

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



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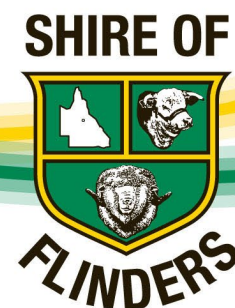
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1. OPENING BUSINESS

Cr Kate Peddle (Mayor) opened the meeting with the Council Prayer

Lord,
Please guide and direct us,
In that the decisions to be made,
Will be for the benefit,
Of our whole community
Amen

1.1 PRESENT

Councillors

Mayor Kate Peddle
Nicole Flute
Kelly Carter
Kerry Wells
Peter Fornasier
Shane McCarthy
Kim Middleton

Staff

Bruce Davidson – Interim Chief Executive Officer
Misenka Duong - Director of Engineering
Melanie Wicks – Director of Corporate & Financial Services
Barbra Smith –Director of Community Services & Wellbeing
Jackie Coleman – Executive Support Officer

School Students

1.2 APOLOGIES

Nil

1.3 LEAVE OF ABSENCE

Mayor Kate Peddle – Maternity Leave 30/08/2024 – 01/01/2025

1.4 CONFIRMATION OF MINUTES

That the Minutes of the Ordinary Meeting of Council held 26 June 2024 be taken as read and signed as correct.

and

That the Minutes of the Special Council Meeting held 05 July 2024 be taken as read and signed as correct.

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1.5 OBLIGATIONS OF COUNCILLORS

1.5.1 Prescribed Conflict of Interest - Sections 150EG, 150EH & 150EI Local Government Act 2009

Councillors are ultimately responsible for informing of any prescribed conflict of interest on matters to be discussed at a council or committee meeting (other than ordinary business matters).

When dealing with a Prescribed Conflict of Interest, Councillors must abide by the following procedures:

- A Councillor who has notified the Chief Executive Officer of a Prescribed Conflict of Interest in a matter to be discussed in a council meeting must also give notice during the meeting.
- A Councillor who first becomes aware of a Prescribed Conflict of Interest in a matter during a council meeting must immediately inform the meeting of the conflict of the interest.
- When notifying the meeting of a Prescribed Conflict of Interest, the following details must be provided:
 - if it relates to a gift or loan given by an entity - state the details of gift or loan
 - if it relates to a sponsored travel or accommodation benefit - state the benefit details
 - if it relates to a contract between the Councillor and Local Government or close associate of the Councillor – state details
 - if it relates to an application or submission - state the subject of the application or submission
 - if it relates to appointment/employment matters of Chief Executive Office position - state conflict details

The Councillor must then leave the place of the meeting, including any area set aside for the public, and stay away while the matter is being discussed and voted on, unless the subject Councillor has written notice from the Minister to participate in the matter.

Once the Councillor has left the area where the meeting is being conducted, the council can continue discussing and deciding on the matter at hand.

1.5.2 Declarable Conflict of Interest - Section 150EN Local Government Act 2009

Councillors are ultimately responsible for informing of any Declarable Conflict of Interest on matters to be discussed at council or committee meetings that might lead to a decision that is contrary to the public interest (other than ordinary business matters).

A Councillor may raise their personal interests in a matter at the meeting to canvas the view of the other Councillors prior to deciding to declare a conflict of interest. If the other Councillors suspect the personal interest might be a conflict of interest, the Councillor may disclose their suspicion and the processes under section 150EW of the LGA.

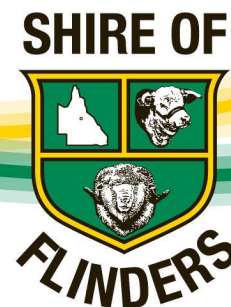
When dealing with a Declarable Conflict of Interest, Councillors must abide by the following procedures:

- A Councillor who has notified the Chief Executive Officer of a Declarable Conflict of Interest in a matter to be discussed at a council meeting must also give notice during the meeting.
- A Councillor who first becomes aware of a Declarable Conflict of Interest in a matter during a council meeting must inform the meeting of the conflict of interest
- When notifying the meeting of a Declarable Conflict of Interest or it could be reasonably presumed that a conflict exists, Councillors should provide sufficient detail to allow the other Councillors to make an informed decision about how best to manage the Declarable Conflict of Interest in the public interest. The following details must be provided:
 - the nature of the Declarable Conflict of Interest
 - if it arises because of the Councillors relationship with a related party:
 - i. the name of the related party to the Councillor
 - ii. the nature of the relationship of the related party to the Councillor
 - iii. the nature of the related party's interest in the matter
 - if it arises because of a gift or loan from another person to the Councillor or a related party:
 - i. the name of the other person
 - ii. the nature of the relationship of the other person to the Councillor or related party
 - iii. the nature of the other person's interest in the matter
 - iv. the value of the gift or loan and the date the gift or loan was made.
 - v.

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After a Councillor has declared a conflict of interest, the Councillor should consider leaving the meeting while the matter is discussed unless they have reasons why their participation would improve making the decision in the public interest.

1.5.3 Procedure if no Quorum for Deciding Matter because of Prescribed Conflicts of Interest of Declarable Conflicts of Interest – Section 150EU Local Government Act 2009

(1) This section applies in relation to a meeting if:

- (a) a matter in which 1 or more councillors have a prescribed conflict of interest or Declarable Conflict of Interest is to be decided at the meeting; and
- (b) there is less than a quorum remaining at the meeting after any of the councillors mentioned in paragraph (a) leave, and stay away from, the place where the meeting is being held.

(2) The local government must do 1 of the following:

- (a) delegate deciding the matter under section 257, unless the matter cannot be delegated under that section;
- (b) decide, by resolution, to defer the matter to a later meeting;
- (c) decide, by resolution, not to decide the matter and take no further action in relation to the matter.

(3) The local government must not delegate deciding the matter to an entity if the entity, or a majority of its members, have personal interests that are, or are equivalent in nature to, a prescribed conflict of interest or Declarable Conflict of Interest in the matter.

(4) A councillor does not contravene section 150EK(1), 150EM(2), 150EQ(2)(a) or (3)(a) or 150ES(5) by participating in a decision, or being present while the matter is discussed and voted on, for the purpose of delegating the matter or making a decision under subsection (2)(b) or (c).

1.5.4 Closed Meeting Discussion Items – Section 254J Local Government Regulation 2012

Council and standing committee meetings may resolve that a meeting be closed to the public if its Councillors consider it necessary to discuss any of the following matters:

- appointment, dismissal or discipline of the CEO
- industrial matters affecting employees
- the council's budget
- rating concessions
- legal advice obtained by the council, including legal proceedings that may be taken by or against the council
- matters that may directly affect the health and safety of an individual or a group of individuals
- negotiations relating to a commercial matter involving the council for which a public discussion could prejudice the interests of the council
- negotiations relating to the taking of land by the council under the *Acquisition of Land Act 1967*
- a matter that the council is required to keep confidential under a law of, or a formal agreement with, the Commonwealth or state.

A Council or committee meeting cannot resolve that a meeting be closed where the meeting is informed of a Councillors personal interest in the matter by another person and the eligible Councillors at the meeting must decide whether the Councillor has a Declarable Conflict of Interest or Prescribed Conflict of Interest in the matter.

Further, the meeting must not be closed if a quorum is lost due to the number of conflicted Councillors who leave the meeting and the council must;

- delegate the matter
- decide by resolution to defer to a later meeting
- decide by resolution to take no further action on the matter.

Note: None of the above will be considered, discussed, voted on or made during a closed session.

If a closed session includes attendance by teleconference, the Councillor/s attending by teleconference must maintain confidentiality by ensuring no other person can hear their conversation while in the closed meeting.

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To take a matter into a closed session the council must abide by the following:

- pass a resolution to close the meeting
- the resolution must state the matter to be discussed, an overview of what is to be discussed and why the meeting should be closed while the matter is considered
- if the matter is known in advance, the agenda should clearly identify that the matter will be considered in closed session, and an explanation of why it is deemed necessary to take the issue into closed session must be stated
- not make a resolution while in a closed meeting (other than a procedural resolution).

1.6 PETITIONS

Nil

1.7 CONDOLENCES

1.8 RECOGNITIONS

Service Awards:

- Frank (Chubby) Townley – 45 years
- Elton Bounghi – 30 years
- Tegan Johnson – 15 years
- Raechelle Denne – 15 years
- Kevin Lloyd – 10 years
- Sue Lloyd – 10 years
- Cecille Millwood – 5 years

1.9 ACKNOWLEDGEMENT OF COUNTRY

The Flinders Shire Council would like to acknowledge our Local First Nations People as well as the Yirendali people as the Traditional Owners and the oldest living culture of the Land on which our Council operates, and pay respect to Elders past, present and emerging.

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2. REPORTS

2.01 CHIEF EXECUTIVE OFFICER

2.01.01 WESTERN QUEENSLAND LOCAL GOVERNMENT ASSOCIATION (WQLGA)

Background – On Thursday 27 June 2024 a WQLGA Special Meeting was held to make a decision on winding up the Association. Legal advice was sought from King and Co Lawyers on the process to follow and the distribution of cash assets.

Minutes of the WQLGA Special Meeting have been provided advising that it was resolved to wind up the Association and evenly distribute the cash at bank between the 12 member Councils, with each council to receive \$7,154.94.

Officer's Recommendation – That Council receive and note the Western Queensland Local Government Association Special Meeting Minutes as provided.

UNCONFIRMED MINUTES OF THE WESTERN QUEENSLAND LOCAL GOVERNMENT ASSOCIATION SPECIAL MEETING

Thursday 27 June 2024
Commencing at 9:06 am
Held via Microsoft Teams

ATTENDANCE

Janene Fegan, Mayor, McKinlay Shire Council
Rick Britton, Mayor, Boulia Shire Council
Lynn Moore, Chief Executive Officer, Boulia Shire Council
Cathy White, Mayor, Winton Shire Council
Dirk Dowling, Chief Executive Officer, Winton Shire Council
Kelly Vea Vea, Mayor, Isaac Regional Council
Tony Rayner, Mayor, Longreach Regional Council
Janice Moriarity, Mayor, Central Highlands Regional Council
Ross Higgins, Acting Chief Executive Officer, Central Highlands Regional Council

OFFICERS

Peter Bennett, Richmond Shire Council (Treasurer) and Peta Mitchell (Minute Secretary)

APOLOGIES

Chair John Wharton, Mayor, Richmond Shire Council

BUSINESS

Treasurer Peter Bennett welcomed the group and advised that this was a special meeting to wind up the association and determine the distribution of funds.

1. WQLGA FY22-23 Financial Statements and Audit Report

Summary:

We present our closing report for Western Queensland Local Government Association (WQLGA) for the financial year ended 30 June 2023.

Motion One: that the Financial Statements be adopted as presented

Moved: Rick Britton from Boulia Shire Council

Seconded: Kelly Vea Vea from Isaac Regional Council

That the Financial Statements be adopted as presented.

2. Winding up The Western Queensland Local Government Association

Summary:

In 1953, a number of Western Queensland Councils formed an unincorporated association known as the Western Queensland Local Government Association. Currently, the following

Councils are members of the Association: Barcaldine Regional Council, Barcoo Shire Council, Blackall-Tambo Regional Council, Boulia Shire Council, Central Highlands Regional Council, Diamantina Shire Council, Flinders Shire Council, Isaac Regional Council, Longreach Regional Council, Richmond Shire Council, Winton Shire Council and McKinlay Shire Council.

In 2020, the Southwest Regional Organisation of Councils, RAPAD and Northwest Queensland Regional Organisation of Councils formed the Western Alliance of Councils. As a result of this alliance, at a meeting of the Association it was decided to investigate the winding up the Association. The only assets of the Association are approximately \$94,000 held in a bank account. The sources of the money are membership subscriptions and surplus sponsorship monies.

The Association's Constitution does not provide for:-

- (a) the process to dissolve or wind up the Association: or
- (b) the manner of distribution of any surplus assets upon dissolution or winding up.

The Association sort advice from King and Co Lawyers as to the process to voluntarily wind up, and what is to happen with the surplus assets. In particular, whether the surplus assets can be distributed between the current members or should be distributed to another organisation/s having similar objects to the Association.

Accordingly, it is a matter for the members to decide the manner of distribution of surplus assets upon the Association's dissolution.

Legal advice is that it is open to the members to decide to distribute the Association's surplus assets to either:-

- (a) the members who are members as at the date of dissolution; or
- (b) one or more specific organisations that have similar aims and objectives as the Association; or
- (c) one or more organisations having similar aims and objectives as the Association, and (if applicable) in the proportion, as determined by the Executive.

If the members decide to distribute the surplus assets to the members, the surplus assets need to be divided equally amongst the Councils who are members as at the date of dissolution.

Cash distributions:

- Cash at Bank as at 31/05/2024 is \$94,869.33.
- Deductions required before distribution:
- Bank Fees - \$10.00
- Audit fees to be reimbursed to RSC (includes 4 years of prior audit fees plus the 23/24 financial year audit fees which will be conducted in September 2024 - \$9,000
- Remaining Cash Balance - \$85,859.33
- Equal share to all 12 Councils would be - \$7,154.94

Motion Two: that the WQLGA wind up and disperse the leftover money evenly to all the member Councils.

Moved: Tony Rayner from Longreach Regional Council

Seconded: Rick Britton from Boulia Shire Council

That the WQLGA wind up and leftover money been evenly distributed to the 12 Councils that were members.

3. GENERAL BUSINESS

There was no general business

CLOSE OF MEETING

The chair declared the meeting closed at 9:16 am.

UNCONFIRMED

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2.01.02 CARTER SHEDS PTY LTD

Background – At Council's Ordinary Meeting held on 12 March 2024 Council resolved to approve the Boundary Relaxation Application submitted by Carter Sheds Pty Ltd for property owned by S & C Wieben, land described as Lot 2-4 Stansfield Street, Hughenden (53 on H2032) with the following conditions:

1. The structure be constructed in accordance with the following plans:
 - a) Plan No. CS270224JW dated 27 February 2024
 - b) Plan No. HUGH02-5071 Rev A
2. The proposed Carport be set back at least 1.5m from the front boundary.
3. Screening Landscaping along the entire interface between the carport and Stansfield Street be planted and maintained using plant species as prescribed in Schedule 6.3 Preferred plant species planning scheme policy. This landscaping is to be at least 1m deep (i.e. front to rear).
4. All vehicle access into the carport is to be via the rear utilising the existing driveway access into the property.

Following an inspection by Council it was noticed that a new concrete driveway crossover had been installed in front of the dwelling and shed which does not meet Condition 4 of the approval. Carter Sheds were advised of this non-compliance on 06 June 2024.

Carter Sheds Pty Ltd have now written to Council acknowledging non-compliance and are seeking consideration for the concrete crossover to remain in the current position as they consider that there would be no danger to entering vehicles from crossing the path of traffic coming from Station Creek.

Officer's Recommendation – That Council receive the letter from Carter Sheds Pty Ltd and advise that the concrete crossover can remain in place as constructed.



CARTER SHEDS PTY LTD

A.B.N: 38 083 065 436 EMAIL: admin@cartersheds.com.au
Lot 21 Winton road Hughenden Qld 4821

QBCC – 736 747 Master Builders Qld - 72601

P.O. BOX 210
HUGHENDEN QLD 4821

MOBILE: 0428 411 700 - Les

MOBILE: 0429 411 689 - Kelly

Friday 21st June 2024

Flinders Shire Council
P.O. Box 274,
Hughenden Qld 4821

Dear Bruce Davidson (Interim CEO)

We received your letter dated 6th June 2024 in relation to the construction of a new concrete driveway crossover in front of 2-4 Stansfield Street (Lot53 on H2032) that did not meet conditions 4 as set out in the original development application.

We acknowledge that condition 4 ***was that all vehicle access into the carport is to be via the rear utilising the existing driveway access into the property***, however we are now seeking council's approval for the crossover to remain in its current position as it has now been constructed to the relevant building standards for a crossover (Inspected by Council Officer).

We don't consider that there would be any danger whilst entering and crossing the path of traffic coming up from station creek.

Our client's block is on 2 individual land lots (Qld Globe Site Plan attached) and was constructed to create access to the front of the new shed for our client.

We await your earliest reply.

Les Carter

Sydney & Coral Wieben, 2-4 Stansfield Street, Hughenden ...

Lot 54 H2032 & Lot 53 H2032

20°50'41"S 144°12'14"E

20°50'41"S 144°12'17"E



20°50'43"S 144°12'14"E

20°50'43"S 144°12'17"E

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 **Queensland Government**
Department of Resources

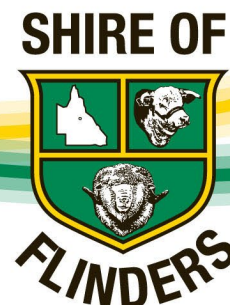
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2.01.03 15 MILE IRRIGATED AGRICULTURAL DEVELOPMENT PROJECT - PROPOSED SALE OF LOT 1 ON SP 307190

Purpose of Report

Lot 1 on SP 307190 is the second lot of the 15 Mile Irrigated Agricultural Development Project for high value agriculture.

Council at its Ordinary Meeting held 16 May 2023, resolved to dispose of the lot by public tender subject to specific development conditions. Whilst tender documentation was developed, no further action was taken.

Given both the time elapsed since that resolution and the election of a new Council, the proposal to sell the lot was again presented to the Council for their consideration at their ordinary meeting held 26 June 2024. At this meeting Council resolved that in preparation for Councils future sale of Lot 1 on SP307190 the Interim Chief Executive Officer is to investigate and report back to Council on the 'defined purposes of use and the water availability'.

This report addresses the issues requested in the 26 June 2024 resolution. It also provides further background and data relating to the 15 Mile Irrigated Agricultural Development Project.

Background

The 15 Mile project is a coordinated project under the Queensland Governments Department of State Development and Infrastructure.

The objectives and benefits of the Project include:

1. For the Council to be able to promote Flinders Shire as a center for private sector investment in high value agricultural development
2. For the Council to be able to demonstrate leadership in the development of new industry which is crucial to improve the employment prospects for current and future residents of Flinders Shire

The project objectives align with the CSIRO's 2013 report, Agricultural Resource Assessment for the Flinders Catchment as part of the North Queensland Irrigated Agriculture Strategy (NQIAS). The report identified that the Flinders Catchment has potential to support significant areas of irrigated agricultural development however, there is more soil suited to irrigation than there is water to irrigate it.

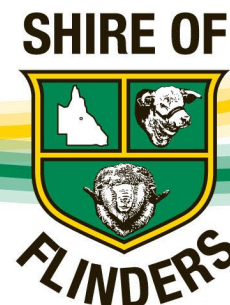
The documentation on the Coordinator-General's website, available to potential investors in the scheme, provides detailed research data on water availability and land suitability. The data predicted the following employment benefits to Flinders Shire:

- On average 77 ongoing FTE for initial operations
- On average 165 ongoing FTE under full production
- Increases in FTE equivalent to 21% of FSC workforce

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Site Development

Council purchased the 918ha site at 15 Mile in November 2015 for \$257,528.00 and subdivided it into two lots:

Area	Size(hectares)	Useable area for irrigation.(Hectares)	Current Use
Lot 1	449.1	180 Est.	Agistment Note -may be terminated with 7 days notice by either party
Lot 2	468.0	130 Est.	Domestic Grapes
Total	917.1	310ha-CG Website	

Council entered into a Deed of Development for lot 2 in November 2018 for the development of vines for domestic grapes. Lot 2 was purchased for \$330,000.00.

At that point in time Council had expended \$1.4m on land purchase, research into water availability, drilling, land suitability assessments, project applications etc. This did not include the later purchase of a GAB license (720ML) for \$1m. The Deed provided for the Developer's estimated costs at approx. \$17m.

Definition of High Value Agriculture

This term is not specifically defined in the Coordinator General's Project approval or the DA for the first Development, however the land suitability reports, water usage analysis and project approvals for the coordinated project refer only to the following 3 crops:

- Table grapes 110 hectares.
- Citrus 150 Hectares.
- Avocados 50 Hectare

Water Availability

The Coordinator Generals Evaluation Report estimated the total development would require up to 3,395ML per annum and defined the sources of water as follows:

Source	Volume	Reliability
Bores exploiting the shallow alluvial aquifer located more than 1 km from the Flinders River	1,038 ML	High reliability
Direct pumping from the Flinders River or bores exploiting the shallow alluvium located less than 1 km from the river	450 ML	High reliability
Bore 1 exploiting the Hutton Great Artesian Basin (GAB) formation	720 ML	High reliability
		Total high reliability 2,208 ML
Farm dam to harvest overland flow	220-250 ML	Medium reliability
Water-harvesting Flinders River (Stage 1) ring-tank storage	500 ML	Medium reliability
Water-harvesting Flinders River (Stage 2) ring-tank storage	500 ML	Medium reliability
		Total Medium Reliability 1,250ML
Total	3,458ML	

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Clause 15.1 of the Development Deed for the Lot 2 Grape Farm provided that Council will provide the following water resources for the ongoing operation of the project:

- a) Access to 450 ML per annum from Council's current licence with such access to be on an annual basis an extendable by the developer up to a total duration of 15 years.
- b) Alluvial ground water of up to 1100ML ML per annum as required by the Developer.
- c) Access up to 500ML per annum from the 720 ML Great Artesian Basin licence currently being applied for by Council.

The Deed provides for the Developer to construct the bore for the GAB water by April 2023 and for Council to have the right to use the bore to access the 220ML balance of the entitlement.

Council obtained the GAB licence for 720ML in April 2020 for \$1m payable over 10 years.

The Developer was required to sink the bore by April 2023. As this deadline was not met Council as the owner of the licence has sought an extension of 6 months. A decision on the application is still pending.

The GAB bore has now been constructed but the water is awaiting testing.

Original approvals advised that GAB water is not always suitable for irrigation and may need to be mixed with alluvial water.

Actual Water Harvested

The alluvial aquifer located 1km from the river (1038ml- free water) has not produced the yields predicted by the Hydrologists studies:

- Hydrologists predicted yields—18litres /second
- Initial actual yields-10litres/second
- Current yields 5litres/second

Developer advises this source of water is supplying only 200ML per annum against the estimated 1038ML per annum.

In September 2022 the Developer wrote to Council highlighting this issue and seeking alternative sources of water.

In September 2023 Council entered into an agreement to provide an additional 500ML from within the 1km radius of the river on a 10 year seasonal licence at \$30 per ML per annum.

The current available maximum supply for lot 2 is 1650ml per annum.

Required at full production-320 acres at 6ml per acre is 1920ml per annum.

Water sources for Lot 1

The potential sources for Lot 1 is the 220ML unallocated balance from the GAB licence and the 1250 ml of Off stream Storages nominated in the Coordinator-General's approval.

The economics of the off stream storages for a single investor is questionable as is the reliability of such a source.

The Business case for Council's OSS (WaterBank) sought to provide a reliable source of water for the current development on lot 2 as well as future developments on Lot 1.

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



Without the Water bank project, the only guaranteed water source for Lot 1 –the 2nd stage of the Irrigation for Agriculture Project is the unallocated 220ml from the GAB licence.

Note-The Water Bank project was not proposed as part of the original 15 Mile Irrigation for Agriculture Project.

The Coordinator-Generals report detailed the requirements for the remaining crops of the project as:-

Crop	Area -Hectares	Annual requirement - ML
Citrus	150	1350
Avocado	50	560
Totals	200	1910

It is possible Council may be able to reallocate some of the water planned for the now paused OSS however the Business case shows this is expensive to harvest.

Conclusion

The Coordinated Project specifies high value agriculture -Grapes, Avocados and Citrus. There is insufficient reliable water supply available to meet the water requirements for these prescribed crops.

The available water for the stage 1 development has been less than originally prescribed and not sufficient to satisfy needs when production is at it maximum.

Officer's Recommendation -

1. That Council not proceed for the time being with the sale of Lot 1 of the 15 Mile Irrigation for Agriculture project due to the shortage of a reliable water supply to fulfill the development conditions prescribed for the project
2. That the unallocated 220ML of the GAB licence for the sites be held in obedience pending the review of future water requirements for the existing development on Lot 2.
3. That the Interim Chief Executive Officer confer with the Office of the Coordinator General in regard to the possible future uses of Lot 1 given the apparent lack of water for irrigation as originally perceived for the 15 Mile Project

AGENDA

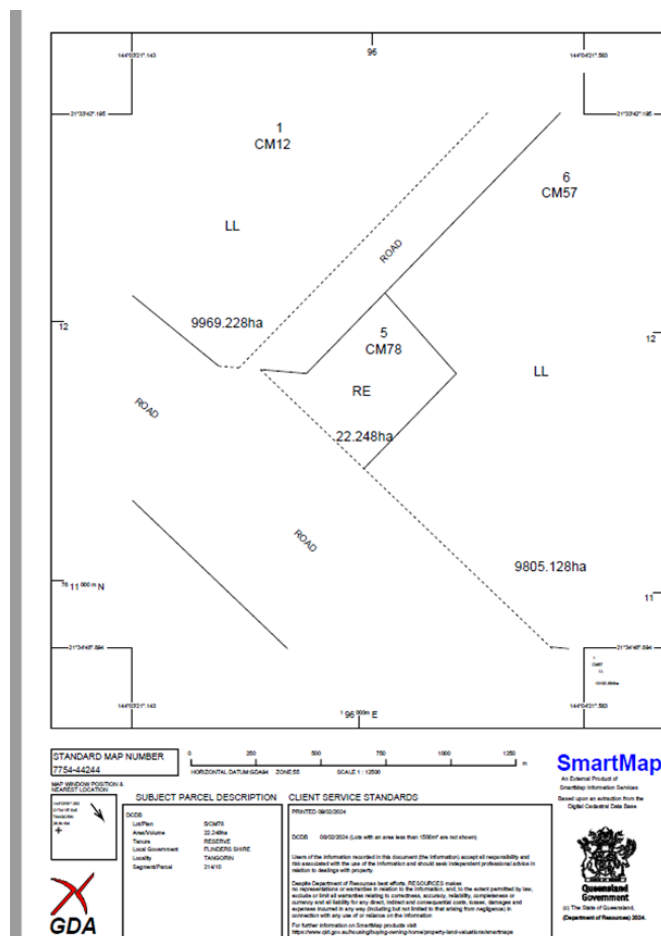
24 JULY 2024 – 9:00 AM

McNAMARA BOARDROOM



2.01.04 DEPARTMENT OF RESOURCES

Background - The Department of Resources is offering for Council to take trusteeship of the Reserve Lot 5 on CM78, Tangorin Road. This Lot is a water-purposed reserve with an unknown trustee. Council currently manages the area and bore on this reserve.

