(26,506)	(13,601)	6
TOTAL EQUITY	118,575	110,606	7,970	

Notes:

The following note descriptions relate to variances greater than 20 per cent or +/- \$0.5 million:

1. Machinery-of-Government Bushfires NT transfer, Department of Logistics and Infrastructure constructed building asset transfers, NTFES asset purchases during the year and building and land revaluation in Greater Darwin region;
2. Improved invoice management;
3. Combination of existing employees and foundational establishment of agency (transfers of employees from other NTG agencies into NTFES and Bushfires NT transfer) and associated leave entitlements, payroll tax and employee superannuation contributions recognition. Additionally, the Fair Work Australia ruling on firefighter leave provision (\$2.5M);
4. End of financial year equity injection (\$12M) plus asset transfers in note 1 above;
5. Revaluation in the Greater Darwin region; and
6. See Operating Statement (page 55).

Cash flow statement	2025 Actual	2025 Revised	Variance	Note
	\$000	\$000	\$000	
CASH FLOWS FROM OPERATING ACTIVITIES				
Operating receipts				
Grants and subsidies received				
Current	990	122	868	1
Appropriation				
Output	67,455	60,122	7,333	2
Commonwealth (excluding capital appropriation)	4,314	2,936	1,378	3
Receipts from sales of goods and services	3,565	1,950	1,615	4
Total operating receipts	76,325	65,130	11,195	
Operating payments				
Payments to employees	58,559	47,731	10,808	5
Payments for goods and services	30,729	15,340	15,389	6
Grants and subsidies paid				
Current	1,174	2,333	(1,159)	7
Total operating payments	90,462	65,404	25,058	
Net cash from/(used in) operating activities	(14,137)	(274)	(13,863)	
CASH FLOWS FROM INVESTING ACTIVITIES				
Investing receipts				
Proceeds from sales of non- financial assets	638	633	5	
Total investing receipts	638	633	5	
Investing payments				
Purchases of non-financial assets	7,837	5,745	2,092	8
Total investing payments	7,837	5,745	2,092	
Net cash from/(used in) investing activities	(7,199)	(5,112)	(2,087)	
CASH FLOWS FROM FINANCING ACTIVITIES				
Financing receipts				
Equity injections				
Capital appropriation	8,154	4,514	3,640	8
Other Equity injections	12,064	-	12,064	9
Total financing receipts	20,218	4,514	15,704	
Financing payments				
Equity withdrawals	1,457	1,417	40	
Total financing payments	1,457	1,417	40	
Net cash from/(used in) financing activities	18,761	3,097	15,664	
Net increase/(decrease) in cash held	(2,575)	(2,289)	(287)	
Cash at beginning of financial year	4,841	4,841	-	
CASH AT END OF FINANCIAL YEAR	2,265	2,552	(287)	

Notes:

The following note descriptions relate to variances greater than 20 per cent or +/- \$0.5 million:

- \$0.9 million reimbursement (unbudgeted) from the National Aerial Firefighting Centre across jurisdiction contract for services not engaged;
- End-of-financial year Treasurer's Advance provided for non-discretionary activity for interstate deployments, disaster events, nuclear powered warships, wildfires and the Fair Work Australia firefighter leave provision.
- Disaster Ready Fund Round 2 funding received;
- Timing variation of receiving receipts across financial years compared to Operating Statement;
- Firefighter enterprise agreement outcome above wage policy, firefighter overtime, NTFES foundational workforce and Bushfires NT base all above budgeted levels;
- Business cost pressures and timing variation of payments across financial years compared to Operating Statement;
- Milestone achievements for Disaster Ready Program Round 1 behind forecast;
- End of financial year Treasurer's Advance for milestone payments for two new aerial firefighting appliances; and
- One-off end of year equity injection (\$12.1M) to maintain a positive cash balance.

30. Budgetary information: Administered Territory items

The following table presents the variation between the 2024–25 Revised Budget for administered items as reported in 2025–26 Budget Paper Number 3 and the 2024–25 actual amounts disclosed in Note 28 of these financial statements together with explanations for significant variations.

Administered Territory items	2025 Actual	2025 Revised	Variance	Note
	\$000	\$000	\$000	
TERRITORY INCOME AND EXPENSES				
Income				
Fees from regulatory services	5,459	4,972	487	
Total income	5,459	4,972	487	
Expenses				
Other administrative expenses	5,459	4,972	487	
Total expenses	5,459	4,972	487	
Territory income less expenses	-	-	-	
TERRITORY ASSETS AND LIABILITIES				
Assets				
Other receivables	3	3	-	
Total assets	3	3	-	
Liabilities				
Central Holding Authority income payable	3	3	-	
Total liabilities	3	3	-	
Net assets	-	-	-	

Notes:

Variances greater than 20 per cent or +/- \$0.5 million are recognised as significant and therefore require explanation. There were no significant variances between actual and budget amounts in 2024–25.





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