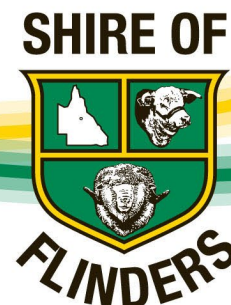


Officer's Recommendation – That Council advise the Department of Resources that they decline the offer to take trusteeship of Reserve Lot 5 on CM78 as it does not correspond with Councils responsibilities and resources and that the upkeep of the region and bore may proceed without the requirement of trusteeship.

AGENDA

24 JULY 2024 – 9:00 AM

McNAMARA BOARDROOM



2.01.05 CONNECTING QUEENSLAND (QCN) – OPTIC FIBRE INSTALLATION

Background – Council has received a Land Access and Activity Notice (LAAN) for an optic fibre build proposed to be constructed in Hughenden between 01 July to 30 November 2024, which is part of the CopperString 2032 Project where QCN is provisioning digital connectivity to the CopperString workers accommodation site.

Proposed Project Location and Details:

- Resolution Street – from Hughenden Railway Station to Moran Street
- Moran Street – between Swanson Street and Flinders Street
- Swanson Street – at the intersection of Moran Street and Alyss Street
- Alyss Street – between Saleyards Road and Swanson Street
- Flinders Street – between Moran Street and Brodie Street
- Brodie Street – between Flinders Street and Gray Street
- Gray Street – between Brodie Street and Hardwicke Street
- Winton Road – between Earl Street and Hardwicke Street
- Un-named Road – between Winton Road and the south-west corner of Lot 26 on RP704798 and Disraeli Street at the south-east corner of Lot 101 on RP704798
- Disraeli Street – from the south-west corner of Lot 126 on RP704798 to un-named haul road at the south-west corner of Lot 134 on RP704798
- Betts Street -between Richmond Hill Drive and Churchill Street
- Churchill Street – between Betts Street and Alyss Street

The construction will involve directional drilling to minimise disruption to residents and existing infrastructure. QNC will be distributing letterbox drops to property owners that will be affected by the works occurring adjacent to their properties and will also provide social media material to inform the wider community about the proposed works.

Officer's Recommendation – That Council receive and note the Land Access and Activity Notice from Connecting Queensland (QCN).

2.01.06 STREET CHRISTMAS PARTY 2024

Background – In past years the Hughenden Chamber of Commerce has hosted the Hughenden Street Christmas Party with a Council financial donation of \$10,000.00 towards entertainment. The event is to provide for the community to come together and celebrate the festive season, while also encouraging supporting local businesses and buying local.

The Hughenden Chamber of Commerce have advised Council that they are no longer in a position to host this valuable community event due to declining member numbers.

Council consideration to the benefits of this community event needs to be investigated and discussed.

Officer's Recommendation – That Council consider the benefits of the Street Christmas Party to the community and local businesses and investigate the continuance of this event.

AGENDA
24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.01.07 FLINDERS SPAR HUGHENDEN SUPERMARKET

Background – The Flinders Spar Hughenden Supermarket has written to council seeking permission to install a trolley rack on the footpath outside the supermarket, as per the attached letter. The rack specifications will be approximately 5 meters long by 1 meter wide and will be secured to the concrete footpath. The trolleys will be stored in the rack during business hours only.

Officer's Recommendation – That Council offer no objection to the Flinders Spar Hughenden Supermarket installing a trolley rack on the footpath outside the supermarket, as per the location and specifications advised.



12/7/24

Flinders Shire Council
34 Gray St
HUGHENDEN Q 4821

To CEO and Councillors,

Flinders SPAR Hughenden is writing to seek approval for a trolley rack to be bolted onto Council's footpath. There are no specifications as per SPAR's policies as to how the trolley rack needs to look or where it needs to be situated.

Please see below the draft design of the proposed trolley rack and location at the front of SPAR. The rack will be positioned to the left of the front electronic door. Approximate specifications of rack will be 5m long x 1m wide. The trolleys will be brought back into the shop at the end of each day.



We look forward to hearing your response.

If you need any further information, please contact me.

Regards,

Maree Christensen

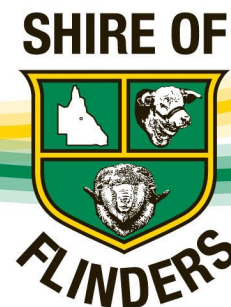
Manager, Flinders SPAR Hughenden

0408205370

AGENDA

24 JULY 2024 – 9:00 AM

McNAMARA BOARDROOM



2.01.08 HUGHENDEN SALEYARDS MASTERPLAN

Background – Resulting from a tender process, Council in May 2021 entered into a lease for the management of the Hughenden Saleyards.

Clause 5.4 of the lease provided that:

- the saleyards were important facilities for the economic development of the Flinders local government area.
- That the parties to the lease will cooperate to produce a “Strategic Plan” for the operation and development of the Saleyards thus ensuring the facilities are used for the maximum benefit of Flinders Shire Local Government area.
- The Strategic Plan once completed will form part of the Saleyards Lease.
- Council's obligation to implementing the capital improvements in the Strategic Plan is limited by the expenditure that Council, at its absolute discretion, elects to apply having regard to its annual budget.

Development of Master Plan

AEC Group Limited were engaged to produce the Hughenden Saleyards Masterplan ((The Strategic Plan).

Their process followed:

- Stakeholder engagement to understand current issues, challenges, opportunities and risks.
- Understand the current cattle market and compare the performance of the saleyards against competitors including throughputs.
- Concept design and masterplan that supports the vision of the key stakeholders, facility users and Council.

The Masterplan provides a possible list of capital works improvements totaling \$14.7M.

AEC's financial assessment examines the net profitability of the Saleyards over a 20year period using two different scenarios:

- Business as usual with no realisation of the masterplan
- Realisation of the masterplan

A copy of the AEC Masterplan is included for Council's consideration.

Council's 2024/25 Budget Allocations

Council in its previous year's budget had an allocation of \$800,000 (\$500,000 TMR grant, \$300,000 Council own funds) towards improvements at the Saleyards.

The works proposed from these funds included:

- Repairs to existing loading ramp
- Repairs to the dip, associated drainage and shade structures to dip yards
- Drainage to the yards
- Upgrades to railway loading ramp
- Construction of additional large spelling yards
- Construction of a hay shed
- Road construction and sealing
- Concrete pad for length of loading walkway
- An unloading ramp at the new spelling yards

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



The total project was not completed by 30th June 2024.

A figure of \$405,000 has been recommitted in the 2024/25 budget to complete repairs to the dip, and Items 6-9 above. No further capital funds were committed in the 2024/25 Budget towards any of the works listed in the Masterplan.

The Way Forward

Council needs to determine its approach to the masterplan.

The two financial assessment scenarios are at opposite ends of the spectrum—just maintain existing operations or undertake all improvements.

The solution most likely lies somewhere in between - prioritise key items of agreed capital improvements in anticipation of the next grant opportunity.

Note: the Masterplan Financial Assessment Scenario 2 is based on any future capital works being funded - 80% Grant funds with 20% Council Funds.

Officers Recommendation - That the AEC's Hughenden Saleyards Masterplan be received and that the Plan be referred to a future Council workshop to review and prioritise the proposed list of capital works that could be included in a future grant funding opportunity.

HUGHENDEN SALEYARDS MASTERPLAN

FLINDERS SHIRE COUNCIL

aecgrouppltd.com

DOCUMENT CONTROL

Job ID: J002706
Job Name: Hughenden Saleyards Masterplan
Client: Flinders Shire Council
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Project Manager: Holly Marson
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Document Name: Hughenden Saleyards Masterplan FINAL
Last Saved: 19/6/2024 2:27 PM

Version	Date	Reviewed	Approved
Draft v1.0	08 March 2024	HM	GJ
Final	19 June 2024	HM	HM

Disclaimer:

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EXECUTIVE SUMMARY

BACKGROUND & PURPOSE

The Hughenden Saleyards is an important facility for the Flinders Shire which has a rich pastoral history and is a significant contributor to economic activity. The Hughenden Saleyards are located southwest of the town on McLaren Street and the facility has access to both road and rail transport.

Located strategically on the tick line in Queensland, the Hughenden Saleyards is used generally as a cattle tick clearing facility and offers services including dipping, weighing, spelling and NLIS reading. The Hughenden Saleyards are owned by the Flinders Shire Council (Council) but are leased out and are currently operated by 5M Livestock Services.

Despite its long history supporting the Flinders Shire economy, the Hughenden Saleyards has not undergone a significant overhaul of its facilities since 1992¹, with a number of assets deteriorating and now no longer up to industry standards. In light of this, Flinders Shire Council are considering upgrades to the Hughenden Saleyards to support operational efficiency, improve workplace health and safety and improve animal safety.

AEC Group Pty Ltd (AEC) and StruXi were engaged to develop a masterplan for the Hughenden Saleyards, considering the long-term plan. This report was developed with the following:

- Stakeholder engagement to understand current issues, challenges, opportunities and risks.
- Understand the current cattle market and compare the performance of the saleyards against competitors (including throughput).
- Concept design and masterplan that supports the vision of the key stakeholders/ facility users and Council.

KEY FINDINGS

Current Facility Summary

The Hughenden Saleyards is strategically located on the Biosecurity Tick Zone, making the tick clearing and transport facilities pivotal to the surrounding farmers looking to move live cattle south into the tick free zone.

The Saleyards has access to both road and rail transport, with the latter being acquired by Flinders Shire Council at the end of 2022 to provide access for livestock movement by rail. Since this purchase, transporting cattle via rail has become increasingly popular to deliver cattle to market and abattoirs throughout the east coast of Queensland.

Throughput of the saleyards has been impacted by significant events in the past five years including:

- In 2018-19, the broader catchment within North West Queensland experienced the impacts of the significant flooding event. Throughput this year was 5,009 head.
- In 2020-21, the impact of the COVID-19 pandemic saw supply chain and logistical impacts throughout the industry. Throughput this year was 19,307 head.

Hughenden Saleyards throughput has since recovered to record levels in 2022-23 with 82,404 head recorded.

Operational activities conducted at the Hughenden Saleyards include:

- Weighing
- Dipping
- National Livestock Identification System (NILS) scanning
- Train Loading
- Truck Wash

¹ Based on information provided in the asset register.

Development of the Hughenden Saleyards Masterplan

Potential list of facility upgrades for the Hughenden Saleyards included in the masterplan were identified through the site visit and stakeholder engagement and ranked using a multi-criteria assessment (MCA). Results of the MCA assisted in the selection of whether to include the potential options in the masterplan for the facility with a selected shortlist provided to guide the development of the concept designs. Designs were then finalised through engagement with stakeholders and Council. Upon acceptance of the final masterplan, construction costs were provided by a qualified quantity surveyor.

Financial Assessment of the Hughenden Saleyards Masterplan

The financial assessment examined the net profitability of the Hughenden Saleyards over a 20-year period. The financial assessment was undertaken on two (2) scenarios:

- Scenario One: Business as usual with no realisation of the masterplan.
- Scenario Two: Realisation of the Hughenden Saleyards masterplan.

Profitability of the two scenarios is projected to experience a year-on-year increase across the 20-year assessment period. EBITDA is estimated to increase to \$106,645 by 2044 in scenario one (Business as Usual) and to \$102,595 in scenario two (masterplan).

Due to the increase in the asset base, the annual depreciation for Financial Year (FY) 26 will increase from \$21,619 in Scenario One (Business as Usual) to \$359,075 following implementation of the masterplan. This will impact significantly on the Council's consolidated operating position.

The cash flows for the two scenarios differ significantly over the assessment period. It should be noted that the capital cost under scenario one (renewal and upgrade of existing assets) are assumed to be 100% funded through Council equity while the assumption under scenario two is that the masterplan will be funded 80% by a grant and the remaining 20% will be funded through Council equity.

If the masterplan is implemented Council can expect to supplement the saleyards with more cash than the business as usual scenario on an annual basis, and in future years will be required to fund significantly higher asset renewal costs. The closing cash balance at the end of the assessment period (that is 2044) for scenario one (Business as Usual) is -\$235,594 compared to scenario two (masterplan) of -\$2,799,103.

A positive net present value (NPV) at a discount rate of 4.52% indicates that the project would add financial value to the organisation over the 20-year assessment period. Scenario two (masterplan) would provide an NPV of -\$6,626,842 over the assessment period – indicating the project would deteriorate value for the organisation - which is significantly worse compared to scenario one (Business as Usual) which results in an NPV of \$438,428.

The modified internal rate of return (MIRR) assumes that positive cash flows from the project are reinvested at Council's cost of capital and that the initial outlays are financed at the financing cost, and therefore provides a more accurate assessment of the rate of return on investments. Scenario two (masterplan) provides a MIRR of 5.63%, greater than the MIRR provided in scenario one (Business as Usual) 2.13%.

The financial assessment concluded that at a 4.25% discount rate, the preferred scenario is scenario one business as usual. It is important to note that saleyards owned by Councils are often subsidised as they support economic activity of the livestock industry within the region.

To reduce the negative financial implications on Council, the following is noted:

- Opportunity to increase lease revenue over and above scenario one. This is dependent on the appetite from leasee and increasing Council's lease revenue will decrease the profitability of the operator.
- Undertake a staged implementation of the Masterplan. Staged implementation is generally preferable from a grant funding perspective.
- Remove the costs associated with the future potential clean yard development – reducing capital expenditure by \$414,000.

Table E.S.1 Project Return on Investment by Scenario (4.52% discount rate)

Scenario	NPV	MIRR
Scenario One – Business as Usual	\$438,428	5.63%
Scenario Two – Masterplan	-\$6,626,842	2.13%

Source: AEC.

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1. INTRODUCTION

1.1 BACKGROUND

The Hughenden Saleyards is an important facility for the Flinders Shire which has a rich pastoral history and is a significant contributor to economic activity. The Hughenden Saleyards are located southwest of the town on McLaren Street and the facility has access to both road and rail transport.

Located strategically on the tick line in Queensland, the Hughenden Saleyards is used generally as a cattle tick clearing facility and offers services including dipping, weighing, spelling and NLIS reading. The Hughenden Saleyards are owned by the Flinders Shire Council (Council) but are leased out and are currently operated by 5M Livestock Services.

Despite its long history supporting the Flinders Shire economy, the Hughenden Saleyards has not undergone a significant overhaul of its facilities since 1992², with a number of assets deteriorating and now no longer up to industry standards. In light of this, Flinders Shire Council are considering upgrades to the Hughenden Saleyards to support operational efficiency, improve workplace health and safety and improve animal safety.

1.2 PURPOSE OF THIS REPORT

AEC Group Pty Ltd (AEC) and StruXi were engaged to develop a masterplan for the Hughenden Saleyards, considering the long-term plan. This report was developed with the following:

- Stakeholder engagement to understand current issues, challenges, opportunities and risks.
- Understand the current cattle market and compare the performance of the saleyards against competitors (including throughput).
- Concept design and masterplan that supports the vision of the key stakeholders/ facility users and Council.

1.3 STRUCTURE OF THE REPORT

The remainder of the report is structured as follows:

- **Site Overview and Activity (Chapter 2):** Overview of the Hughenden Saleyards site, including an overview of the location and activity conducted at the yards.
- **Masterplan Overview (Chapter 3):** Overview of the approach to developing the Hughenden Saleyards masterplan including concept drawings and construction costs.
- **Market Assessment (Chapter 4):** Analysis of potential market size of the cattle industry.
- **Financial Assessment (Chapter 5):** Detailed financial analysis of Hughenden Saleyards based on business as usual and realisation of the master plan scenarios including a 20-year cashflow analysis which examines the profit / loss position, operating surplus / deficit and feasibility for Flinders Shire Council.

² Based on information provided in the asset register.

2. SITE OVERVIEW & ACTIVITY

2.1 LOCATION

The Hughenden Saleyards are operated by 5M Livestock services, who took over the lease as contractors of the facility in 2021. The Hughenden Saleyards are located southwest of Hughenden and is an approximate five minute drive from Brodie Street.

The Saleyards has access to both road and rail transport, with the latter being acquired by the Flinders Shire Council from Aurizon at the end of 2022 to provide access to the rail-related infrastructure. Transporting cattle via rail is becoming increasingly popular to deliver cattle to market and abattoirs south of the Hughenden Saleyards.

The location of the Hughenden Saleyards is directly on the Cattle Biosecurity Tick Zone (see Appendix A for an overview of the tick-free zone), making the tick clearing and transport facilities pivotal to the surrounding farmers looking to move live cattle south into the tick free zone.

Figure 2.1. Hughenden Saleyards Aerial View



Source: Queensland Globe.

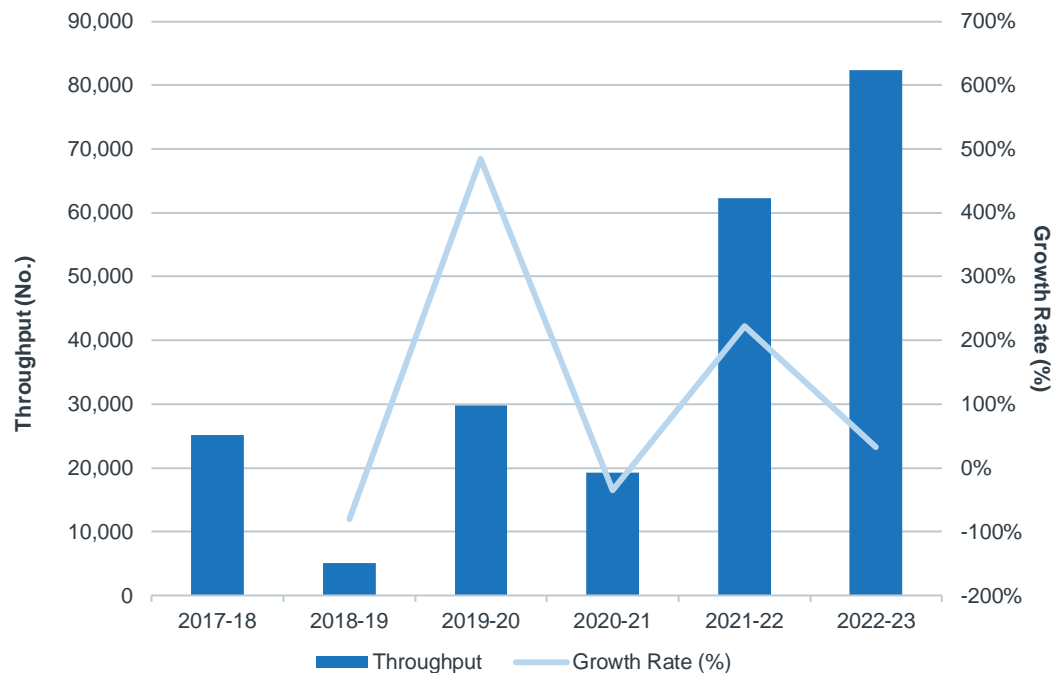
2.2 THROUGHPUT

In 2022-23, Hughenden Saleyards recorded 82,404 head of throughput, representing a 32.3% increase on its recorded 2021-22 throughput of 62,307 cattle. This growth was attributable to multiple factors, such as cattle from outside the region and consecutive years of good agricultural conditions resulting in an increase in the number of high-quality cattle to sell. The previous five years of throughput highlight the effects of regional conditions on the throughput of Hughenden Saleyards.

- In 2018-19, the broader catchment within North West Queensland experienced the impacts of the significant flooding event.
- In 2020-21, the impact of the COVID-19 pandemic saw supply chain and logistical impacts throughout the industry.

It is also noted that there was a change in management of the Hughenden Saleyards in January 2021.

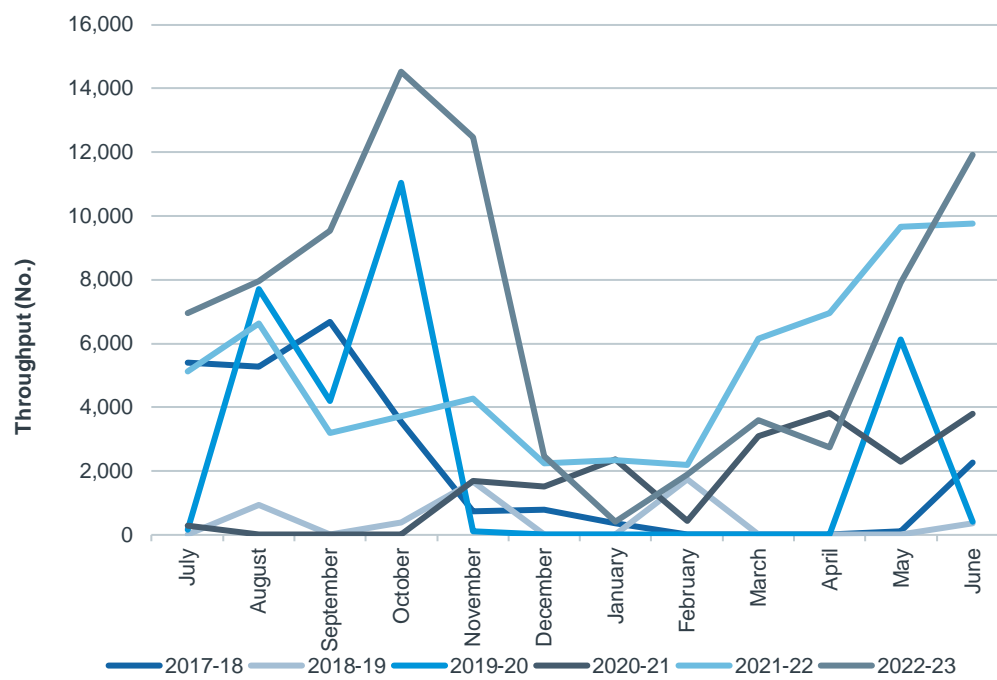
Figure 2.2. Hughenden Saleyards Total Throughput (FY18-FY23)



Source: FSC (Unpublished).

Over the years, the throughput has generally been higher from April to October during the cooler months. There has historically been a lower amount of throughput over the hottest months from December to February.

Figure 2.3. Monthly Throughput of Hughenden Saleyards (FY18-FY23)



Source: FSC (unpublished).

3. MASTERPLAN OVERVIEW

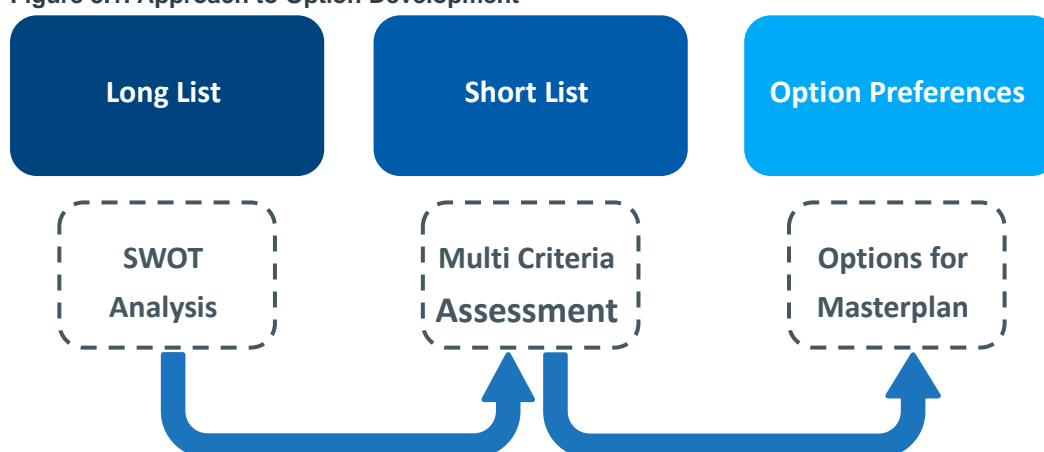
This chapter provides an overview of the approach to developing the Hughenden Saleyards masterplan, the concept drawings, and an overview of the construction costs.

3.1 DEVELOPMENT OF THE MASTERPLAN

3.1.1 Approach

Identifying options is a two-stage process, incorporating a high-level MCA on the long list of site options to produce a short list for more detailed consideration to identify preferred options.

Figure 3.1. Approach to Option Development



Source: AEC.

3.1.2 Long List of Options Considered

A long list of potential infrastructure investment was identified based on a combination of:

- The identification of challenges and opportunities from the site visit.
- Feedback from stakeholders.
- Feedback from the Investment Logic Mapping Workshop with Flinders Shire Council.

The long list of options is profiled in the table below.

Table 3.1. Long List of Options Considered

Problem or Opportunity	Infrastructure Requirements
Lack of Shade. Excessive temperatures detrimental to operations, for both animal welfare and worker welfare.	Additional shade - trees and shade structures over pens, especially for cattle being spelled for over two days
Safety concerns around the current floor in the existing ramp.	Repairs to the existing ramp
Inefficiencies with load in and load out of cattle as there is currently one point for trucks.	Additional load in/ load out ramp
During the wet season, the yards are muddy which impacts cattle and the health and safety of workers.	Improvement to drainage
The load in ramp for train access can be problematic and cause issues with cattle and worker safety.	Replacement of the load in ramp for access to the train
The railway yard is used frequently as it is the larger sized yard, but there is currently limited room to grow.	Construction of additional medium to larger sized yards
The sprinklers are old and require upgrades.	Replacement of the current sprinkler system
Amenity improvements for transporters.	Upgrades to the toilet and showers

Problem or Opportunity	Infrastructure Requirements
The current shed for hay storage is too small.	Increase the size of the current hay shed or provide an additional hay storage shed
The dip currently gets the full afternoon sun.	Shade structure over the current dip
The dip is adequate in terms of size and capacity, but has damage to the sides.	Repair dip
Safety concerns around the lack of lighting in the yards.	Improvements to lighting
Limited signage to the Saleyards.	Increase signage
There is no dedicated parking area for trucks, which can lead to safety issues for those on site.	Dedicated parking area
Upgrade the weighing facility for improved technology.	Improvements to the current scale
Additional water for the pens.	Water distribution to the pens (to non-watered pens)
Purpose built truck was down bay.	Improvement to the truck was
The yards are made up of a mismatch of materials. Mesh infills are located in many fences and are considered to be dangerous to cattle.	Upgrade of the cattle yards
General maintenance to keep up with the maintenance schedule and ensure facilities are fit for purpose.	General upgrades and maintenance at the Hughenden Saleyards.

Source: AEC.

3.1.3 Multi-Criteria Assessment (MCA)

Approach

A Multi-Criteria Assessment (MCA) was used to assess the suitability of each problem/opportunity. Together, AEC and StruXi developed an MCA criteria, noting that each criteria have an equal weighting of 25%.

Table 3.2. MCA Criteria

Criteria	Rating = 0	Rating = 5	Rating = 10
Ease of Implementation (including time, cost, and effort)	Highly complex to implement	Moderate complexity to implement	Low complexity to implement
Economic value to the LGA	No additional economic value delivered to the local community	Moderate additional economic value delivered to the local community	Significant additional economic value delivered to the local community
Viability (consideration of costs and potential revenue generation)	No net benefit	Moderate net benefit	Significant net benefit
Addresses a threat/opportunity to the continuity of business	Does not address a threat/opportunity to ongoing operations	Moderately addresses a threat/opportunity to ongoing operations	Does address a threat/opportunity to ongoing operations

Source: AEC.

MCA Findings

The table below highlights the list of options based on the ranking outcomes from the MCA workshop with the Council. For Council, the most imperative infrastructure developments were repairing the current dip, improvements to lighting and improvements to the current scale.

Table 3.3. MCA Findings

Rank	Infrastructure	Score
1	Repair dip	100.0
2	Improvements to lighting	100.0
3	Improvements to the current scale	100.0
4	Upgrades to the toilet and showers	95.8
5	Increase the size of the current hay shed or provide an additional hay storage shed	95.0

Rank	Infrastructure	Score
6	Construction of additional medium to larger sized yards	94.0
7	Repairs to the existing ramp	93.5
8	Improvement to the truck was	91.5
9	Upgrade of the cattle yards	91.5
10	General upgrades and maintenance at the Hughenden Saleyards.	91.5
11	Shade structure over the current dip	91.0
12	Additional load in/ load out ramp	89.3
13	Replacement of the current sprinkler system	89.0
14	Replacement of the load in ramp for access to the train	88.3
15	Dedicated parking area	85.0
16	Improvement to drainage	84.3
17	Increase signage	83.0
18	Water distribution to the pens (to non-watered pens)	81.5
19	Additional shade - trees and shade structures over pens, especially for cattle being spelled for over two days	66.0

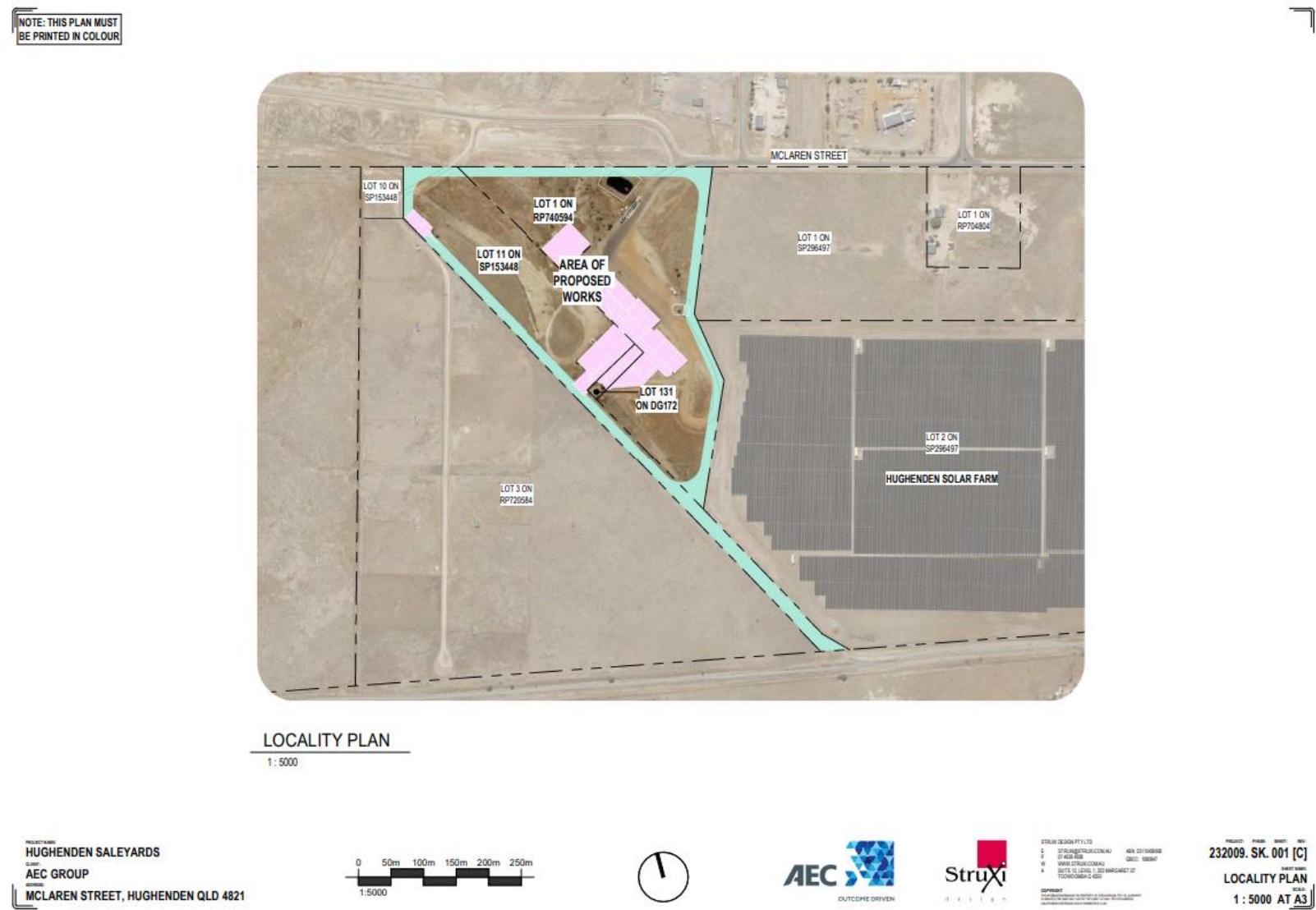
Source: AEC.

3.2 MASTERPLAN CONCEPT DRAWINGS

From the above priorities identified in the MCA workshop, StruXi developed a draft masterplan, which was presented to Council and key stakeholders for feedback. The below provides an overview of:

- The current site.
- The final masterplan which was accepted by Council.

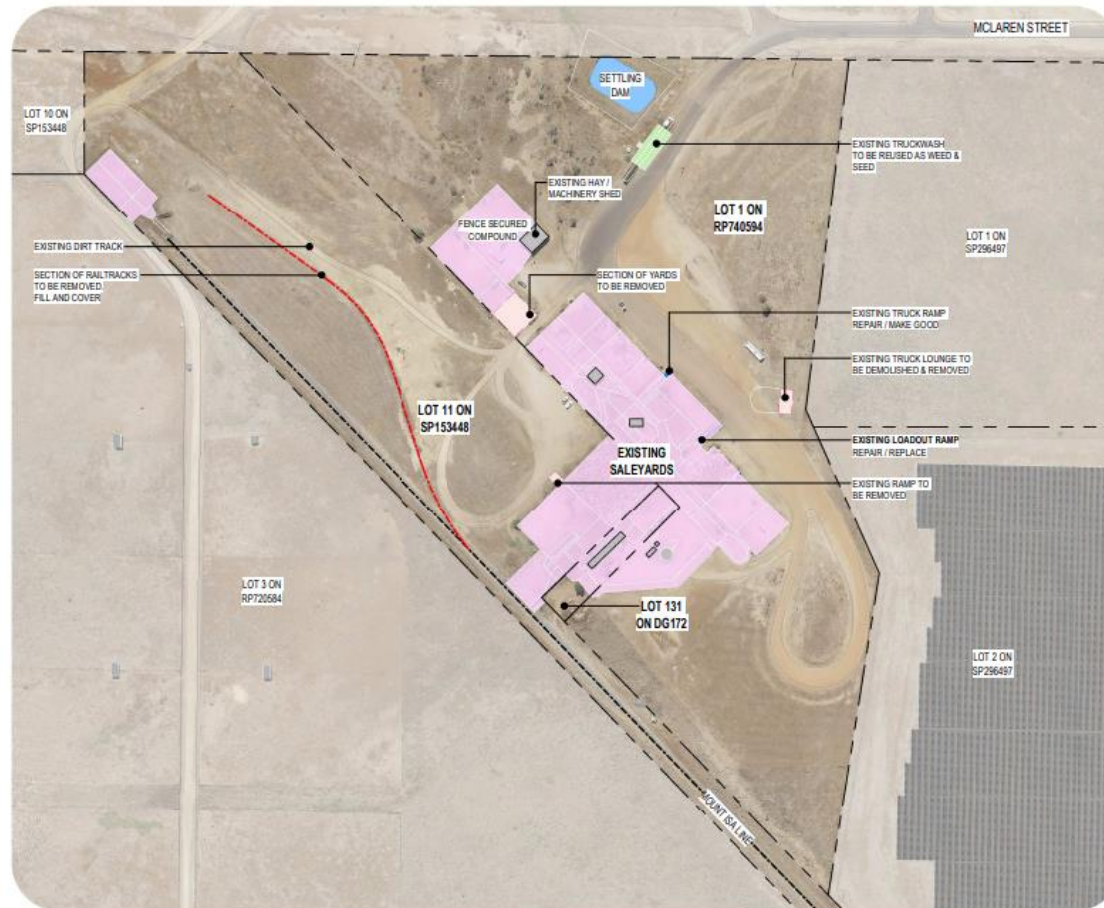
Figure 3.2. Hughenden Saleyards, Current Site



Source: Struxi.

Figure 3.3. Hughenden Saleyards, Current Infrastructure

NOTE: THIS PLAN MUST BE PRINTED IN COLOUR



PROJECT NAME:
HUGHENDEN SALEYARDS

CLIENT:
AEC GROUP

ADDRESS:
MCLAREN STREET, HUGHENDEN QLD 4821



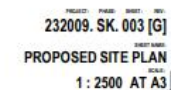
STRLUM DESIGN PVTY LTD
P STRLUM@STRLUM.COM.NU AIN 23156889
F 01 424 4506 GRC: 190847
W WWW.STRLUM.COM.NU
A SUITE 12 LEVEL 1, 200 MARGARET ST
TDOVCOMBA Q 4000

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PROJECT: 232009.SK.002 [C]
SHEET NAME: EXISTING SITE PLAN
SCALE: 1 : 2500 AT A3

Source: StruXi.

—



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3.3 CONSTRUCTION COSTS

Table 3.4 provides a breakdown of construction items in the Hughenden Saleyards Masterplan and their associated costs.

Table 3.4. Construction Costs Breakdown

Construction Cost Items	Cost (\$)
Demolition and Works to Existing	
Demolish and remove existing drivers lounge	\$16,000
Remove small section of yards	\$4,000
Remove abandoned section of rail spur	\$22,000
Remove existing loading ramp	\$3,100
Preliminaries (10%)	\$4,510
Wider Context Works	
New McLaren street entrance	\$1,209,279
New wayfinding signage	\$10,000
Line marking allowance	\$15,400
Preliminaries	\$123,468
Site Works	
Internal roads (bitumen)	\$1,125,043
Internal truck parking area (gravel)	\$520,980
Truck wash and sludge pit (concrete)	\$2,244,000
Light vehicle parking (bitumen)	\$133,319
Line marking	\$7,700
Footpath – admin to truck parking (gravel)	\$27,731
Existing dip – minor repairs	\$10,000
General lighting	\$979,000
Scale replacement	\$10,000
New admin and drivers lounge	\$262,000
Hay shed extension	\$375,000
Existing loading ramp – minor repairs	\$10,000
Repurposing of existing truck wash	\$124,000
Shade structure – dip area	\$100,069
New loading ramp	\$68,000
Existing load in ramp – minor repairs	\$10,000
Open drain to sediment pond	\$41,000
Sprinklers	\$1,483,000
Drinking troughs – auto fill	\$346,000
Planting of new trees	\$72,000
New holding dam	\$192,000
Preliminaries	\$814,084
Pens / Corals / Yards	
New holding yards	\$665,000
Existing yards – 50% of fencing to be replaced	\$515,000
General maintenance	\$50,000
Future clean yards	\$414,000
Preliminaries	\$164,400
Total Construction Works	\$12,171,084
Additional Costs	
Design Contingency (10%)	\$1,217,000
Construction Contingency (10%)	\$1,339,000



Construction Cost Items	Cost (\$)
Grand Total	\$14,727,084

Source: Mitchell Brandtman (2024).

4. MARKET ASSESSMENT

This chapter provides an overview of the potential market size of the cattle industry. It is important to note that this section does not represent demand for the Hughenden Saleyards but provides an overview of the future growth in market.

4.1 HISTORICAL HUGHENDEN SALEYARDS ACTIVITY

The table below displays the historical activity at the Hughenden Saleyards. Overall throughput of the Saleyards has increase significantly over the past two financial years driven largely by recovery of the catchments herd following 10 years of drought and a monsoonal trough in 2019 (ABC, 2023). Over the past two years, dipping services at the Saleyards have increased in line with overall throughput with the number of cattle weighed experiencing a decline.

Table 4.1. Hughenden Saleyards Historical Activity (FY 17 to FY 23)

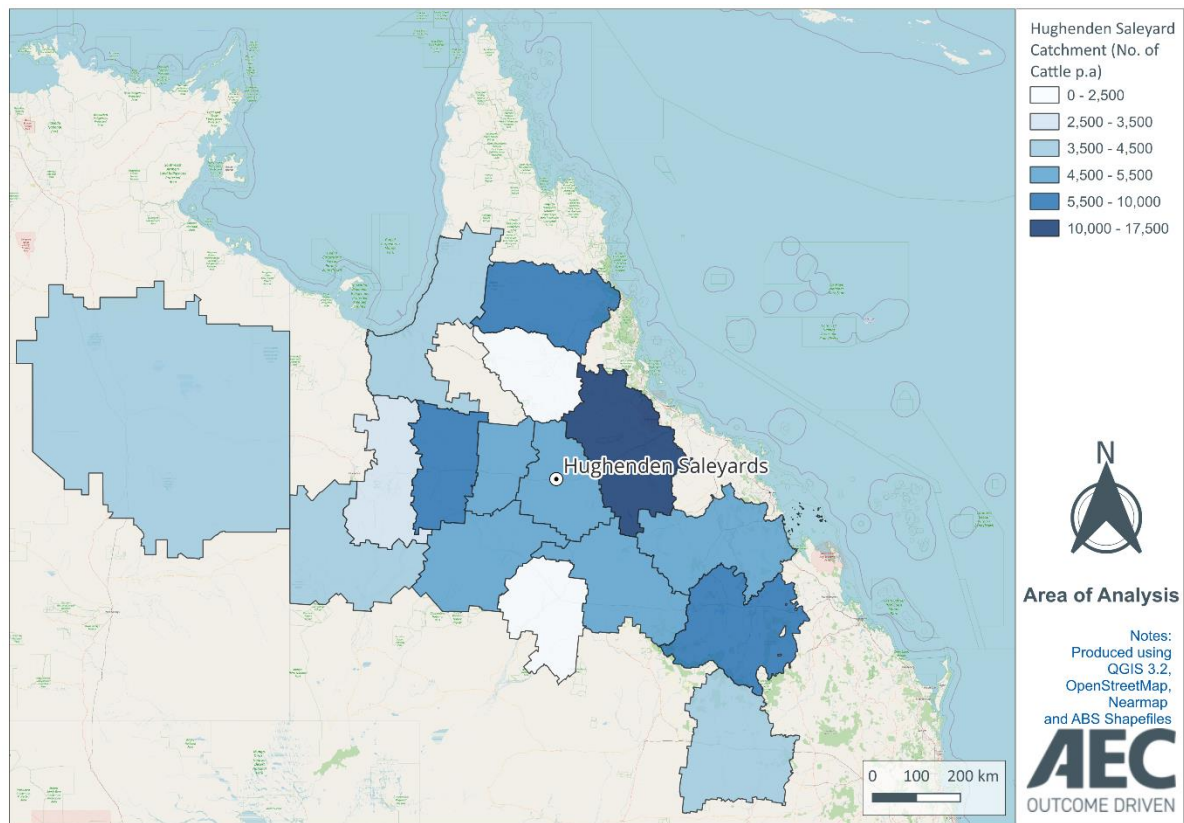
Type	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Dipped	47,317	43,166	46,514	26,765	59,300	83,950
Weighed	10,042	21,646	26,193	25,958	19,485	14,218
Overall Throughput	25,186	5,099	29,778	19,307	62,307	82,404

Source: FSC (unpublished).

4.2 POTENTIAL MARKET SIZE

4.2.1 Catchment Overview

CSIROs TraNSIT supply chain transport and logistics dashboard was utilised to identify source areas of cattle that transit through the Flinders LGA. Using information provided by TraNSIT, the figure below highlights the volume and location of the Hughenden Saleyards catchment.

Figure 4.1 Hughenden Saleyard Catchment (No.), FY 23

Source: AEC, ABS (2022 a), CSIRO (2023).

Table 4.2. Herd Catchment Comparison to the National Herd ('000 head) (FY 18 to FY 22)

Herd	2018	2019	2020	2021	2022	Average
National Herd	27,965	28,052	26,187	24,621	26,111	26,587
Catchment Herd	6,635	6,194	5,823	6,176	6,524	6,270
%	23.7%	22.1%	22.2%	25.1%	25.0%	23.6%

Source: MLA (2023 b), ABS (2022 a).

4.2.2 Herd Projections

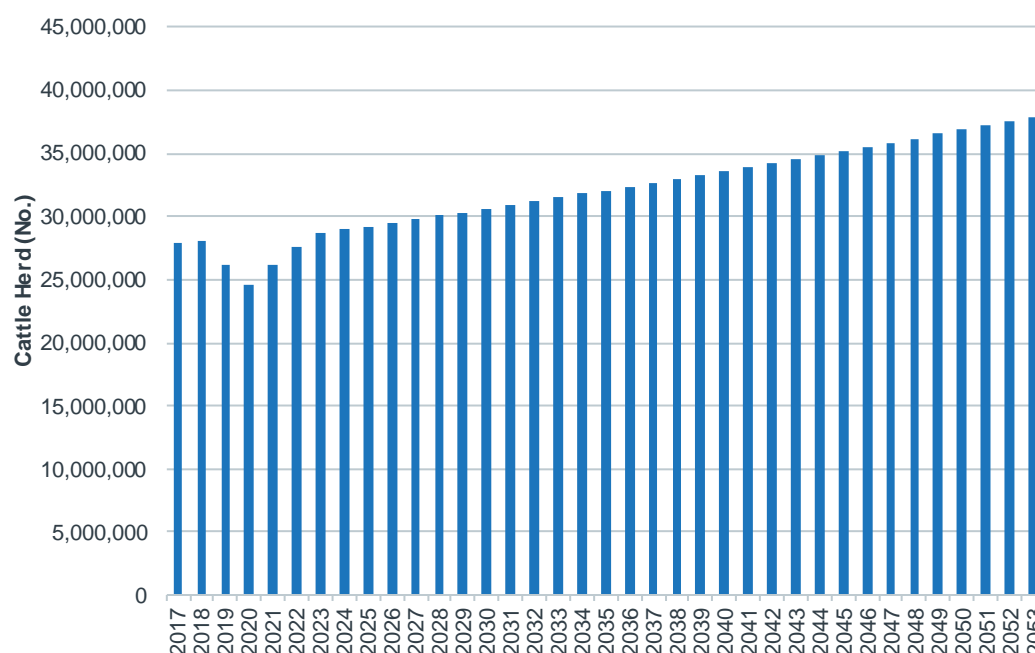
According to MLAs (Meat & Livestock Australia) industry projections, in FY 23 the national cattle herd will reach its highest level since FY 14 at 28.7 million head in FY 23, increasing by 4.0% from the previous year. The herd's growth is projected to taper in FY 24 and FY 25 increasing at a rate of 0.9% to mature to at 29.2 million head, (projected a growth of 6% from FY 22 to FY 25) (MLA, 2023 d), as demonstrated in the table below.

Table 4.3. Cattle Herd ('000 head) and Outlook for Australia (FY 22 to FY 25)

Indicator	2022	2023 Forecast	2024 Forecast	2025 Forecast
National Herd	27,583	28,700	28,968	29,238
Percentage change	-	4.0%	0.9%	0.9%

Source: MLA (2023 d).

The projected average annual increase in national cattle numbers from FY 23 to FY 25 is 0.93%. This growth rate is used to project throughput growth for the national herd from 2024 onwards. The projected growth is due to strong female reproductive performance, genetic improvements across the herd and improvement to on-farm management (MLA, 2023 d).

Figure 4.2. National Cattle Herd Projections, FY 17 to FY 53

Source: ABS (2022 a), MLA (2023 d).

It is important to note that the historical MLA data presented in the figure and table above has discrepancies with the Australian Bureau of Statistics (ABS) FY 21 agricultural census. The agricultural census data provides an indication of the cattle herd at the national level and is 4.1 million lower than the MLA data in FY 21.

The table below is reflective of the historical (FY 21) cattle herd in the Hughenden Saleyards catchment³ and provides an estimate of projections to FY 44. This data utilises the FY 21 agricultural census data and is grown by the average annual growth rate projections of the national herd (Figure 4.2 and Table 4.3).

Table 4.4. Projected LGA Herd (No. head), FY 24 to FY 44

LGA	No. of Meat Cattle (2021)	% of National Herd (2021)	2024	2034	2044
Central Highlands (Qld)	896,040	3.7%	1,087,762	1,193,611	1,309,760
Isaac	805,688	3.3%	975,657	1,070,597	1,174,776
Maranoa	588,958	2.4%	758,630	832,451	913,456
Barkly	561,510	2.3%	793,936	871,193	955,967
Charters Towers	546,340	2.2%	566,293	621,398	681,866
Barcaldine	355,463	1.5%	431,200	473,159	519,202
Carpentaria	309,105	1.3%	357,068	391,813	429,940
Flinders (Qld)	269,401	1.1%	293,731	322,313	353,677
McKinlay	264,838	1.1%	289,551	317,727	348,644
Etheridge	236,726	1.0%	251,303	275,756	302,590
Cloncurry	226,715	0.9%	273,667	300,297	329,518
Richmond	175,224	0.7%	190,346	208,868	229,193
Mareeba	164,025	0.7%	208,100	228,350	250,571
Boulia	109,311	0.4%	122,016	133,889	146,918
Winton	102,758	0.4%	111,416	122,257	134,154

³ Based off CSIROs TraNSIT supply chain transport and logistics data of cattle travelling to the Flinders Shire LGA.

LGA	No. of Meat Cattle (2021)	% of National Herd (2021)	2024	2034	2044
Longreach	85,642	0.4%	77,441	84,977	93,245
Total	5,697,743	-	6,788,115	7,448,657	8,173,477

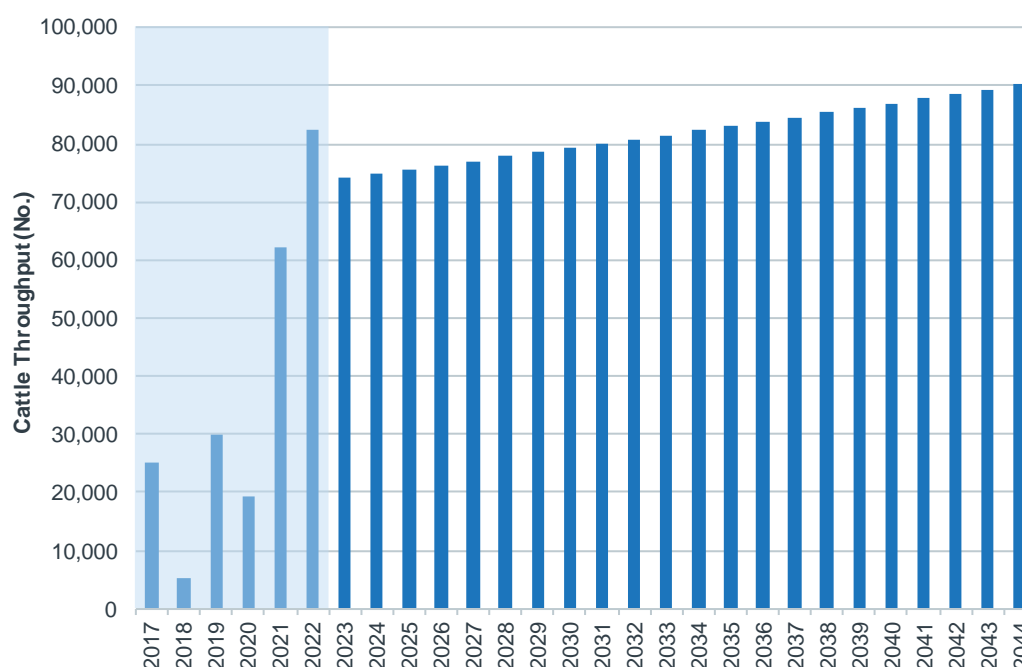
Source: AEC, ABS (2022 a), MLA (2023 d).

4.3 IMPLICATIONS FOR THE HUGHENDEN SALEYARDS

Projected increases in the regional cattle herd within the catchment is assumed to provide continued growth in throughput of the Hughenden Saleyards. Based on consultation with 5M Livestock Services, throughput for 2023-24 could be 72,365 head based on the average of throughput recorded in 2021-22 (62,307 head) and 2022-23 (82,044 head)⁴.

Throughput is expected to increase in line with the growth rate of the national herd (average annual rate of 0.93%) to a projected throughput of 89,468 head in 2044. Figure 4.3 displays the historical (shaded light blue) and the projected throughput of the Hughenden Saleyards.

Figure 4.3. Historical and Projected Hughenden Saleyard Throughput



Source: AEC, ABS (2022 a), CSIRO (2023), MLA (2023 d).

Increase in throughput of the saleyards will see an increased level of truck movements in the saleyards, increasing throughput of the truck wash located at the saleyards. This will increase truck wash revenue for Council which has been factored into the financial modelling of the Hughenden Saleyards masterplan.

⁴ Engagement with 5M Livestock Services on potential throughput was undertaken in November 2023.

5. FINANCIAL ASSESSMENT

This chapter provides an overview of the estimated feasibility of the project over a 20-year timeframe.

5.1 APPROACH

Financial analysis in this section estimates the profitability of the project, the projected cashflows and assessment of the projected return on investment.

AEC has utilised own proprietary project financial feasibility tool to complete the financial analysis.

Modelling drivers used in the assessment are described in the section below.

Financial assessment is based upon the following assessment approaches:

- **Project Profitability:** Measures how profitable (applying accounting standards) a project will be for the organisation, estimating the financial gain or loss of a project. The profitability is assessed based on following measures:
 - **Operating Surplus/Deficit** - The net operating surplus/-deficit is calculated by subtracting expenditure for the relevant period from the revenue for the same period (based on an accrual accounting approach) – including depreciation expense. If total revenue exceeds total expenditure, the net effect is an operating surplus.
 - **Earnings Before Interest, Taxation, Depreciation, and Amortisation (EBITDA)** – EBITDA is a measure of the cash profit generated by the operations of the project, excluding consideration of the non-cash depreciation and amortisation expenses as well as taxes and debt costs that are dependent upon the capital structure. EBITDA is useful in comparing the profitability of operations across projects, particularly where the projects have different capital and debt structures, and/or taxation impacts.
 - **Earnings before Interest and Taxation (EBIT)** – EBIT is used similarly as EBITDA, however it includes in the measure of profit the depreciation and amortisation expense – or the estimated cost of assets consumed in the operations of the project. This may be necessary particularly in asset intensive operations to ensure sufficient revenue is earned to cover the cost of assets being consumed.
- **Project Cashflows:** Refers to the cash flows in and out of an organisation due to the project. There are three cash flow types that are analysed to determine the liquidity and solvency of the project: cash flow from operating activities, cash flow from investing activities and cash flow from financing activities.
- **Return on Investment:** Net present value (NPV) and modified internal rate of return (MIRR) are financial measures used to evaluate and compare investments based on the project's potential to return positive cash flows and whether the return is sufficient to meet required targets (or an organisation's policy) for investment. NPV is the dollar amount difference between the present value of discounted cash inflows less outflows over a specific period of time. If a project's NPV is above zero, then it's considered to be financially worthwhile. IRR estimates the profitability of potential investments using a percentage value rather than a dollar amount. An MIRR on a project investment is often accepted if the resulting MIRR has a higher value compared to the existing threshold (or hurdle rate) set by the company. MIRR accounts for the cost of capital for financing cash outflows and assumes that cash inflows are reinvested at the cost of capital.

5.2 MODELLING SCENARIOS

The financial assessment considers the feasibility of two (2) different scenarios over a 20-year assessment period. The scenarios include:

- Scenario One: Business as usual with no realisation of the masterplan.
- Scenario Two: Realisation of the Hughenden Saleyards masterplan.

5.3 MODELLING DRIVERS AND ASSUMPTIONS

5.3.1 General Information & Assumptions

- All costs are based on estimates of FY 24.
- Modelling of the financial assessment has been undertaken for a 20-year period between FY 25 and FY 44.
- Unlike common saleyards owned by Councils, the Hughenden Saleyards is leased to third party operators. Revenue generation for Council is created through an annual lease payment of the saleyards and revenue collected from the operation of the truck wash. The financial assessment included in this report focuses on profitability from a Council perspective rather than the day-to-day operations of the Saleyards by the third party operators.
- A discount rate of 4.52% has been used based off 20-year Australian Government bond (World Government Bonds, 2024).
- Annual indexation of 2.00% is applied to operating revenue and costs post construction.

The assumptions are summarised in the following table.

Table 5.1. General Financial Modelling Assumptions

General Inputs	Value
Base Year	2025
Interest Rate on Negative Cash Balances (% pa)	0.00% ⁵
Indexation of Capital Construction/Acquisition Costs (% pa)	5.00% ⁶
Indexation of Asset Values & Depreciation Once Constructed (% pa)	3.14% ⁷
Operating revenue & costs indexation, post construction	2.00%
Discount rate	4.52%

Source: AEC (unpublished).

5.3.2 Funding Assumptions

The following assumptions were provided by Flinders Shire Council regarding the funding sources for the masterplan:

- 80% grant funded.
- 20% Council equity (cash contribution).

It is also assumed that all asset renewals for both existing assets and renewals related to newly constructed assets will be financed through Council equity.

5.3.3 Capital Cost Assumptions

In preparing the capital cost estimates, the following assumptions were made:

- Soil conditions are favourable and the site will not require bored piers, rock excavation or replacement of bad ground, treatment of uncontrolled fill or similar.
- The site is generally flat and requires minimal earthworks to form the platform level other than the truck wash down.
- Site excavation is assumed to be stock pile on site, no soil export has been allowed.

⁵ Negative cash rates will be covered by other Council revenue streams.

⁶ Based on findings from Mitchell Brandtman Costings Report (Mitchell Brantman, 2024).

⁷ ABS Asset revaluation index: Engineering construction, Queensland, March qtr. 1998 to September qtr. 2023.

- The site is free of any contaminants, hazard materials, acid sulphate soils etc.
- Suitable water and electrical services are available at the site boundary and diversions or upgrades are not required.
- No lighting to internal roads or car parks have been allowed in the estimate.
- Work outside the boundary is not required other than the McLaren Street extension works.

5.3.3.1 Scenario One – Business as Usual Capital Costs

The table below highlights existing assets that will require capital renewal works during the assessment period. This information was provided by Council, and AEC have considered the appropriateness of each remaining useful life. The useful life of the stock yards were amended as during the site visit, the yards generally appeared to be sound. However, the materials and layout of the stockyards do not meet contemporary best practice for a saleyard. The posts are railway iron which is very durable but place animal at risk of injury due to impact. Most of the rails in the yards are a mixture of railway steel and round bar, with some cables and reinforcing mesh. Council's asset register indicates that the stockyards were constructed in 1992 and have another 33 years of remaining useful life. Based on experience and condition of the current yards, there is a significant amount of work that will be required to be completed prior to the 33 years of remaining useful life. For the purposes of this analysis, it has been assumed that 20% of the yards will need to be renewed in five years, 30% in 10 years and 50% in 20 years (assuming 100% of the yards will need to be replaced in the next 20 years). The ongoing useful life has been reduced to 25 years to provide a more accurate representation for future renewals.

It is important to note that while the truck wash is located on the site, the truck wash is not currently operated by the leasee - 5M Livestock Services. Council are the operators of the current truck wash and utilise Avdata for the billing service (i.e., Avdata manages the billing and pay Council majority of the revenue received). Council do not have the truck wash in the current asset register but estimate that the hardstand concrete has a useful life of 66 years. Council noted that there was no asset register information on the remaining useful life of the truck wash, nor was there an indication on the cost price. Based on discussions with Council, they have qualitatively indicated that there could be around 20 years of useful life remaining for the truck wash. For the purposes of this study it has been assumed that the truck wash will not need to be renewed during the 20-year assessment period due to the availability of information.

Table 5.2. Scenario One - Capital Renewal Costs During the Assessment Period

Construction Item	Cost (\$)	Year Commenced	Remaining Useful Life ⁸
Saleyards Hay Shed Fencing - post & Chain Link	\$19,705	2039	14 years
Saleyards Office - Fit-Out	\$10,389	2032	7 years
Saleyards Office - Floor Coverings	\$6,611	2027	2 years
Saleyards Office - Roof	\$24,083	2051	26 years
Saleyards Office - Services - Mechanical	\$1,417	2029	4 years
Saleyards Office - Structure	\$23,138	2040	15 years
Saleyards Weighbridge - Metal Panel	\$65,583	2037	12 years
Saleyards Stockyards	\$90,866	2029	25 years
Saleyards Office - Floor Coverings	\$6,611	2036	9 years
Saleyards Stockyards	\$136,298	2034	25 years
Saleyards Stockyards	\$227,164	2044	25 years

Source: AEC, Flinders Shire Council (unpublished c).

⁸ As of FY 24.

5.3.3.2 Scenario Two – Masterplan

Since the finalisation of the Mitchell Brandtman Cost Planning report of the Hughenden Saleyards masterplan in January 2024, Flinders Shire Council have completed works for the following aspects of the Hughenden Saleyards:

- Extensive repairs to load in and load out ramps.
- Removal of the unused and decommissioned old ramp.
- Hay shed extension.
- Development of some large spelling yards at a cost of \$177,395.
- Shade Structure for dip yards.

The relevant cost items for the above costs have been removed from the capital costs in financial modelling, but have been reflected in depreciation expenses. Overall, \$0.7 million in costs have been removed from the Mitchell Brandtman Cost Planning Report.

Existing Asset Base

Table 5.3 highlights existing assets that will be replaced in the masterplan along with assumed useful lives.

Table 5.3. Scenario Two - Upgraded Assets

Construction Item	Useful Life	Cost (\$)
Internal Roads (Bitumen)	50 years	\$1,520,486
Internal Truck Parking (Upgrade to Bitumen)	50 years	\$704,100
Light Vehicle Parking (Upgrade to Gravel)	60 years	\$180,180
Existing Dip	25 years	\$13,515
Admin and Drivers Lounge	60 years	\$354,091
Existing Truck Wash	40 years	\$167,585
50% of Existing Yards	25 years	\$763,593
Scale	20 years	\$13,515
Total	-	\$3,717,065

Note: Contingency costs included in costings report has been redistributed across construction items.
Source: AEC, Mitchell Brandtman (2024).

Newly Constructed Assets

The following infrastructure assets are new additions to the Hughenden Saleyards and advancing the asset base. Useful lives have been assumed for the newly constructed assets based on Council's existing asset base and industry knowledge.

Table 5.4. Scenario Two - New Saleyards Assets

Construction Item	Useful Life	Cost (\$)
Line Marking	30 years	\$31,258
Newwayfinding Signage	30 years	\$13,532
New Additional Truck Wash	50 years	\$3,036,481
New Entrance Location (Bitumen)	50 years	\$1,636,343
Footpath (Admin to Truck Parking)	50 years	\$37,524
General Lighting	15 years	\$1,324,739
New Loading Ramp	30 years	\$91,901
Sprinklers	30 years	\$2,006,730
Holding Dam	40 years	\$259,806
Holding Yards	40 Years	\$659,806
Clean Yards	40 years	\$560,206
Drainage to Sediment Pond and Rail Track	70 years	\$55,479
Water Distribution for drinking troughs	30 years	\$468,192
Trees	N/A	\$97,427
Total	-	\$10,279,424

Source: AEC, Mitchell Brandtman (2024).

Capital Renewal Costs

Table 5.5 highlights existing and newly constructed assets that will require capital renewal works during the assessment period.

Table 5.5. Scenario Two - Capital Renewal Costs During the Assessment Period

Construction Item	Cost (\$)	Year Commenced	Useful Life	Additional Information
Internal Roads (Bitumen)	\$304,097	2040	15 years	Costs to resurface bitumen. AEC Assumption: costs 20% of original construction cost.
Internal Truck Parking (Bitumen)	\$140,820	2040	15 years	Costs to resurface bitumen
Saleyards Hay Shed Fencing - post & Chain Link	\$19,705	2039	14 years	Existing infrastructure replacement
Saleyards Salesyards Weighbridge - Metal Panel	\$65,583	2037	12 years	Existing infrastructure replacement
New Entrance Location (Bitumen)	\$327,269	2040	15 years	Costs to resurface bitumen. AEC Assumption: costs 20% of original construction cost.
General Lighting	\$264,948	2040	15 years	Costs to replace light fixtures. AEC Assumption: costs 20% of original construction cost.
Sprinklers	\$100,336	2040	15 years	Costs to replace sprinkler heads and fittings. AEC Assumption: costs 5% of original construction cost.
Water Distribution for drinking troughs	\$93,638	2040	15 years	Costs to replace fittings. AEC Assumption: cost 20% of original construction cost.
Replacement of remaining yards	\$227,164	2035	25 years	Existing infrastructure replacement. AEC Assumption: 50% of council replacement cost.

Source: AEC, Flinders Shire Council (unpublished c).

5.3.4 Operating Costs and Revenue

5.3.4.1 Operating Costs

Scenario One – Business as Usual

Projected operating costs have been calculated by using the average cost of current operating costs over the past two years. Table 5.6 highlights the operating costs used in the financial modelling of scenario one. It is important to note that current depreciation costs have not been included in operating costs and are included in depreciation charges in the profit and loss results. It is assumed that maintenance of the truck wash is conducted by Council and is included in the operating costs (though Council financials don't specifically state line items for truck wash operating costs).

Table 5.6. Operating Costs. Scenario One – Business as Usual Scenario

Operating Costs	2021-22	2022-23	Average
Wages and Salaries	\$18,291	\$25,176	\$21,733
Plant Hire	\$1,183	\$710	\$946
Other Expenses	\$2,036	\$0	\$1,018
Contractors	\$5,364	\$1,539	\$3,451
Materials	\$666	\$1,353	\$1,009
Lessee Expenses	\$45,838	\$53,370	\$49,604
Total	\$73,378	\$82,147	\$77,762

Note: Based on Council's historical financial reports.

Source: AEC (unpublished), Flinders Shire Council (unpublished b).

Scenario Two – Masterplan

Maintenance involves the systematic and proactive effort to preserve, inspect, and repair physical assets, such as equipment, machinery, or infrastructure, to ensure their optimal functioning, longevity, and adherence to safety standards. Although Council leases the yards to 5M Livestock Services, Council own the asset and therefore are required to undertake ongoing maintenance of the infrastructure and to insure the assets against damage and liability that is not the lessee responsibility.

Based on AEC experience of similar assets, it is assumed that maintenance of the saleyards will cost 0.5% of the capital costs with annual maintenance costs of \$67,820. Discussions with Council have indicated that the lessee expenses that are currently being paid by Council (e.g. electricity, rates and software licensees) will be paid by the lessee moving forward.

Insurance cost to Council is assumed to be 0.5% of the total capital cost of the facility per annum (\$67,820).

5.3.4.2 Operating Revenue

Revenue of the facility is generated through two components including:

- 1 Lease revenue of the Saleyards from third party operators.
- 2 Revenue generated from the operation of the truck wash. Noting that the revenue generated from the current truck wash was not previously considered in Council's saleyards financials, though the truck wash is situated on site and this financial analysis also includes consideration of the truck wash.

Saleyard Lease

The largest component of revenue generation at Hughenden Saleyards is the lease of the facility to a third-party operator. The current lease expires in FY 26 with Table 5.7 detailing future lease revenue to Council.

Table 5.7. Hughenden Saleyard Lease

FY	Saleyard Lease	Dip Lease	Total
2023-24	\$53,968	\$1	\$53,969
2024-25	\$56,126	\$1	\$56,127

FY	Saleyard Lease	Dip Lease	Total
2025-26	\$58,371	\$1	\$58,372

Note: Figures exclude GST.

Source: Flinders Shire Council (unpublished a).

The current lease agreement with the current operators includes a fixed 4% increase on the lease annually. For modelling purposes this increase has been continued each year over the analysis period.

Truck Wash

Under each scenario, the following is noted regarding the truck wash:

- Scenario One: The truck wash remains and it is assumed the asset is maintained by Council. Avdata will continue to collect revenue and pay Council approximately 85 to 90% of the revenue received. Over the last 12 months (December 2022 to November 2023) of monthly revenue generation data available of the truck wash at the Hughenden Saleyards, \$19,579 is generated annually. It is assumed that this revenue figure will continue to be received into the future and has been used in the financial assessment modelling of scenario one – business as usual.
- Scenario Two: There are two truck washes under this scenario, including:
 - The current truck wash – remains but will be used as a weed and seed truck wash moving forward. It has been assumed that this truck wash will experience a decline in demand (as cattle trucks move to the larger truck wash) but will continue to be utilised for community purposes as required. For the purposes of modelling, it has been assumed that this truck wash will now be free of charge.
 - The proposed truck wash – is developed to suit cattle transport vehicles.

Assumptions have been made involving the revenue generation of the proposed truck wash in the financial modelling of the scenario two – masterplan including:

- Cattle throughput into the Hughenden Saleyards is projected to increase at an annual average of 0.93% over the assessment period. The average cattle throughput in 2021-22 and 2022-23 was 82,404 head and is expected to grow to an estimated 89,468 head by FY 44 (see Chapter 4) with truck movements projected to increase in line with cattle movements:
 - The average cattle per truck carries between 164 and 300 cattle. An assumed estimate of 232 has been used based off stakeholder engagement with the current Hughenden Saleyards operators.
 - The utilisation rate of trucks in the Hughenden Saleyards using the truck wash is 80% of truck movements.
- The length of time to wash a truck is two hours.
- Increase in charge out rate of truck wash from a current rate of \$0.50 per minute to \$1.00 per minute based on neighbouring saleyard truck washes rates including Julia Creek (\$1.09 per minute) and Dalrymple (\$0.91 per minute) (Avdata, 2024).
- Truck wash key revenue:
 - Truck Wash Key will remain at \$35 per annum.
 - It is assumed that users of the truck wash are repeat users. For modelling purposes, it is assumed that the number of key purchases is 5% of truck movements.
 - Avdata will take 15% of the revenue generated by the truck wash.

Table 5.8 highlights the projected cattle throughput, truck movements and truck wash revenue based on the assumptions above.

Table 5.8. Truck Wash Indicators (FY)

Indicator	2025	2044
Cattle Throughput (No.)	74,997	89,468
Truck Movements (No.)	323	386

Indicator	2025	2044
Truck Wash Revenue (w/o key)	\$31,033	\$37,021
Truck Wash Revenue (w key)	\$566	\$675
Total Truck Wash Revenue	\$31,599	\$37,696
Avdata Truck Wash Revenue	\$4,655	\$5,553
Council Truck Wash Revenue	\$27,510	\$32,818

Source: AEC.

5.4 PROJECT PROFITABILITY

The project profitability for both scenarios has been assessed by calculating the Earnings Before Interest, Taxation, Depreciation and Amortisation (EBITDA) and the Net Profit Before Tax (NPBT).

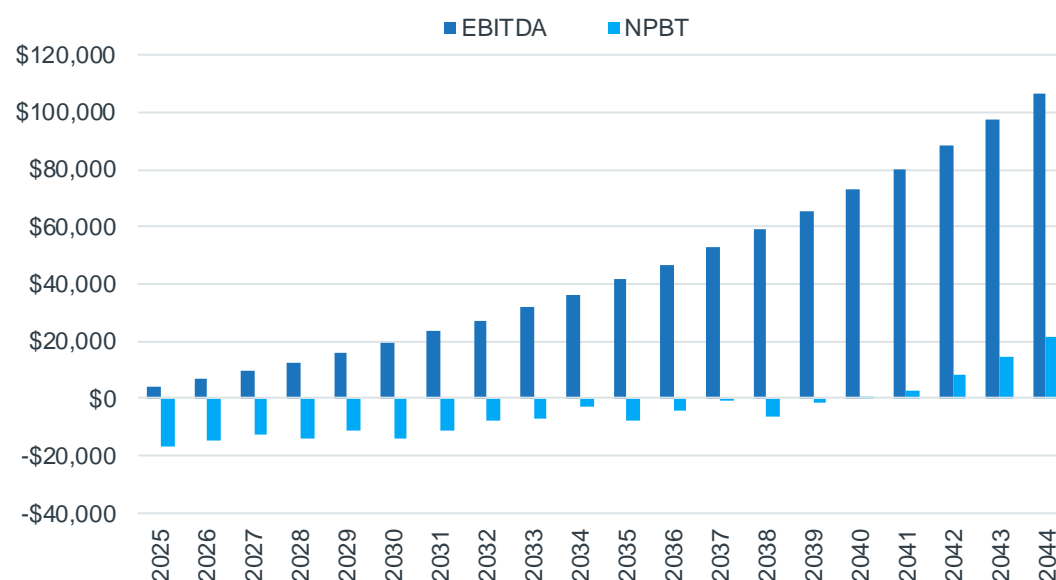
It should be noted that due to the increase in the asset base, the annual depreciation for 2025/26 will increase from \$21,619 in Scenario One (Business as Usual) to \$372,286 following implementation of the masterplan. This will impact significantly on the Council's consolidated operating position. This is clearly outlined in the figures below with a significantly deteriorated net profit before tax (NPBT) which includes depreciation expense.

By removing the non-cash depreciation and amortisation expense as well as taxes and borrowings costs, EBITDA measures the cash profit generated by the project's operational activities only – excluding the cost of financing and assets.

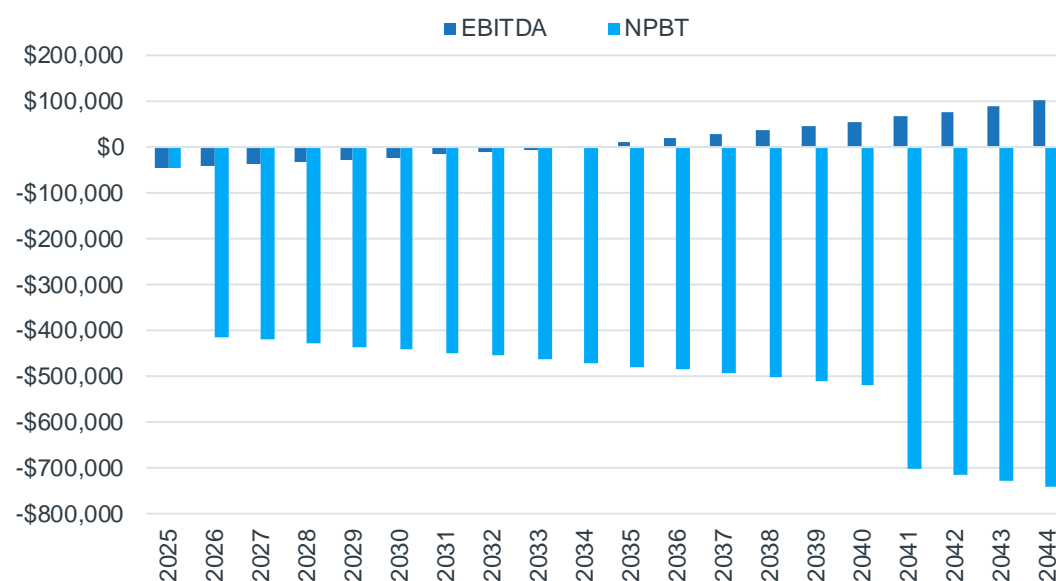
Profitability of the two scenarios is projected to experience a year-on-year increase across the 20-year assessment period. EBITDA is estimated to increase to \$106,645 by 2044 in scenario one (Business as Usual) and to \$102,595 in scenario two (masterplan).

Figure 5.1 and Figure 5.2 below present the EBITDA for each of the scenarios across a 20-year forward projection.

Figure 5.1 EBITDA: Scenario One – Business as Usual



Source: AEC.

Figure 5.2 EBITDA: Scenario Two – Masterplan

Source: AEC.

5.5 PROJECT CASH FLOW

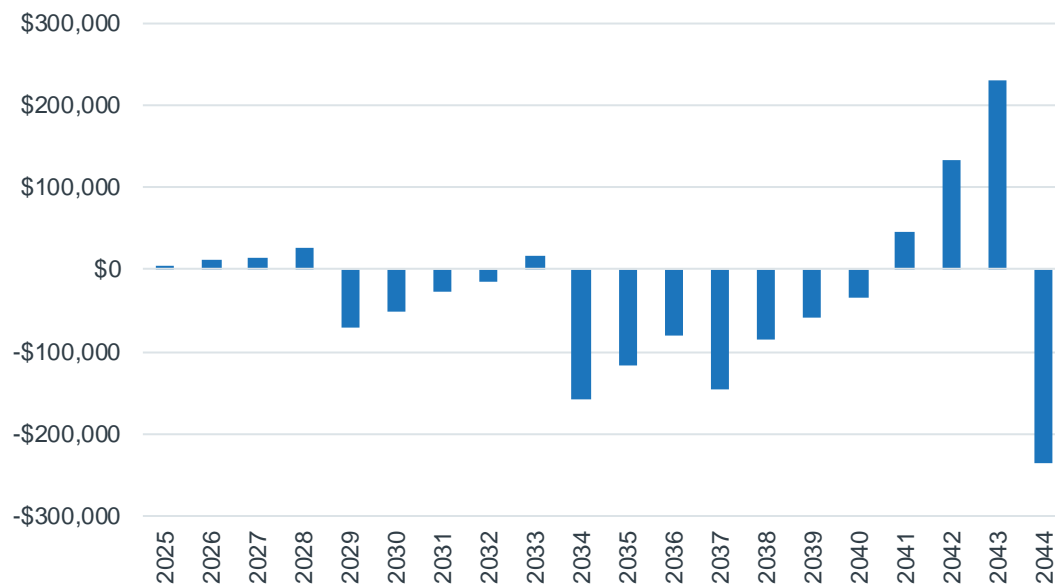
The project cash flows differ significantly for the two scenarios, due to the investment required in the masterplan for scenario two.

As of 30th June 2023, Flinders Shire Council holds a cash and cash equivalent totalling \$47.2 million. Given this cash position, the modelling assumes that the renewal of existing assets would be financed through Council equity (cash at bank). Scenario two, which models the realisation of the masterplan, assumes that the construction of the new assets and upgrade to existing assets would be covered by 80% grant funding and 20% Council equity.

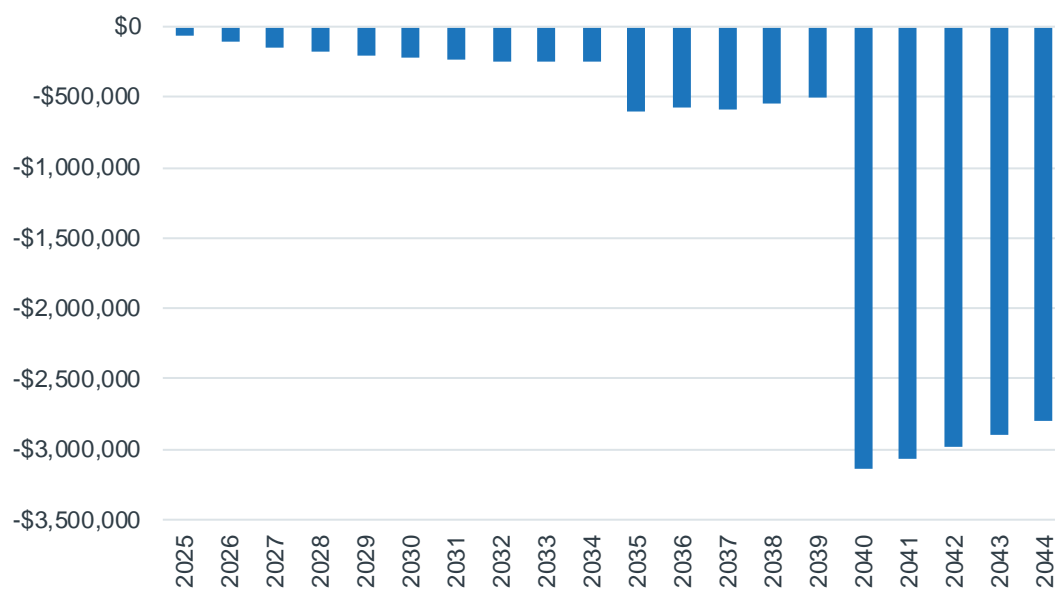
Cash deficits are experienced in both scenarios in 2044 due to the substantial capital renewal costs required to keep the aging saleyards in a suitable condition. The closing cash balance at the end of the assessment period (that is 2044) for scenario one (Business as Usual) is -\$235,594 compared to scenario two (masterplan) of -\$2,799,103.

Figure 5.3 and Figure 5.4 outlines the closing cash balance at the end of the financial year across the 20-year period. Figure 5.5 compares the closing cash balances.

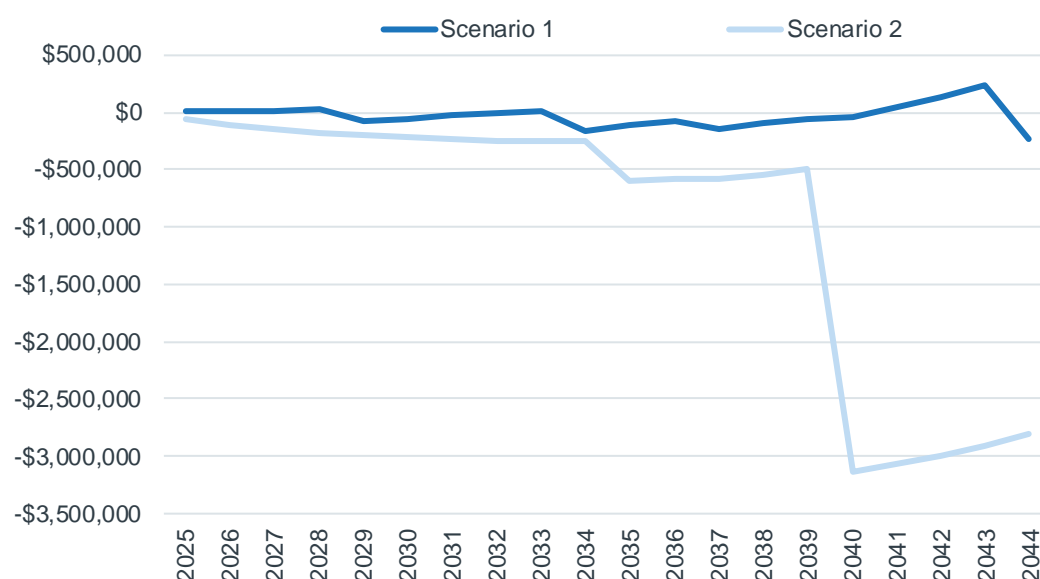
If the masterplan is implemented Council can expect to supplement the saleyards with more cash than the business as usual scenario, and in future years will be required to fund significantly higher asset renewal costs.

Figure 5.3. Closing Cash Balance: Scenario One – Business as Usual

Source: AEC.

Figure 5.4. Closing Cash Balance: Scenario Two - Masterplan

Source: AEC.

Figure 5.5 Closing (End of FY) Cash Balance

Source: AEC

5.6 PROJECT RETURN ON INVESTMENT

A positive net present value (NPV) at a discount rate of 4.52% indicates that the project would add financial value to the organisation over the 20-year assessment period. Scenario two (masterplan) would provide an NPV of -\$6,626,842 over the assessment period – indicating the project would deteriorate value for the organisation - which is significantly worse compared to scenario one (Business as Usual) which results in an NPV of \$438,428.

The modified internal rate of return (MIRR) assumes that positive cash flows from the project are reinvested at Council's cost of capital and that the initial outlays are financed at the financing cost, and therefore provides a more accurate assessment of the rate of return on investments. Scenario two (masterplan) provides a MIRR of 2.13%, lower than the MIRR provided in scenario one (Business as Usual) 5.63%.

Table 5.9 outlines the Net Present Value (NPV) and Modified Internal Rate of Return (MIRR) for each of the project scenarios.

Table 5.9 Project Return on Investment by Scenario (4.52% discount rate)

Scenario	NPV	MIRR
Scenario One – Business as Usual	\$438,428	5.63%
Scenario Two – Masterplan	-\$6,626,842	2.13%

Source: AEC.

It is important to note that saleyards owned by Councils are often subsidised as they support economic activity of the livestock industry within the region. Therefore, it may be appropriate for Flinders Shire Council to proceed with the masterplan.

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APPENDIX A: SITUATIONAL ANALYSIS

It is important to note that the information identified in this situational analysis was provided to Council in August 2023. No data has been updated since it was initially authored.

MARKET OVERVIEW

National Cattle Herd

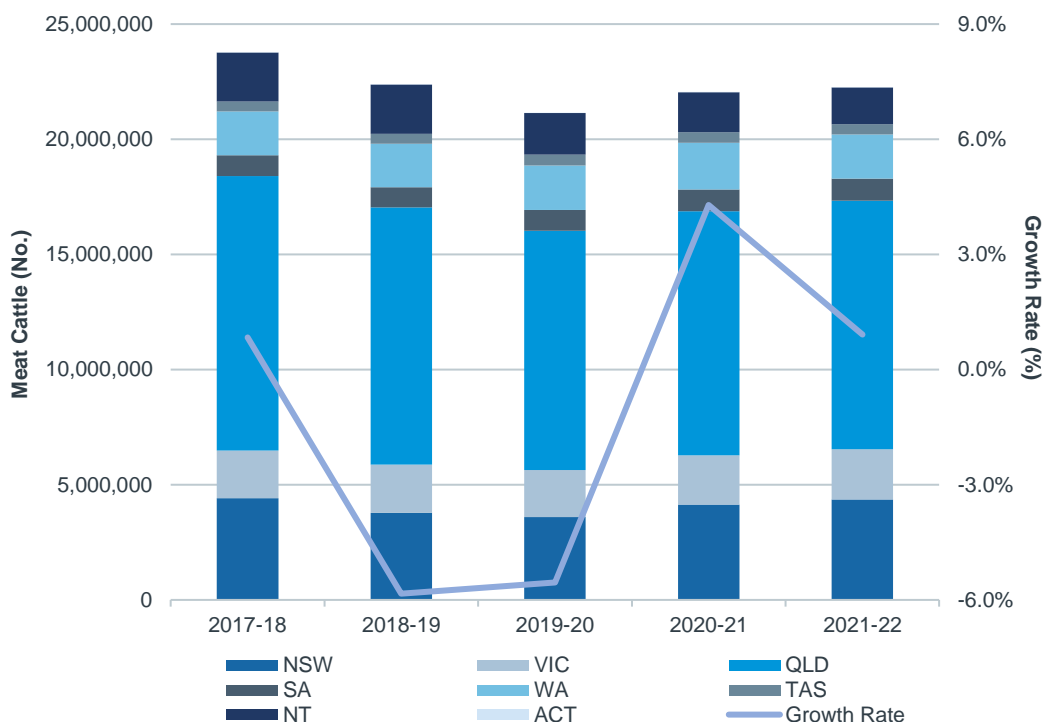
Cattle Herd

The Australian beef cattle herd in 2021-22 was estimated at approximately 22.3 million. The herd is heavily concentrated in the eastern states, with Queensland accounting for 48.5% of Australia's total beef cattle numbers in 2021-22 (or 10.8 million head). Favourable seasonal conditions in large parts of Queensland in 2022 saw an improvement in female numbers and was a key driver of the herd rebuild (MLA, 2023 b).

Capacity to carry beef cattle is reliant on several economic and natural resource considerations. Natural disasters (including droughts) can have major implications on the size and composition of the national herd, and similarly, changes in prices can incentivise different stocking and selling behaviour amongst producers.

Since 2017-18, national beef cattle numbers have decreased from 23.8 million to 22.3 million in 2021-22. This equates to an average annual decline of 1.6% per annum over a five-year period. However, herd numbers have been in a rebuilding phase since the onset of COVID-19 in 2019-20, rising by an average annual rate of 2.6% (or 1.1 million head).

Figure A. 1. Meat Cattle Numbers by State and Territory



Source: ABS (2019, 2020, 2021, 2022 a, 2023).

Regional Herd

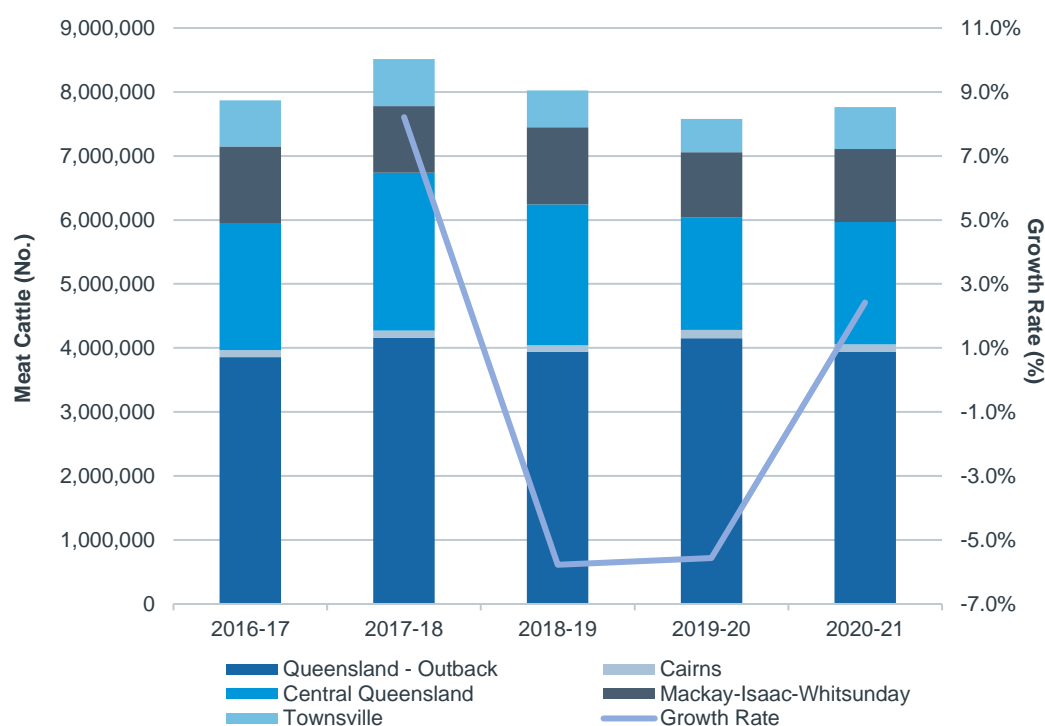
Regional Catchment Area

For the purposes of this report, a regional catchment area has been applied based on available data, incorporating the following Statistical Area 4s (SA4s):

- Queensland – Outback
- Cairns
- Central Queensland
- Mackay-Isaac-Whitsunday
- Townsville.

The regional catchment (comprised of the above SA4s) incorporated a cattle herd of approximately 7.8 million head in 2020-21. Herd numbers have fluctuated over the past five years, with a decrease of approximately half a million head in 2018-19. This decline resulted from the North Queensland floods which occurred at the beginning of 2019, significantly impacting livestock numbers west of Townsville. The impact of this was also felt in 2019-20 as herds entered a rebuilding phase, before beginning to recover in 2020-21.

Figure A. 2. Meat Cattle Numbers in Broader Regional Catchment



Note: Data not available for 2021-22 at the SA4 level.
Source: ABS (2018, 2019, 2020, 2021, 2022 a).

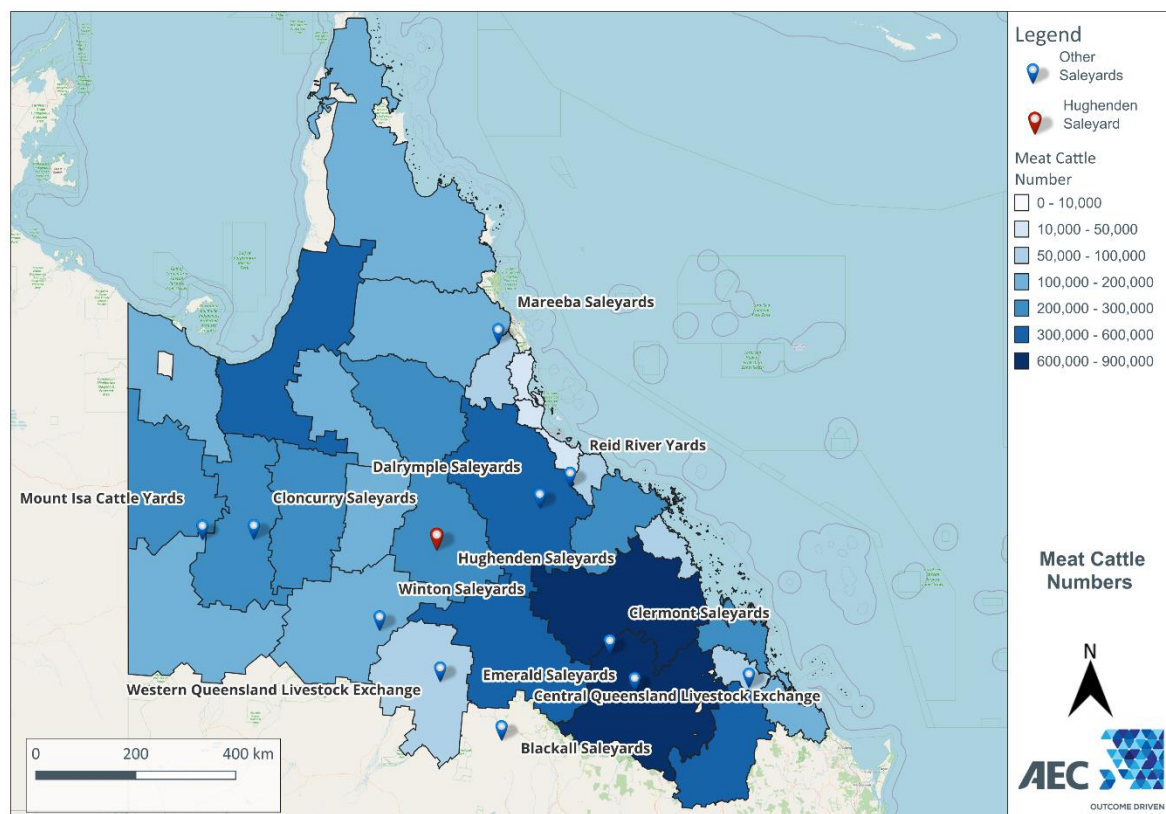
Direct Catchment Area

A smaller, more direct catchment has also been considered by incorporating a series of Local Government Areas (LGAs) outlined in the table below excluding the most southern LGAs within the Queensland – Outback SA4 less likely to be serviced by Hughenden Saleyards. The direct catchment area was estimated to host a meat cattle herd totalling 6.8 million in 2020-21 (88.0% of the regional catchment). The LGAs with the largest meat cattle numbers were Central Highlands and Isaac, both with over 800,000 head. Flinders LGA, where the Hughenden Saleyards are situated, held a cattle count of approximately 269,401 head in 2020-21.

Table A. 1. Meat Cattle Numbers in Direct Catchment, 2020-21

LGA	Meat Cattle (No.)
Queensland – Outback SA4	3,006,494
Barcaldine	355,270
Carpentaria	309,105
Flinders (Qld)	269,401
McKinlay	264,838
Etheridge	236,726
Cloncurry	226,715
Mount Isa	210,697
Croydon	196,468
Burke	194,095
Richmond	175,224
Mareeba	163,837
Boulia	109,304
Cook	104,328
Winton	102,751
Longreach	85,083
Napranum	2,617
Northern Peninsula Area	36
Cairns SA4	119,408
Tablelands	87,197
Cassowary Coast	24,968
Douglas	4,141
Cairns	3,103
Central Queensland SA4	1,912,150
Central Highlands (Qld)	895,872
Banana	580,165
Livingstone	237,440
Gladstone	109,794
Rockhampton	81,989
Woorabinda	6,890
Mackay-Isaac-Whitsunday SA4	1,140,693
Isaac	805,684
Whitsunday	241,489
Mackay	93,520
Townsville SA4	651,074
Charters Towers	546,207
Burdekin	62,515
Hinchinbrook	22,090
Townsville	20,262
Total	6,829,819

Note: Queensland – Outback SA4 does not include Barcoo, Blackall-Tambo, Bulloo, Diamantina, Murweh, Paroo and Quilpie LGAs.
Source: ABS (2022 a).

Figure A. 3. Meat Cattle Numbers in Direct Catchment, 2020-21

Source: ABS (2022 a), AEC

Regional Cattle Productivity

The table below highlights the varying carrying capacity of cattle in LGAs within the direct catchment that contain over 50,000 head of cattle. Carrying capacity is essentially a measure of productivity, as a higher figure indicates a greater quantity of cattle can be carried in a given area. LGAs in closer proximity to the coast tend to have a higher carrying capacity in their grazing land compared to more rural/outback areas, principally due to more favourable climates. However, these also tend to be the areas where lower numbers of cattle are found due to potentially higher yielding agricultural pursuits.

Table A. 2. Cattle Carrying Capacity in Direct Catchment (LGAs >50,000 head), 2020-21

LGA	Carrying Capacity (cattle per hectare)
Queensland – Outback SA4	
Barcaldine	0.0808
Croydon	0.0773
Etheridge	0.0773
McKinlay	0.0736
Richmond	0.0736
Flinders (Qld)	0.0736
Carpentaria	0.0629
Burke	0.0629
Mount Isa	0.0542
Cloncurry	0.0532
Cook	0.0419
Mareeba	0.0396
Longreach	0.0281
Winton	0.0192
Boulia	0.0192
Cairns SA4	
Tablelands	0.1625
Central Queensland SA4	
Livingstone	0.4988
Gladstone	0.2645
Banana	0.2121
Central Highlands (Qld)	0.1802
Rockhampton	0.1692
Mackay-Isaac-Whitsunday SA4	
Mackay	0.2761
Whitsunday	0.1619
Isaac	0.1535
Townsville SA4	
Burdekin	0.2241
Charters Towers	0.0930

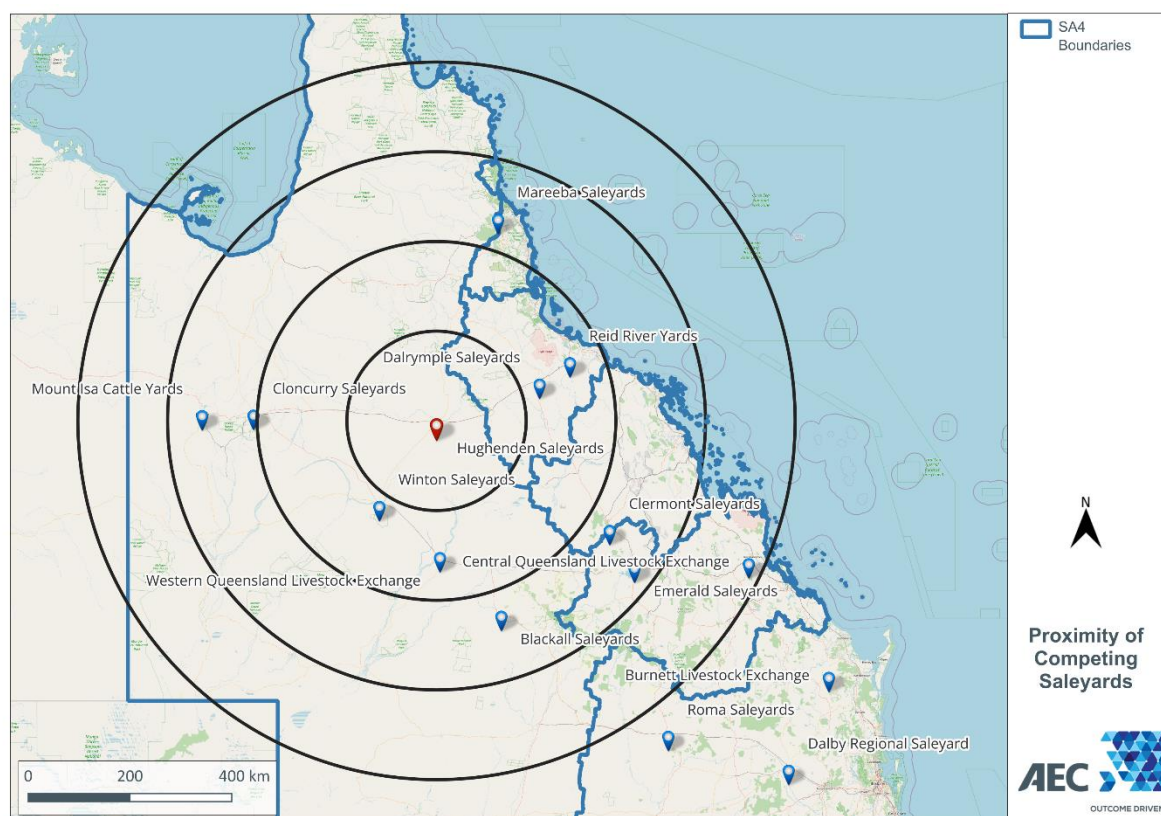
Source: ABS (2022 a).

Regional Saleyard Distribution

Mapping

The regional beef cattle industry is well serviced in Queensland. It is important to note that some competitors, such as the Dalrymple Saleyards operate within the live export market, so they have holding facilities for cattle bound for live export. The Dalrymple Saleyards also holds weekly auctions on Wednesdays, where an agent sell cattle.

Other saleyards such as Cloncurry, Roma, Dalby and Gracemere are further away in distance and generally service their own local areas, they are also well established in the market, maintaining large-scale operations to draw large throughputs on a regular basis.

Figure A. 4. Competing Saleyard Distribution

Source: AEC.

Cattle Throughput at Saleyards

The throughput for all saleyards within reasonable proximity to Hughenden has been collated for the most recent years available, 2020-21 and 2021-2022. This displays the competitive landscape for cattle saleyards in northern Queensland, however, the Saleyards have differing functions. Some of these saleyards also exist within the tick-free biosecurity zone, so they do not need to provide dipping services, allowing them to focus directly on cattle sales.

The greatest throughput of the saleyards within 400km of Hughenden was the 170,492 head recorded by the Dalrymple Saleyard in Charters Towers, however this facility also operated within the live export market. The Dalrymple Saleyards is also a selling facility that operate regular sales most Wednesdays.

One of the greatest throughput's recorded across Queensland saleyards was the Cloncurry Saleyards, with 266,488 head in 2021-22. Unlike the Dalrymple Saleyards, the throughput through Cloncurry is focused on spelling, holding, dipping and weighing of cattle before passing the cattle biosecurity tick-free zone (see Appendix B for an overview of the tick-free zone). The Cloncurry Saleyards does not host regular sale days, and the facility has irregular stud sales that have recently started occurring (2022 and 2023) after a prolonged period without stud sales.

Roma and Dalby are also two of the largest saleyards in the country for cattle, recording 220,567 and 161,792 head of throughput respectively. However, as they are over 800km away from the Hughenden saleyards, the effects of their competition for local cattle sales will not be as significant as some other saleyards. For example, the re-opening of the Western Queensland Livestock Exchange in 2022 is anticipated to generate further competition for throughput in the market overall, however this will be focused on competition with selling centres.

Table A. 3. Cattle Throughput at Competing Saleyards, Ranked by Proximity

Saleyard	2020-21	2021-22	% Change
Hughenden Saleyards	19,307	62,307	222.7%
Winton Saleyards	-	37,000	-
Dalrymple Saleyards	56,463	170,492	202.0%
Western Queensland Livestock Exchange	Re-opened in 2022 after a major redevelopment. Throughput of 100,000 is estimated in 2022-23.		
Reid River Yards	-	-	-
Cloncurry Saleyards	234,584	266,488	13.6%
Blackall Saleyards	104,087	91,498	-12.1%
Clermont Saleyards	96,000	84,000	-12.5%
Mareeba Saleyards	52,000	68,920	32.5%
Mount Isa Cattle Yards	-	110,000	-
Emerald Saleyards	70,741	80,008	13.1%
Central Queensland Livestock Exchange	166,198	136,045	-18.1%
Roma Saleyards	239,224	220,567	-7.8%
Dalby Regional Saleyard	167,047	161,792	-3.1%

Note:

- Data could not be sourced for Mount Isa Cattle Yards and Winton Saleyards in 2020-21.
- Data could not be sourced for Hughenden Saleyards and Reid River Yards in 2020-21 and 2021-22.
- ⁽¹⁾ Anecdotal figure based on local knowledge.

Source: MLA (2022), Cloncurry Shire Council (2022), Gall (2022), IRC (2021, 2022), Winton Shire Council (2022)

Pricing Comparison at Saleyards

Saleyard fees and charges are unique to each facility within the region, due to a variety of services offered by different saleyards and each saleyard having different pricing methods and agreements between operators, agents and graziers. This makes effective and accurate benchmarking of Hughenden Saleyard's current pricing arrangements against its competitors very difficult, and the subsequent comparative analysis challenging. For example, saleyards within the biosecurity tick-free area do not need to offer cattle dipping services and some saleyards, such as Emerald, do not provide more detailed breakdowns into their cattle sale fees, making it difficult to compare them to others without overstating their prices.

It is important to note that yard fees differ for varying types for example, the Emerald Saleyards have a spelling fee and different yard dues for loading and unloading facilities.

Table A. 4. Price comparison for services offered by Hughenden Saleyards, 2023-24

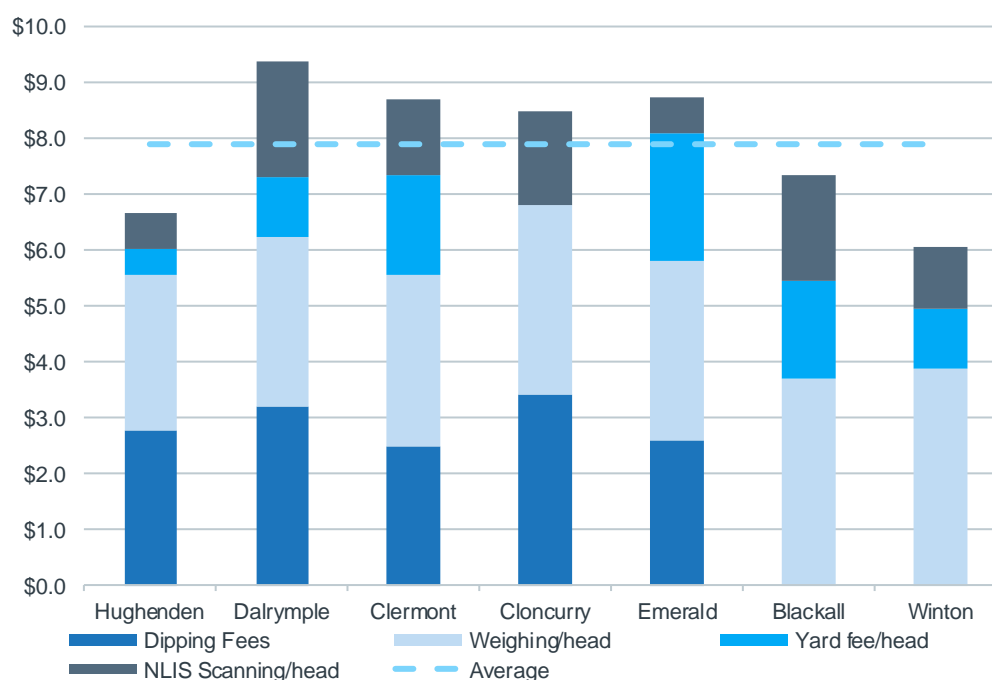
Fee or Charge	Hughenden	Dalrymple	Clermont	Cloncurry	Emerald	Blackall ⁽¹⁾	Winton ⁽¹⁾
Dipping Fees	\$2.76	\$3.20	\$2.50	\$3.40 ⁽²⁾	\$2.60	-	-
Weighing/head	\$2.80	\$1.65 ⁽⁴⁾	\$3.05	\$3.40	\$3.20	\$3.70	\$3.90
Yard Fee/head	-	\$1.05	\$1.80	-	\$2.30	\$1.75 ⁽⁵⁾	\$1.05 ⁽³⁾
Spelling/head	\$0.45	-	\$1.80	\$1.05	\$0.80	\$0.70	\$0.79
NLIS Scanning Fee/head	\$0.66	\$2.10	\$1.35	\$1.70	\$0.65	\$1.90	\$1.10
Tick Inspection Fee	\$110/hour	\$120/hour	\$89/hour	\$94/hour	-	-	-

Notes:

- ¹ Blackall and Winton Saleyards exist within the tick-free zone so do not offer any dipping services
- ² Cloncurry includes yard fees in its dipping fees, however they have separate yard fees for cattle using the rail yards
- ³ Winton saleyard yard fees include 0.5% of gross
- ⁴ for cattle sold at public auction. For private treaty cattle the weighing fee is \$3.15 per head.
- ⁵ Liveweight sales.

Source: FSC (2023), CTRC (2023), IRC (2023), WSC (2023), BTRC (2023), CSC (2023) & CHRC (2023).

From the table above, we can see that Hughenden offers a comparative pricing for dipping fees compared to Dalrymple and Cloncurry, but the dipping fees are more expensive than Clermont. The weighing fees for the Hughenden Saleyards are lower than the comparison saleyards. The Hughenden Saleyards also offer one of the lower prices for NLIS scanning compared to selected saleyards.

Figure A. 5. Comparison of Overall Fees and Charges Per Head of Cattle

Source: FSC (2023), CTCR (2023), IRC (2023), WSC (2023), BTRC (2023), CSC (2023) & CHRC (2023).

Sales Volumes

Volumes of Beef Cattle Sold

In 2021-22, there were approximately 3.8 million transactions of cattle recorded in saleyards across the country. This has declined by an average annual rate of 9.4% from a peak of 4.7 million in 2019-20. The decline from 2019-20 was largely attributable to the impact of COVID-19 on supply chain logistics and the ability to trade. New South Wales has experienced the most significant decline, decreasing by approximately 372,000 cattle at saleyards within the state in 2021-22 compared to 2019-20.

Table A. 5. Saleyard Cattle Transactions

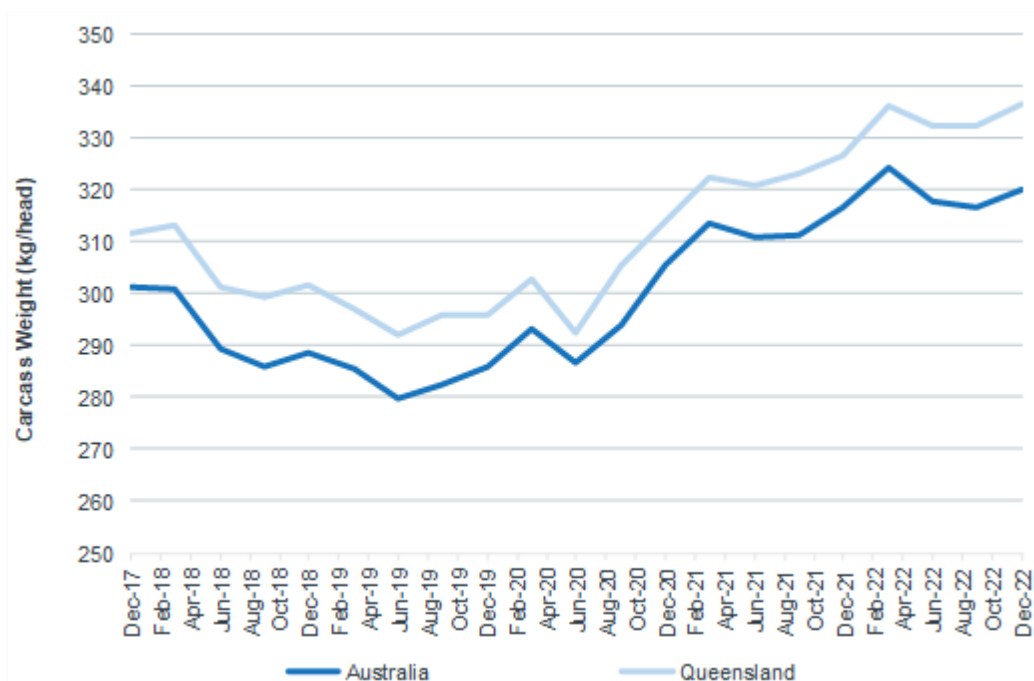
State	2017-18	2018-19	2019-20	2020-21	2021-22
New South Wales	1,752,457	1,658,357	1,520,951	1,037,095	1,149,216
Queensland	1,233,307	1,313,334	1,356,921	1,131,723	1,237,988
Victoria	880,158	1,041,742	1,068,585	861,479	888,068
South Australia	224,340	238,242	255,763	230,467	226,280
Western Australia	234,746	261,225	260,658	249,141	238,670
Tasmania	19,041	60,340	193,615	35,870	43,964
Total (Australia)	4,344,049	4,573,240	4,656,493	3,545,775	3,784,496

Source: MLA (2018, 2019, 2020, 2021, 2022).

Changes in Beef Cattle Sold

From December 2017 to December 2022, average carcass weights in Queensland have exceeded the national average and have generally been on the rise since the second half of 2019. In December 2022, Queensland carcass weights averaged 336.5 kg/head compared to 320.2 kg/head for Australia. Australia generally follows a similar pattern in carcass weights to that of Queensland, indicating that the state is a key driver of national averages.

Average carcass weights throughout 2022 experienced record highs. These higher weights have been primarily driven by record numbers of cattle on feed, above-average conditions supporting improved pasture and grass availability, as well as a greater retention rate of female cattle (MLA, 2023 b).

Figure A. 6. Monthly Average Carcass Weight, Adult Cattle Sold

Source: ABS (2022 b).

Feedlotting

Cattle on Feed

From December 2018 to December 2022, the total number of cattle on feed nationally has grown at an average rate of 0.8% per annum to reach approximately 1.15 million in December 2022. Feed numbers have recovered from the pressures of COVID-19 throughout 2020 despite a slight fall of approximately 14,000 head in December 2022 compared to its level twelve months prior.

Table A. 6. Number of Cattle on Feed

Area	Dec 2018	Dec 2019	Dec 2020	Dec 2021	Dec 2022
Queensland	631,286	720,055	588,692	689,399	675,872
New South Wales	326,322	349,694	314,281	330,977	318,905
Victoria	73,173	67,255	56,816	55,326	49,404
South Australia	40,439	46,367	42,216	44,096	41,812
Western Australia	39,469	56,193	46,302	40,193	59,235
Australia	1,110,689	1,239,563	1,048,306	1,159,991	1,145,228

Source: ALFA (2023).

Feedlot Capacity

From December 2018 to December 2022, total national feedlot capacity has grown at an average rate of 4.3% per annum to reach approximately 1.53 million in December 2022. This is also consistent at the state level, with all states increasing their capacity at feedlots compared to their respective December 2021 levels as well as their respective pre-COVID levels in December 2019.

Table A. 7. Feedlot Capacity

Area	Dec 2018	Dec 2019	Dec 2020	Dec 2021	Dec 2022
Queensland	725,911	780,839	830,376	826,284	849,462
New South Wales	393,012	395,038	408,277	421,863	452,117
Victoria	76,551	76,692	79,392	78,892	82,892
South Australia	43,879	53,614	53,614	53,414	63,594
Western Australia	68,077	73,477	73,477	73,127	84,751
Australia	1,307,430	1,379,660	1,445,136	1,453,580	1,532,816

Source: ALFA (2023).

Pricing

Queensland Cattle Prices

Beef cattle prices in Queensland have experienced a significant increase over recent years, reaching a five-year peak of 393.4 c/kg liveweight (lwt) in December 2021 and effectively doubling within a two-year period. This can largely be attributed to a tightening of supply from a herd rebuilding phase during the COVID-19 pandemic and the flow-on effect of graziers being incentivised to feed for longer periods to achieve a higher return per head at sale. The effect of this phenomenon subsided somewhat throughout 2022 as supply pressures eased, with monthly prices recorded at 280.9 c/kg lwt in February 2023.

Figure A. 7. Queensland Monthly Cattle Price (Processor Cow Indicator)

Note: Prices are based on processor cows.
Source: MLA (2023 a).

KEY INDUSTRY TRENDS

Beef Cattle Industry Trends

Beef cattle were estimated to be the largest agricultural commodity by value in 2020-21 based on gross dollar value (ABS, 2022 a) nationally. For Australia, cattle and calves are estimated to have contributed approximately \$13.5 billion to agricultural production in 2020-21. This was followed by the production of wheat for grain (\$9.9 billion) and milk (\$4.7 billion).

The profitability of individual farms within the beef sector varies greatly, with independent research showing that the size and productivity of cattle farms are important factors that determine profitability. Over the past 10 years,

the Australian beef cattle industry has experienced periods of significant growth and endured some challenging conditions, including extreme drought, floods, bushfires, and temporary bans on live exports to key Indonesian markets.

Some of the key positive and negative industry trends are presented below.

Table A. 8. Australian Beef Cattle Industry Trends

Positive Impacts	Negative Impacts
<ul style="list-style-type: none"> • Global consumption of beef increasing with population and economic growth. • Further development of high-value niche markets (e.g., Wagyu, Halal, and organic production). • Increasing market access through free trade agreements, including the Regional Comprehensive Economic Partnership (RCEP) which came into force on 1 Jan 2022. • Greater national feedlot capacity, particularly in Queensland. 	<ul style="list-style-type: none"> • Flood damages in South-East QLD and Northern NSW forcing temporary closures of saleyards and processing facilities. • Severe long-term drought in recent years has reduced the pool of available finished cattle. • Increased competition resulting from a rise in production of international competitors. • Lingering effects on supply chain logistics and freight costs due to COVID-19. • Growing consumer interest in alternative proteins. • High beef prices making exports less competitive.

Source: Australian Government (2022), MLA (2023 b), AEC.

Beef Cattle Selling Trends

The last ten years have seen a period of restructuring in the Australian saleyards sector, with major rationalisation of older, local government owned and operated facilities in particular. The restructuring has been in response to several drivers of change, including those specific to the agricultural sector as well as broader macro trends in policy, market, and environmental factors.

Table A. 9. Summary of Beef Cattle Selling Trends

Trend	Description	Implications
Policy Factors		
Animal Welfare	Hughenden Saleyards promotes the responsible care and use of animals	<ul style="list-style-type: none"> • Pen size and capacity • Flow logic • Design (to minimise risk to livestock and people)
Environmental	Increase in environmental legislation and enforcement activity	<ul style="list-style-type: none"> • Appropriate stormwater and wastewater management systems and processes • Roofing design
Chain of Responsibility	Heavy Vehicle National Law (HVNL) changes to ensure all parties have a duty to ensure the safety of transport activities	<ul style="list-style-type: none"> • Safety management systems and controls required to be in place • Affects business practices, training procedures and review processes
Industry Factors		
Climatic Variation	Variations in rainfall patterns affecting saleyard throughput	<ul style="list-style-type: none"> • Capacity to deal with large volumes of livestock • Capacity to deal with prolonged periods of smaller sales
Technological Change	State of the art facilities to reduce stock processing times, minimise animal stress and improve buyer observation	<ul style="list-style-type: none"> • Roofing, flooring, drafting, weighing and transport facilities. • Ability to possess “best practice” facilities to remain competitive
Economies of Scale	Size of the saleyard to obtain cost advantages and generate operational efficiencies	<ul style="list-style-type: none"> • Enhanced markets, efficient processing, new technologies, more responsive prices, greater market strength • Risk of obsolescence
Logistics Costs	Improvements in road infrastructure, vehicle technology and meat science allowing travel distance to be increased without adverse impacts on livestock	<ul style="list-style-type: none"> • Increased competition between saleyards that are further apart in distance • Emergence of regional selling centres
Selling Factors		
Over-The-Hooks (Direct) Selling	Graziers selling directly to processors from the paddock	<ul style="list-style-type: none"> • Always taken place but increasing due to improved pricing • Modest market share compared to mainstream auctioning methods
Abattoirs	Have a broad regional area where prime cattle are purchased	<ul style="list-style-type: none"> • Attracts higher prices as the preference is for saleyard facilities of a high quality and reputation • Susceptible to mergers and acquisitions which could weaken competition
Online Selling	Websites on the internet allowing graziers to trade virtually	<ul style="list-style-type: none"> • AuctionsPlus now has an established market share and may present a competitive challenge in the future
Conduct in Cattle Markets	Saleyards have a high susceptibility to anti-competitive conduct and conflicts of interest for agents	<ul style="list-style-type: none"> • May cause saleyards to become less competitive against alternative selling methods • Broad impact on the industry

Source: Queensland Government (2019), AEC.

OUTLOOK FOR THE BEEF CATTLE INDUSTRY

Industry Outlook

The Australian beef cattle industry is subject to several significant domestic and international uncertainties, including weather conditions, export market competitiveness and macroeconomic indicators. These uncertainties are summarised below.

Table A. 10. Summary of Key Drivers and Outlook

Factor	Outlook
Global Factors	
Global Meat Consumption	Relatively strong due to global population growth, as well as income and macroeconomic growth in major markets. Although the climate crisis may be resulting in an increase in consumers re-thinking their diet, meat consumption is projected to continue to increase. It is projected that global consumption in meat products will increase by 14% into 2030, although preferences are projected to move more towards poultry products (OECD, 2021).
Global Meat Production	It is estimated that global beef production will grow to 75Mt by 2030, 5.8% higher than 2021 (OECD, 2021). Africa is projected to experience the strongest growth at population growth is high. Production is also projected to increase in Northern America (OECD, 2021), presenting a competitive environment for Australian beef exports. However, the Australian market has focused on a premium product for some time, and it is expected this advantage will be a strong focus of marketing and market development efforts moving forward.
Market Access	MLA highlight a goal of doubling the value of red meat sales by 2030, and key to achieving this is improved market access (MLA, undated). MLA highlight that Australia's red meat industry priority is to secure improved import regimes with ongoing trade negotiations with the EU and the ratification of an agreement with the UK (MLA, undated). Additional opportunities include improved access to Gulf Cooperation Council countries, as well as India and Taiwan. With non-tariff reform, removing impediments in the Middle East, China and South East Asia are the priority (MLA, undated). However, this is unlikely to be a strong factor driving the surrounding Hughenden beef sector.
Pests/Diseases	Subject to international standards and regulations. Australia's zero foot and mouth disease (FMD) status is advantageous over international competition. In 2022, Indonesia experienced an outbreak of FMD and this saw biosecurity response zones at relevant international airports established in July 2022. This is in place until June 2023. While impacting imports of agricultural products to Australia, export of live cattle is unlikely to be greatly affected.
Australian Dollar	Depreciating since January 2023, favouring Australia's competitive advantage in key export markets.
National Factors	
Input Prices (fuel, electricity, etc.)	Persistently high inflation in the coming quarters will maintain the high prices of major inputs, with forecasts to trend downward leading into 2024. General facility operating costs predicted to remain high in the short to medium term.
Labour Costs	Modest wages growth in a considerably tight labour market. It is becoming increasingly difficult for a number of industries throughout Australia to source skilled workers, which is a constant driver of productivity in the agricultural sector. However, this is unlikely to impact production in the short to medium term.
Logistics and Trade	Supply backlog issues largely resolved despite some sporadic issues and impacts. Cost of freight likely to remain high in the short to medium term, which will impact on competitiveness.
Local and Regional Factors	
Rainfall and Growing Conditions	The past two years of favourable weather have translated into high grain stores, high soil moisture and available ground water. These seasonal conditions have placed the nation in a favourable position towards the end of 2023 and the beginning on 2024.
Overall Market Outlook	In the north, Australia's herd rebuild is expected to experience stronger growth following the wet season. This strong wet season is projected to lead to high reproduction and marking rates. On the other hand, the southern herd is projected to stabilise into 2024 and decline in 2025.

Source: MLA (2023 b), AEC.

APPENDIX B: CATTLE BIOSECURITY TICK ZONE

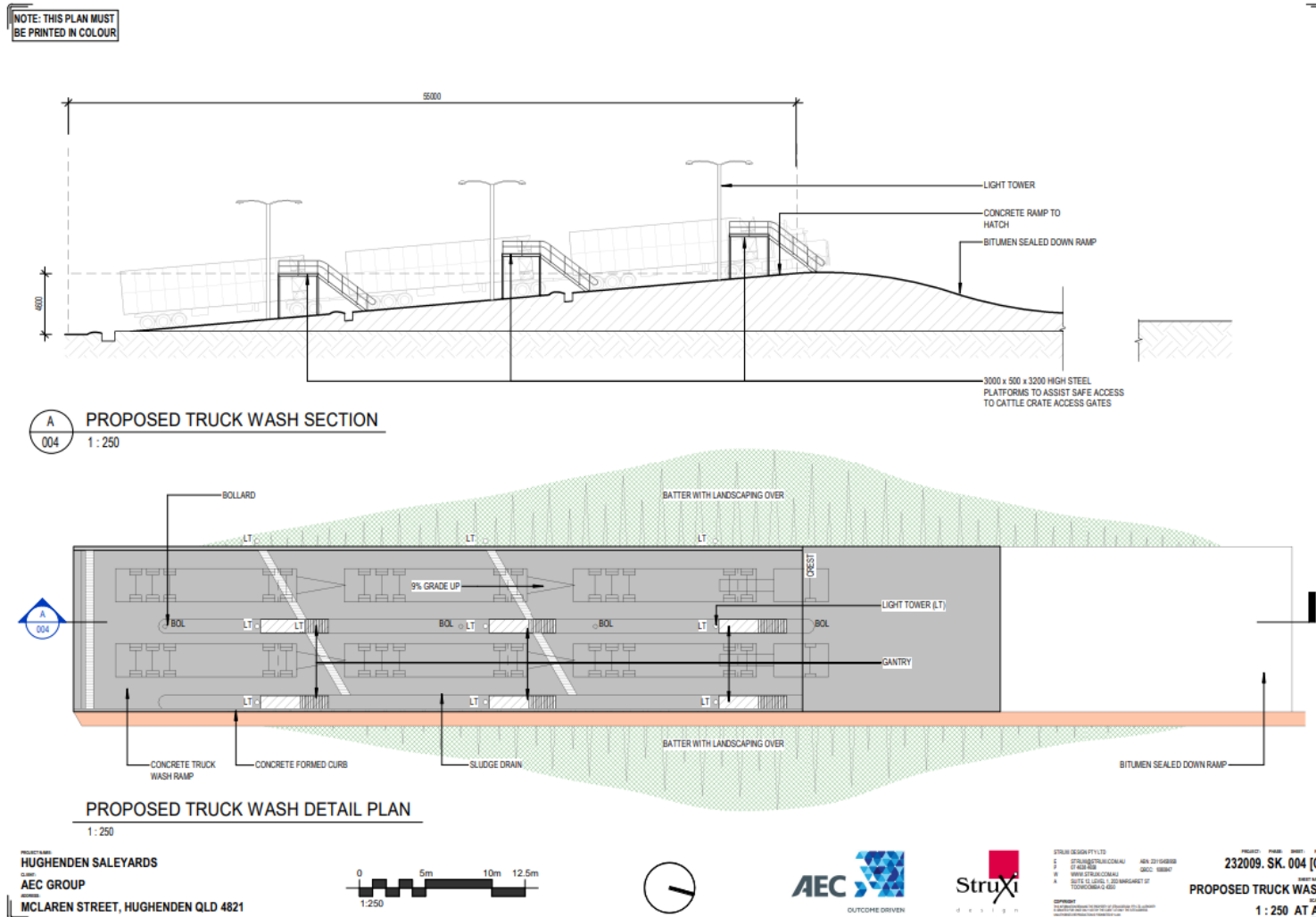
Figure B. 1. Cattle Tick Biosecurity Zone, Queensland



Source: Queensland Government (2020).

APPENDIX C: MASTERPLAN DRAWINGS

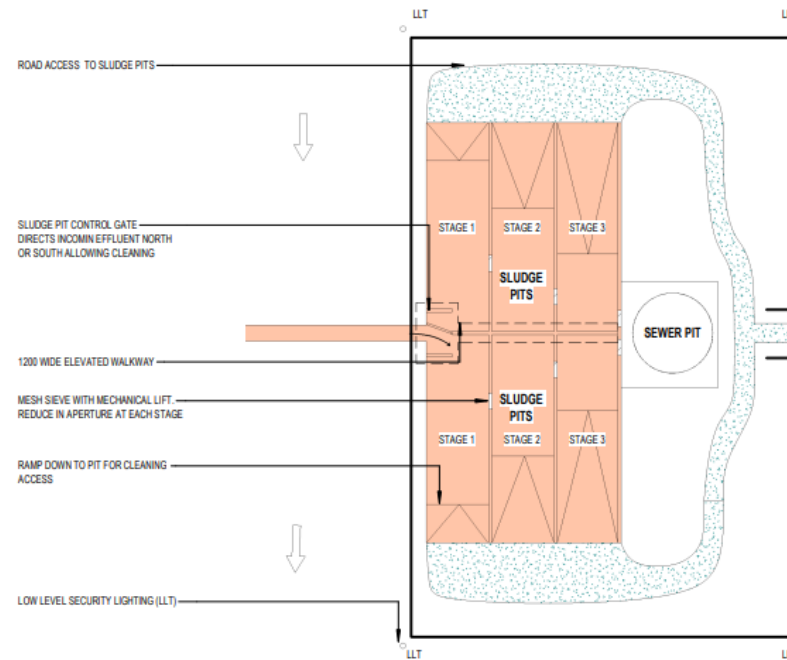
Figure C. 1. Hughenden Saleyards Masterplan, Proposed Truck Wash



Source: StruXi.

Figure C. 2. Hughenden Saleyards Masterplan, Sludge Pit

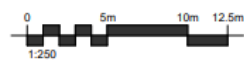
NOTE: THIS PLAN MUST
BE PRINTED IN COLOUR



PROPOSED SLUDGE PIT DETAIL PLAN

1:250

PROJECT NAME
HUGHENDEN SALEYARDS
CLIENT
AEC GROUP
ADDRESS
MCLAREN STREET, HUGHENDEN QLD 4821

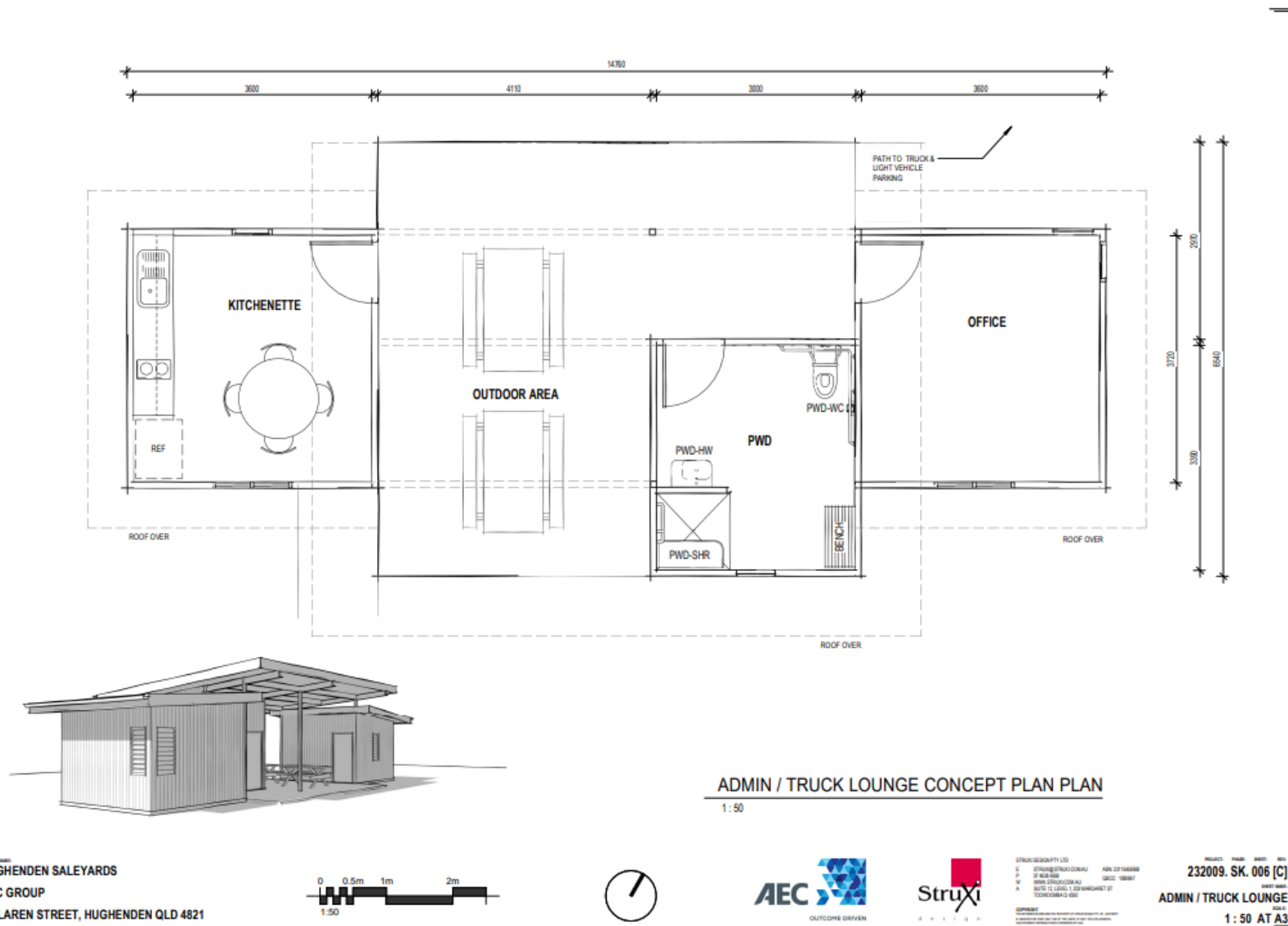


STALAN DESIGN PTY LTD
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A SUITE 10 LEVEL 1, 100 MARGARET ST
SYDNEY NSW 2000
DISCLAIMER
STALAN DESIGN PTY LTD IS A REGISTERED
DESIGNER OF BUILDINGS UNDER THE BUILDING ACT 1994
AND THE BUILDING REGULATIONS 2006.

PROJECT: 232009. SK. 005 [C]
PROPOSED SLUDGE PIT
SCALE
1:250 AT A3

Source: StruXi.

Figure C. 3. Hughenden Saleyards Masterplan, Admin/ Truck Lounge



Source: StruXi.

APPENDIX D: FINANCIAL ANALYSIS OF OPTIONS

Future financial positions of both scenarios are presented below highlighting the Profit and Loss and Cash Flow statements spanning a 20-year assessment period.

SCENARIO ONE – BUSINESS AS USUAL

Table D. 1. Profit and Loss - Scenario One

Project Profit & Loss	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Revenue	\$ 81,941	\$ 86,124	\$ 90,546	\$ 95,220	\$ 100,162	\$ 105,387	\$ 110,912	\$ 116,756	\$ 122,938	\$ 129,476
Labour, Materials and Services Costs	\$ 77,762	\$ 79,318	\$ 80,904	\$ 82,522	\$ 84,172	\$ 85,856	\$ 87,573	\$ 89,324	\$ 91,111	\$ 92,933
EBITDA	\$ 4,179	\$ 6,807	\$ 9,642	\$ 12,698	\$ 15,989	\$ 19,531	\$ 23,340	\$ 27,432	\$ 31,827	\$ 36,543
Depreciation Charges	\$ 20,961	\$ 21,619	\$ 22,298	\$ 26,643	\$ 27,479	\$ 33,190	\$ 34,233	\$ 35,307	\$ 38,504	\$ 39,713
EBIT	\$ (16,782)	\$ (14,812)	\$ (12,656)	\$ (13,944)	\$ (11,490)	\$ (13,659)	\$ (10,893)	\$ (7,875)	\$ (6,678)	\$ (3,170)
Interest Expense (borrowings)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Revenue/(Expense) on Cash Holdings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Surplus/(Deficit) (or NPBT)	\$ (16,782)	\$ (14,812)	\$ (12,656)	\$ (13,944)	\$ (11,490)	\$ (13,659)	\$ (10,893)	\$ (7,875)	\$ (6,678)	\$ (3,170)

Project Profit & Loss	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Operating Revenue	\$ 136,394	\$ 143,713	\$ 151,457	\$ 159,653	\$ 168,326	\$ 177,507	\$ 187,224	\$ 197,510	\$ 208,401	\$ 219,930
Labour, Materials and Services Costs	\$ 94,792	\$ 96,688	\$ 98,621	\$ 100,594	\$ 102,606	\$ 104,658	\$ 106,751	\$ 108,886	\$ 111,064	\$ 113,285
EBITDA	\$ 41,602	\$ 47,025	\$ 52,836	\$ 59,059	\$ 65,721	\$ 72,849	\$ 80,473	\$ 88,625	\$ 97,337	\$ 106,645
Depreciation Charges	\$ 49,418	\$ 50,970	\$ 53,827	\$ 65,332	\$ 67,383	\$ 72,286	\$ 77,762	\$ 80,204	\$ 82,722	\$ 85,320
EBIT	\$ (7,816)	\$ (3,945)	\$ (991)	\$ (6,273)	\$ (1,662)	\$ 563	\$ 2,711	\$ 8,421	\$ 14,615	\$ 21,326
Interest Expense (borrowings)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Revenue/(Expense) on Cash Holdings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Surplus/(Deficit) (or NPBT)	\$ (7,816)	\$ (3,945)	\$ (991)	\$ (6,273)	\$ (1,662)	\$ 563	\$ 2,711	\$ 8,421	\$ 14,615	\$ 21,326

Source: AEC.

Table D. 2. Cash Flow - Scenario One

Project Cash Flow Statement (after financing)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operational Activities										
Operating Revenue	\$ 81,941	\$ 86,124	\$ 90,546	\$ 95,220	\$ 100,162	\$ 105,387	\$ 110,912	\$ 116,756	\$ 122,938	\$ 129,476
Capital Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Labour, Materials and Services Costs	\$ (77,762)	\$ (79,318)	\$ (80,904)	\$ (82,522)	\$ (84,172)	\$ (85,856)	\$ (87,573)	\$ (89,324)	\$ (91,111)	\$ (92,933)
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Operations	\$ 4,179	\$ 6,807	\$ 9,642	\$ 12,698	\$ 15,989	\$ 19,531	\$ 23,340	\$ 27,432	\$ 31,827	\$ 36,543
Cash Flows from Investing Activities										
Purchase of Infrastructure, Property, Plant & Equipment	\$ -	\$ -	\$ (7,289)	\$ -	\$ (112,170)	\$ -	\$ -	\$ (14,618)	\$ -	\$ (211,444)
Net Cash Flows from Investing Activities	\$ -	\$ -	\$ (7,289)	\$ -	\$ (112,170)	\$ -	\$ -	\$ (14,618)	\$ -	\$ (211,444)
Cash Flows from Financing Activities										
Working Capital Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Investing Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase/(Decrease) in Cash & Cash Equivalents	\$ 4,179	\$ 6,807	\$ 2,354	\$ 12,698	\$ (96,180)	\$ 19,531	\$ 23,340	\$ 12,814	\$ 31,827	\$ (174,900)
Opening Cash Balance	\$ -	\$ 4,179	\$ 10,986	\$ 13,339	\$ 26,037	\$ (70,143)	\$ (50,612)	\$ (27,272)	\$ (14,458)	\$ 17,369
Closing Cash Balance	\$ 4,179	\$ 10,986	\$ 13,339	\$ 26,037	\$ (70,143)	\$ (50,612)	\$ (27,272)	\$ (14,458)	\$ 17,369	\$ (157,532)

Project Cash Flow Statement (after financing)	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Cash Flows from Operational Activities										
Operating Revenue	\$ 136,394	\$ 143,713	\$ 151,457	\$ 159,653	\$ 168,326	\$ 177,507	\$ 187,224	\$ 197,510	\$ 208,401	\$ 219,930
Capital Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Labour, Materials and Services Costs	\$ (94,792)	\$ (96,688)	\$ (98,621)	\$ (100,594)	\$ (102,606)	\$ (104,658)	\$ (106,751)	\$ (108,886)	\$ (111,064)	\$ (113,285)
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Operations	\$ 41,602	\$ 47,025	\$ 52,836	\$ 59,059	\$ 65,721	\$ 72,849	\$ 80,473	\$ 88,625	\$ 97,337	\$ 106,645
Cash Flows from Investing Activities										
Purchase of Infrastructure, Property, Plant & Equipment	\$ -	\$ (11,307)	\$ (117,778)	\$ -	\$ (39,014)	\$ (48,103)	\$ -	\$ -	\$ -	\$ (574,032)
Net Cash Flows from Investing Activities	\$ -	\$ (11,307)	\$ (117,778)	\$ -	\$ (39,014)	\$ (48,103)	\$ -	\$ -	\$ -	\$ (574,032)
Cash Flows from Financing Activities										
Working Capital Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Investing Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase/(Decrease) in Cash & Cash Equivalents	\$ 41,602	\$ 35,718	\$ (64,942)	\$ 59,059	\$ 26,707	\$ 24,746	\$ 80,473	\$ 88,625	\$ 97,337	\$ (467,387)
Opening Cash Balance	\$ (157,532)	\$ (115,930)	\$ (80,211)	\$ (145,153)	\$ (86,094)	\$ (59,387)	\$ (34,641)	\$ 45,832	\$ 134,456	\$ 231,793
Closing Cash Balance	\$ (115,930)	\$ (80,211)	\$ (145,153)	\$ (86,094)	\$ (59,387)	\$ (34,641)	\$ 45,832	\$ 134,456	\$ 231,793	\$ (235,594)

Source: AEC.

SCENARIO TWO – MASTERPLAN

Table D. 3. Profit and Loss - Scenario Two

Project Profit & Loss	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Operating Revenue	\$ 89,306	\$ 93,893	\$ 98,734	\$ 103,844	\$ 109,238	\$ 114,933	\$ 120,946	\$ 127,295	\$ 134,002	\$ 141,085
Labour, Materials and Services Costs	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639
EBITDA	\$ (46,333)	\$ (41,746)	\$ (36,905)	\$ (31,795)	\$ (26,401)	\$ (20,707)	\$ (14,694)	\$ (8,344)	\$ (1,637)	\$ 5,446
Depreciation Charges	\$ -	\$ 372,286	\$ 383,975	\$ 396,032	\$ 408,468	\$ 421,293	\$ 434,522	\$ 448,166	\$ 462,238	\$ 476,753
EBIT	\$ (46,333)	\$ (414,031)	\$ (420,880)	\$ (427,827)	\$ (434,869)	\$ (442,000)	\$ (449,216)	\$ (456,510)	\$ (463,876)	\$ (471,307)
Interest Expense (borrowings)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Revenue/(Expense) on Cash Holdings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Surplus/(Deficit) (or NPBT)	\$ (46,333)	\$ (414,031)	\$ (420,880)	\$ (427,827)	\$ (434,869)	\$ (442,000)	\$ (449,216)	\$ (456,510)	\$ (463,876)	\$ (471,307)

Project Profit & Loss	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Operating Revenue	\$ 148,568	\$ 156,474	\$ 164,826	\$ 173,653	\$ 182,980	\$ 192,839	\$ 203,260	\$ 214,275	\$ 225,921	\$ 238,234
Labour, Materials and Services Costs	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639	\$ 135,639
EBITDA	\$ 12,929	\$ 20,834	\$ 29,187	\$ 38,014	\$ 47,341	\$ 57,200	\$ 67,621	\$ 78,636	\$ 90,282	\$ 102,595
Depreciation Charges	\$ 491,723	\$ 507,163	\$ 523,088	\$ 542,462	\$ 559,495	\$ 577,063	\$ 771,101	\$ 795,314	\$ 820,287	\$ 846,044
EBIT	\$ (478,794)	\$ (486,329)	\$ (493,901)	\$ (504,448)	\$ (512,154)	\$ (519,863)	\$ (703,481)	\$ (716,677)	\$ (730,005)	\$ (743,448)
Interest Expense (borrowings)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Revenue/(Expense) on Cash Holdings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Surplus/(Deficit) (or NPBT)	\$ (478,794)	\$ (486,329)	\$ (493,901)	\$ (504,448)	\$ (512,154)	\$ (519,863)	\$ (703,481)	\$ (716,677)	\$ (730,005)	\$ (743,448)

Source: AEC.

Table D. 4. Cash Flow - Scenario Two

Project Cash Flow Statement (after financing)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Cash Flows from Operational Activities										
Operating Revenue	\$ 89,306	\$ 93,893	\$ 98,734	\$ 103,844	\$ 109,238	\$ 114,933	\$ 120,946	\$ 127,295	\$ 134,002	\$ 141,085
Capital Revenue	\$ 11,197,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Labour, Materials and Services Costs	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Operations	\$ 11,150,858	\$ (41,746)	\$ (36,905)	\$ (31,795)	\$ (26,401)	\$ (20,707)	\$ (14,694)	\$ (8,344)	\$ (1,637)	\$ 5,446
Cash Flows from Investing Activities										
Purchase of Infrastructure, Property, Plant & Equipment	\$ (13,996,489)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Investing Activities	\$ (13,996,489)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Flows from Financing Activities										
Working Capital Contribution	\$ 2,779,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Investing Activities	\$ 2,779,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase/(Decrease) in Cash & Cash Equivalents	\$ (65,818)	\$ (41,746)	\$ (36,905)	\$ (31,795)	\$ (26,401)	\$ (20,707)	\$ (14,694)	\$ (8,344)	\$ (1,637)	\$ 5,446
Opening Cash Balance	\$ -	\$ (65,818)	\$ (107,564)	\$ (144,469)	\$ (176,264)	\$ (202,665)	\$ (223,372)	\$ (238,065)	\$ (246,409)	\$ (248,046)
Closing Cash Balance	\$ (65,818)	\$ (107,564)	\$ (144,469)	\$ (176,264)	\$ (202,665)	\$ (223,372)	\$ (238,065)	\$ (246,409)	\$ (248,046)	\$ (242,600)

Project Cash Flow Statement (after financing)	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
Cash Flows from Operational Activities										
Operating Revenue	\$ 148,568	\$ 156,474	\$ 164,826	\$ 173,653	\$ 182,980	\$ 192,839	\$ 203,260	\$ 214,275	\$ 225,921	\$ 238,234
Capital Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Labour, Materials and Services Costs	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)	\$ (135,639)
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Operations	\$ 12,929	\$ 20,834	\$ 29,187	\$ 38,014	\$ 47,341	\$ 57,200	\$ 67,621	\$ 78,636	\$ 90,282	\$ 102,595
Cash Flows from Investing Activities										
Purchase of Infrastructure, Property, Plant & Equipment	\$ (370,026)	\$ -	\$ (35,387)	\$ -	\$ -	\$ (2,695,729)	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Investing Activities	\$ (370,026)	\$ -	\$ (35,387)	\$ -	\$ -	\$ (2,695,729)	\$ -	\$ -	\$ -	\$ -
Cash Flows from Financing Activities										
Working Capital Contribution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repayment of Borrowings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows from Investing Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase/(Decrease) in Cash & Cash Equivalents	\$ (357,097)	\$ 20,834	\$ (6,200)	\$ 38,014	\$ 47,341	\$ (2,638,529)	\$ 67,621	\$ 78,636	\$ 90,282	\$ 102,595
Opening Cash Balance	\$ (242,600)	\$ (599,698)	\$ (578,863)	\$ (585,063)	\$ (547,050)	\$ (499,709)	\$ (3,138,237)	\$ (3,070,617)	\$ (2,991,980)	\$ (2,901,698)
Closing Cash Balance	\$ (599,698)	\$ (578,863)	\$ (585,063)	\$ (547,050)	\$ (499,709)	\$ (3,138,237)	\$ (3,070,617)	\$ (2,991,980)	\$ (2,901,698)	\$ (2,799,103)

Source: AEC.

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OUTCOME DRIVEN



AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.01.09 ORGANISATIONAL STRUCTURE

Background – As discussed with Councillors at a budget workshop of Council's Functional Structure has been undertaken based on regulatory/compliance requirements and improving operational effectiveness with the following changes being proposed to support these:

- Creation of a Governance and Regulatory Services team under the Director of Corporate & Financial Services incorporating:
 - Governance
 - Local Laws Administration
 - Workplace Health and Safety
 - Rural Lands
 - Disaster Management
 - Environmental Health
 - Compliance Administration
- Implementation of a dedicated Training and Development resource under Office of the CEO/HR
- Implementation of a dedicated Media and Grants resource under Community Services & Wellbeing

Council has budgeted for four new positions to support these changes.

Officer's Recommendation – That Council adopt the proposed amended Functional Structure Chart, as presented and published on Council's website.



Functional Structure

Proposed - June 2024

- Executive Support
- Investment, Attraction & Economic Development
- Human Resources
 - ER/IR
 - Payroll
 - Training & Development

Chief Executive Officer

Director of Corporate & Financial Services

- Financial Control
- Governance & Regulatory Services
 - WH&S
 - Local Laws Administration
 - Rural Lands
 - Disaster Management
 - Environmental Health
 - Compliance
 - Governance
- Business Services
- Systems, Comms & IT

Director of Community Services & Wellbeing

- Tourism & Business Development
- Community Development & Engagement
- Sport, Recreation & Wellbeing
- Library & Resource Services
- Community Care
- Media/Communications
- Grants

Director of Engineering

- Roads & Infrastructure
- Asset Management
- Open Spaces & Community Assets
- Project Management

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.01.10 MEMORANDUM OF UNDERSTANDING BETWEEN FLINDERS SHIRE COUNCIL AND HUGHENDEN IRRIGATION PROJECT CORPORATION PTY LTD

Background - Council at a Special Meeting on the 3rd June 2024 resolved:

“That the Interim CEO be requested to report to a future Council meeting in regard to possible mechanisms to facilitate ongoing cooperation between HIPCo and Council.”

The objectives of Council and HIPCo seeking to facilitate ongoing cooperation related to the proposal to work collaboratively to research and advocate for optimal economic and community outcomes in harvesting and utilising water resources within the Flinders Shire.

Preferred Mechanism for ongoing cooperation

The preferred mechanism to guide the cooperation between the two organizations is a Memorandum of Understanding (MOU).

The MOU is intended to guide the co-operative arrangements between the parties but does not impose any binding legal obligations on either party.

The proposed MOU is attached for Council's consideration.

The Board of HIPCo have agreed to the proposed wording.

Officer's Recommendation - That Council agree to enter into a Memorandum of Understanding (MOU) with Hughenden Irrigation Project Corporation Pty Ltd (HIPCo) and that the Interim Chief Executive Officer be authorised to sign the provided MOU.



FLINDERS
SHIRE COUNCIL



Memorandum of Understanding (MOU)

Flinders Shire Council ABN 24 420 911 643 ("Council")

and

Hughenden Irrigation Project Corporation Pty Ltd ACN 615 079 126 ("HIPCo")

-- MEMORANDUM OF UNDERSTANDING --

This document represents an agreement between

FLINDERS SHIRE COUNCIL ABN 24 420 911 643 (“Council”)

and:

HUGHENDEN IRRIGATION PROJECT CORPORATION PTY LTD ACN 615 079 126 (“HIPCo”)

BACKGROUND

- Council is the local government for the Flinders Shire. A key objective of the Council’s Economic Development Strategy is to foster water storage and irrigation development in the Flinders Shire.
- Council owns significant land and water resources.
- HIPCo has acknowledged expertise and research capability in water options both generally and in the Flinders Shire.
- HIPCo operates on a not-for-profit basis and is supported financially by the State Government to support its ongoing research.
- HIPCo has no financial interest and receives no benefit from any final solutions noting further work may be commissioned by the State Government based on the outcomes of studies and agreements reached under this MOU

CURRENT SITUATION

- The Council’s Off Stream Storage project (“OSS”) is unlikely to advance given the absence of Federal Government funding and the limited number of commercial beneficiaries.
- HIPCo’s well developed scheme for high value irrigation is currently unable to proceed due to the halt on water allocation tenders by the State Government.

OBJECTIVES AND SCOPE

- The objectives of Council and HIPCo in entering this MOU are to work collaboratively to research and advocate for optimal economic and community outcomes in harvesting and utilising water resources within the Flinders Shire.
- This MOU is intended to guide the co-operative arrangements between the parties.
- This MOU does not impose binding legal obligations on either party.

- The obligations of Council and HIPCo under legislation are not affected by this MOU.

THE NATURE OF THE COLLABORATION

- Council and HIPCo:
 - Will use their best endeavours to work in close collaboration towards the realisation of the full potential of the water resources in the Flinders Shire to support the achievement of Council's Economic Development Strategy to foster water storage and irrigation development in the Flinders Shire;
 - Agree that this MOU will serve as the vehicle for aligning roles, responsibilities, support and collaboration;
 - Will share relevant information so that opportunities are promoted, and community expectations and concerns are effectively managed. Information shared between Council and HIPCo will be kept confidential and not released to external parties without the consent of Council and HIPCo;
 - Will use their best endeavours to be pro-active and willing to always contribute resources and input recognising that continuing communication is essential to the success of this MOU and agree to develop and maintain systems for ongoing communication of matters and issues of mutual interest.
- It is acknowledged that collaboration between Council and HIPCo pursuant to this MOU may not be the sole means by which Council will endeavour to achieve its Economic Development Strategy.
- It is acknowledged that HIPCo's participation in this MOU may need to be advised to the relevant Queensland State Government Department which has provided funding to HIPCo.
- It is acknowledged that Other Councils (such as Richmond) may also be involved in these co-ordination activities however any arrangements entered will be subject to the agreement of all parties

ARRANGEMENTS

Council and HIPCo will establish a Working Group as the primary forum to effect the intent of this MOU and to discuss and progress the objective of collaboration to foster water storage and irrigation development in the Flinders Shire.

Council and HIPCo will establish a Terms of Reference for the Working Group. The Terms of Reference should be established and agreed by Council and by HIPCo by the end of August 2024.

The Working Group will be Chaired by a Council appointee. Membership of the Working Group will be agreed by Council and HIPCo.

Any public communication or announcements about the activities of the Working Group must be agreed in advance by the Working Group.

Reports on the activities of the Working Group will be provided to Council and to HIPCo. It is acknowledged that these reports will be made public by Council if such reports are tabled at Council meetings.

1. Variations

Both parties acknowledge the need to ensure this MOU remains relevant to their needs and aspirations. Council and HIPCo will consult one another with the aim of deciding for the continuing and effective operation of this MOU and considering any possible variations as circumstances require.

2. Principal Contact Persons

The principal contact persons are the Chief Executive Officer of Council and the Chief Executive Officer of HIPCo.

The principal contact persons are responsible for the coordination of all management and operating issues relating to this MOU. Either party can change its principal contact person at any time by written notification to the other.

3. Assignment

A party must not assign their interest under this MOU without first obtaining the other party's consent in writing.

Effective dates and signature:

This Memorandum of Understanding is made between Flinders Shire Council and Hughenden Irrigation Project Corporation Pty Ltd.

FLINDERS SHIRE COUNCIL

..... Witnessed by:.....
Chief Executive Officer [name]

/ /2024

/ /2024

EXECUTED by **HUGHENDEN IRRIGATION
PROJECT CORPORATION PTY LTD ACN 615
079 126** in accordance with the *Corporations
Act 2001*:

.....
Director/Sole Director/CEO

/ /2024

.....
Director/Secretary

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.01.11 FUNDING FOR COUNCIL'S OFF STREAM STORAGE PROJECT - WATER BANK

Background - On 18 June 2024 Council met with Linda Dobe Director-General Department of Regional Development, Manufacturing and Water to discuss the Council's Water Bank Project.

At an estimated cost of \$60m the State Government had committed \$25.6 m towards construction of the project subject to securing a matching funding commitment from the Australian Government.

The Australian Government in the May 2024 Federal Budget made no provision for the Water Bank funding.

The Director-General has now written to Council advising of the funding gap by the Australian Governments and indicating there did not appear to be a pathway forward for the project to proceed at this time.

Further, with the State Government now embarking upon the Gulf Water Resource Plan Review in conjunction with the Gulf Regional Water Assessment, the Director-General has requested Council provide a formal position on the Water Bank project.

A copy of the Director-General's letter is attached.

Council's Position

Council is committed to achieving the optimal economic and community outcomes from harvesting and utilising water resources within the Flinders Shire.

To this end it has joined forces with the Hughenden Irrigation Project (HIPCo) for the purposes of researching and advocating in this regard and will be actively engaging with HIPCo in the two State Government water reviews impacting upon the Flinders Shire.

The Water Bank project remains an option given the existing water allocations held by Council and the progress to date in both design and business cases.

Given the current reviews and the potential to improve how water is allocated and managed in the Gulf region it may not however prove to be the most economical, viable or productive solution.

The Council is open to exploring other possible options to either the HIPCo project or the Water Bank Project but does not have the resources required for such expansive but vital research.

Council would therefore seek the financial support from the State that would enable Council in partnership with HIPCo to undertake research to develop the optimum outcomes for this Shire and its community emanating from the efficient harvesting and use of the water resources.

Officer's Recommendation - That the Director-General be advised of Council's position on the Water Bank project and the objectives generally in regard to water resources, as detailed in the Interim Chief Executive Officers report.

Our ref: CTS 10384/24

1 JUL 2024



Councillor Kate Peddle
Mayor
Flinders Shire Council
PO Box 274
HUGHENDEN QLD 4821

Department of
**Regional Development,
Manufacturing and Water**

Email: mayor@flinders.qld.gov.au

Dear Councillor *Peddle Kate*

I am writing to you regarding Flinders Shire Council's (Council) Hughenden Water Bank Project (the Project) and the status of funding commitments for the Project as a follow up to our meeting on 18 June 2024 in Hughenden.

It was a pleasure to meet you and other Flinders Shire Councillors at our meeting and once again congratulations on your appointment to the position of Mayor of the Council. I, along with the Department of Regional Development, Manufacturing and Water (the department), look forward to continuing to work with you on projects that deliver for Queensland.

As you are aware, the previous Council had been strongly advocating for support for the Project. The Queensland Government provided support with a commitment of \$25.6 million towards construction of the Project subject to securing a matching funding commitment from the Australian Government.

As I discussed with you at our meeting, no Australian Government funding for the Project was identified in the May 2024 Federal Budget. Given that the Queensland Government funding was contingent on Australian Government support, there does not appear to be a pathway forward for the Project to proceed at this time.

I can also advise the Queensland Government is supporting water related development in the Flinders region and I confirm the department has commenced the Gulf Water Resource Plan Review to be progressed in conjunction with the Gulf Regional Water Assessment.

The Gulf Regional Water Assessment will consider all potential water supply options in the region and the Gulf Water Plan review will identify the best ways to allocate and manage water within the Gulf Water Plan catchments, as well as look at ways to unlock the potential in the region including agriculture and critical minerals.

It would be appreciated if Council could provide a formal position on the Project to inform these processes. Council will be an important stakeholder and I encourage Council's involvement in both processes.

1 William Street
Brisbane QLD 4000
GPO Box 2247 Brisbane
Queensland 4001 Australia
Telephone 13 QGOV (13 74 68)
Website www.rdmw.qld.gov.au
ABN 51 242 471 577

After meeting with you and Council, I understand that Council is particularly interested in how its existing water entitlements can be leveraged to support local economic development opportunities and I understand details on Council's existing water entitlements have been provided to Council. I have enclosed a copy of that information for your reference.

I encourage you to arrange a briefing from the department about these water entitlements and this may also help to inform your response on the Project.

If you require any further information, please contact Mr Grant Horton, Director, Regional Water Infrastructure, Water Infrastructure and Strategic Coordination in the department on 3166 0157 or email grant.horton@rdmw.qld.gov.au who will be pleased to assist.

Yours sincerely



Linda Dobe
Director-General

Enc

AGENDA

24 JULY 2024 – 9:00 AM

McNAMARA BOARDROOM



2.02 CORPORATE AND FINANCE SERVICES

2.02.01 FINANCIAL REPORT

Background – In accordance with section 204 of the *Local Government Regulation 2012*, the Chief Executive Officer must present a financial report to the Council at its monthly ordinary meetings. Monthly financial reports consist of:

- i. Statement of financial performance;
- ii. Statement of financial position;
- iii. Statement of cash flows;
- iv. Statement of Changes in Equity;

The following is a summary of the financial results as at 30 June 2024:

1. Statement of Comprehensive Income	
Total Recurrent Revenue	28,448,927
Total Recurrent Expenditure	34,869,351
Net Operating Result - Surplus/(Deficit)	(6,420,424)
Total Capital Income	4,381,979
Total Capital Expense	-
Net Result - Surplus/(Deficit)	(2,038,446)
2. Statement of Financial Position	
Total Current Assets	43,028,014
Total Non-Current Assets	275,785,956
Total Assets	318,813,970
Total Current Liabilities	5,305,180
Total Non-Current Liabilities	8,525,209
Total Liabilities	13,830,389
Net Community Assets	304,983,582
Asset Revaluation Surplus	116,783,769
Retained Surplus/(Deficiency)	188,199,812
Total Community Equity	304,983,582
3. Cash Flow Statement	
Cash at the beginning of the period	45,232,658
Total Payments Received	33,365,028
Total Payments Made	(40,751,636)
Cash at the end of the period	37,846,051

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



Officer's Recommendation – That in accordance with Section 204 of the Local Government Regulation 2012, Council receives and approves the financial report, which includes the following statements, for the period ending 30 June 2024.

- i. Statement of financial performance;
- ii. Statement of financial position;
- iii. Statement of cash flows;
- iv. Statement of changes in Equity.

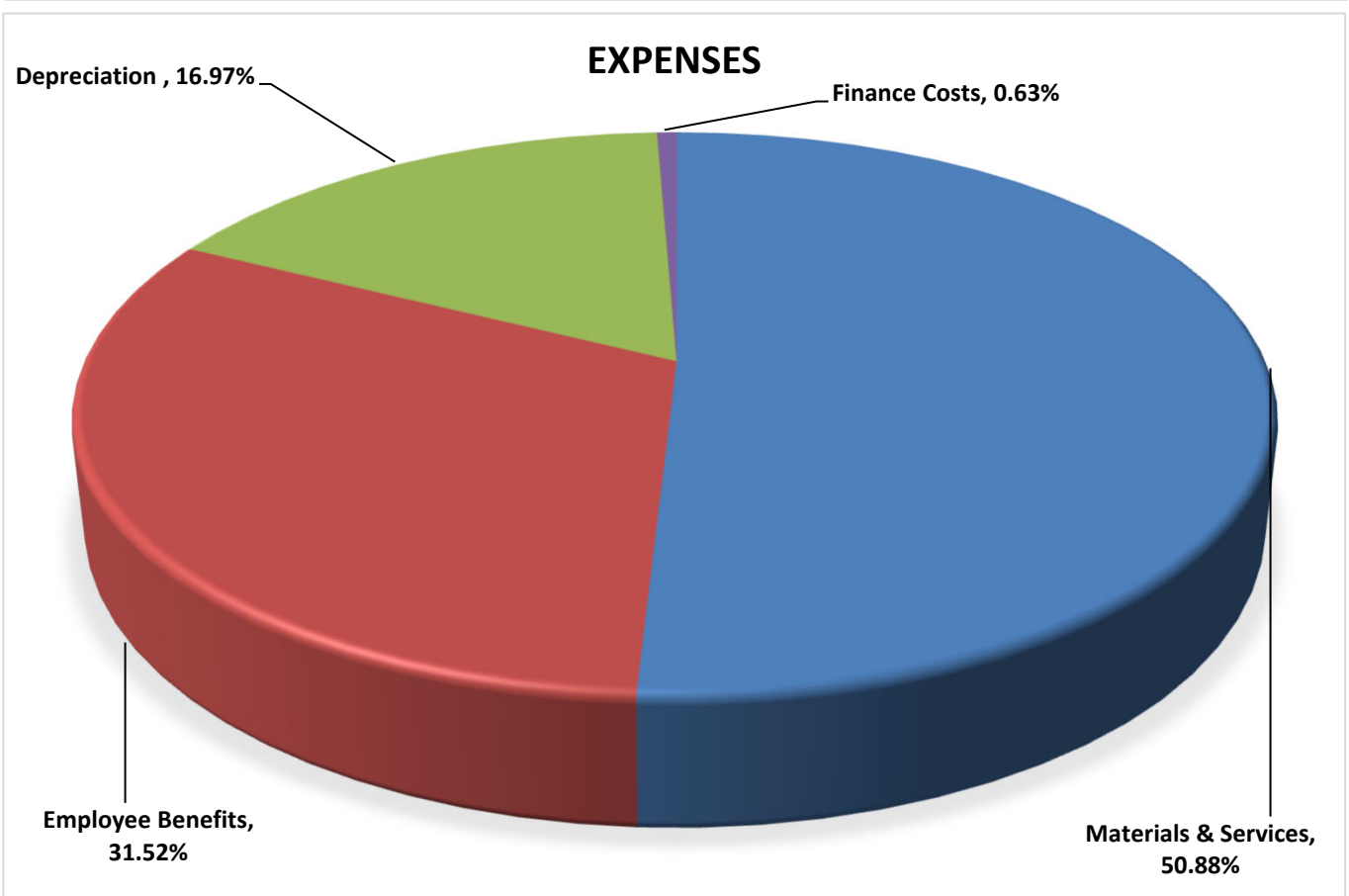
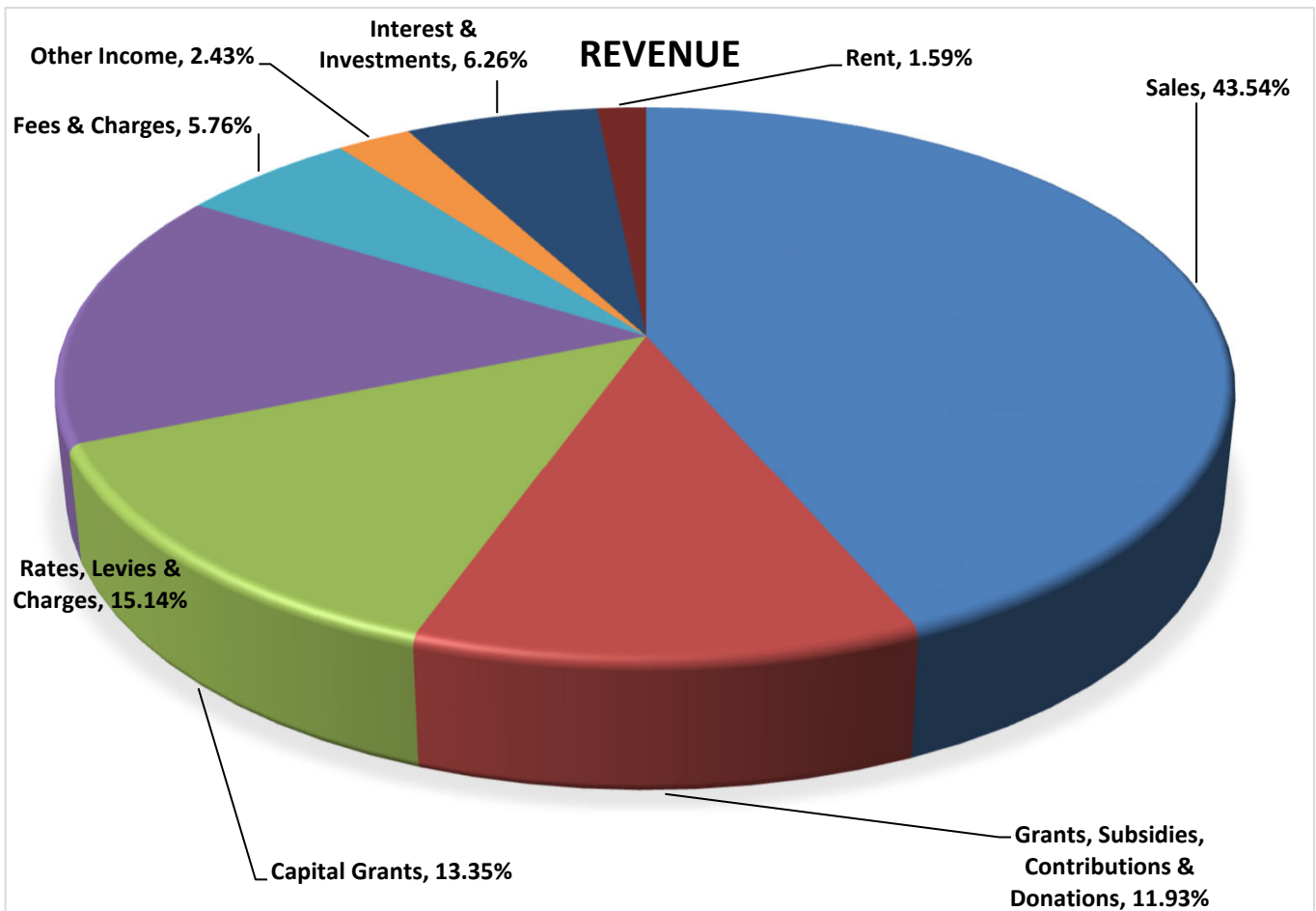
Discovery • Opportunity • Lifestyle



Flinders Shire Council
Financial Report
for the year ended 30 June 2024 - Unaudited

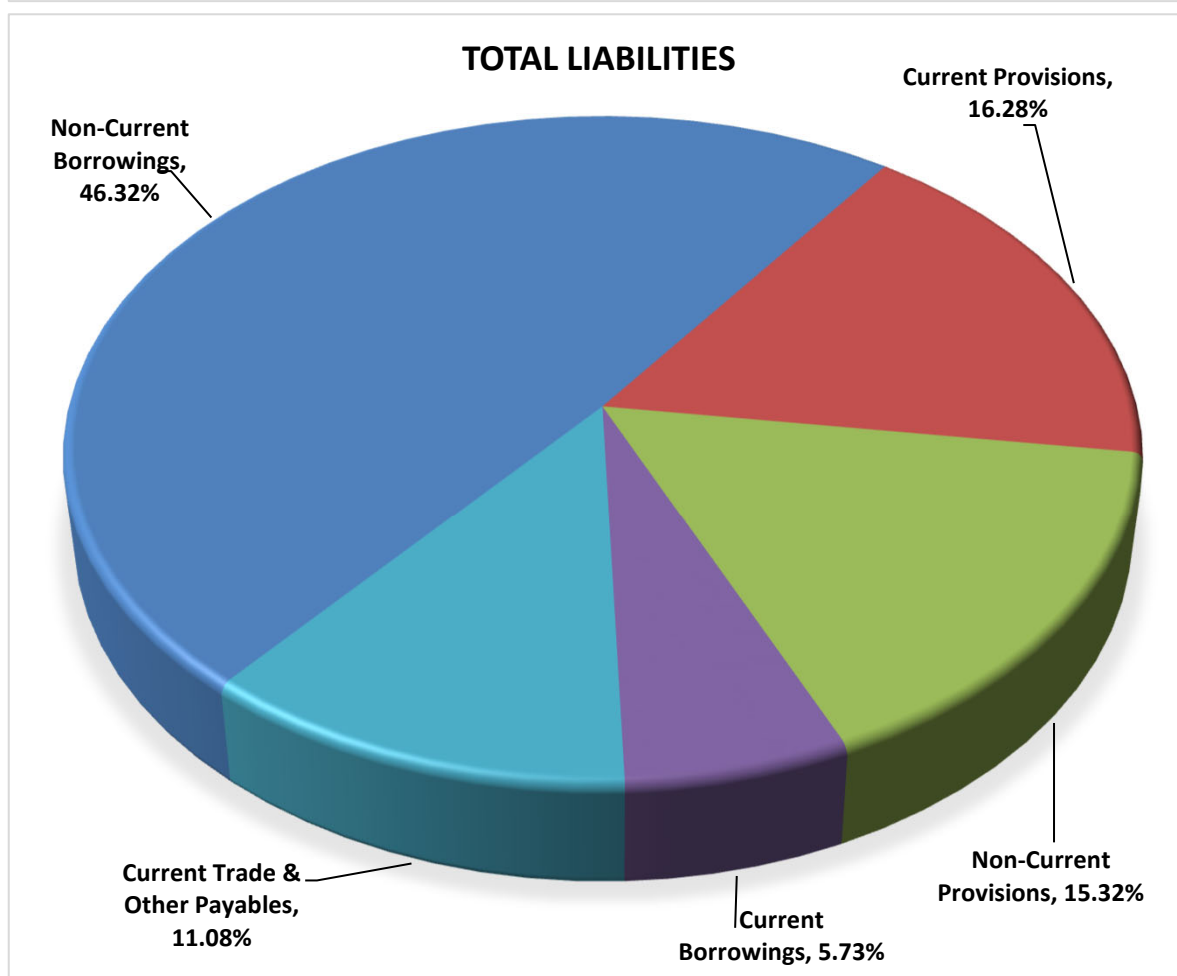
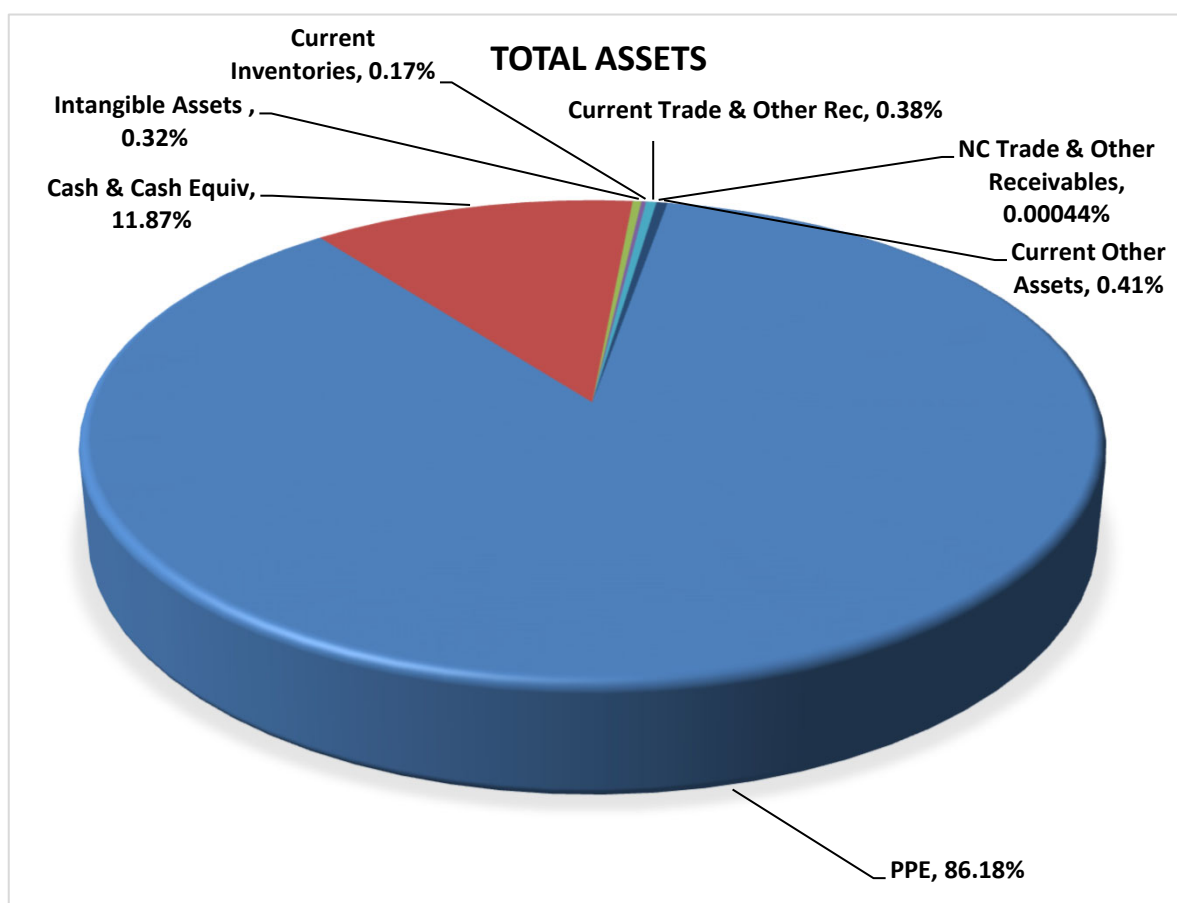
Flinders Shire Council
Statement of Comprehensive Income
for the year ended 30 June 2024

	2024	Revised Budget 23/24	Variance	2023 - Restated
	\$	\$	%	\$
Income				
Revenue				
Recurrent revenue				
Rates, levies and charges	4,969,117	4,947,568	100%	4,692,453
Fees and charges	1,891,980	1,393,360	136%	1,794,147
Sales revenue	14,296,116	12,205,549	117%	16,717,410
Grants, subsidies, contributions and donations	3,915,109	15,024,169	26%	14,980,774
Total recurrent revenue	<u>25,072,323</u>	<u>33,570,645</u>		<u>38,184,786</u>
Capital revenue				
Grants, subsidies, contributions and donations	4,381,979	11,554,230	38%	3,693,626
Total capital revenue	<u>4,381,979</u>	<u>11,554,230</u>		<u>3,693,626</u>
Rental income	521,397	530,000	98%	506,857
Interest received	2,056,381	1,656,833	124%	1,326,183
Other income	798,826	564,952	141%	803,211
Other capital income	-	-		304,861
Total income	<u>32,830,906</u>	<u>47,876,661</u>		<u>44,819,524</u>
Expenses				
Recurrent expenses				
Employee benefits	10,990,309	17,886,836	61%	12,580,475
Materials and services	17,742,463	12,944,000	137%	21,847,434
Finance costs	219,100	322,626	68%	328,537
Depreciation and amortisation				
Property, plant and equipment	5,917,479	5,906,336	100%	5,671,698
	<u>34,869,351</u>	<u>37,059,797</u>		<u>40,428,143</u>
Capital expenses	-	-		438,239
Total expenses	<u>34,869,351</u>	<u>37,059,797</u>	94%	<u>40,866,382</u>
Net result	<u>(2,038,446)</u>	<u>10,816,864</u>	-19%	<u>3,953,142</u>
Other comprehensive income				
Items that will not be reclassified to net result				
Increase / (decrease) in asset revaluation surplus	-	-	-	20,425,759
Total other comprehensive income for the year	<u>-</u>	<u>-</u>	<u>-</u>	<u>20,425,759</u>
Total comprehensive income for the year	<u>(2,038,446)</u>	<u>10,816,864</u>	<u>-19%</u>	<u>24,378,901</u>



Flinders Shire Council
Statement of Financial Position
for the year ended 30 June 2024

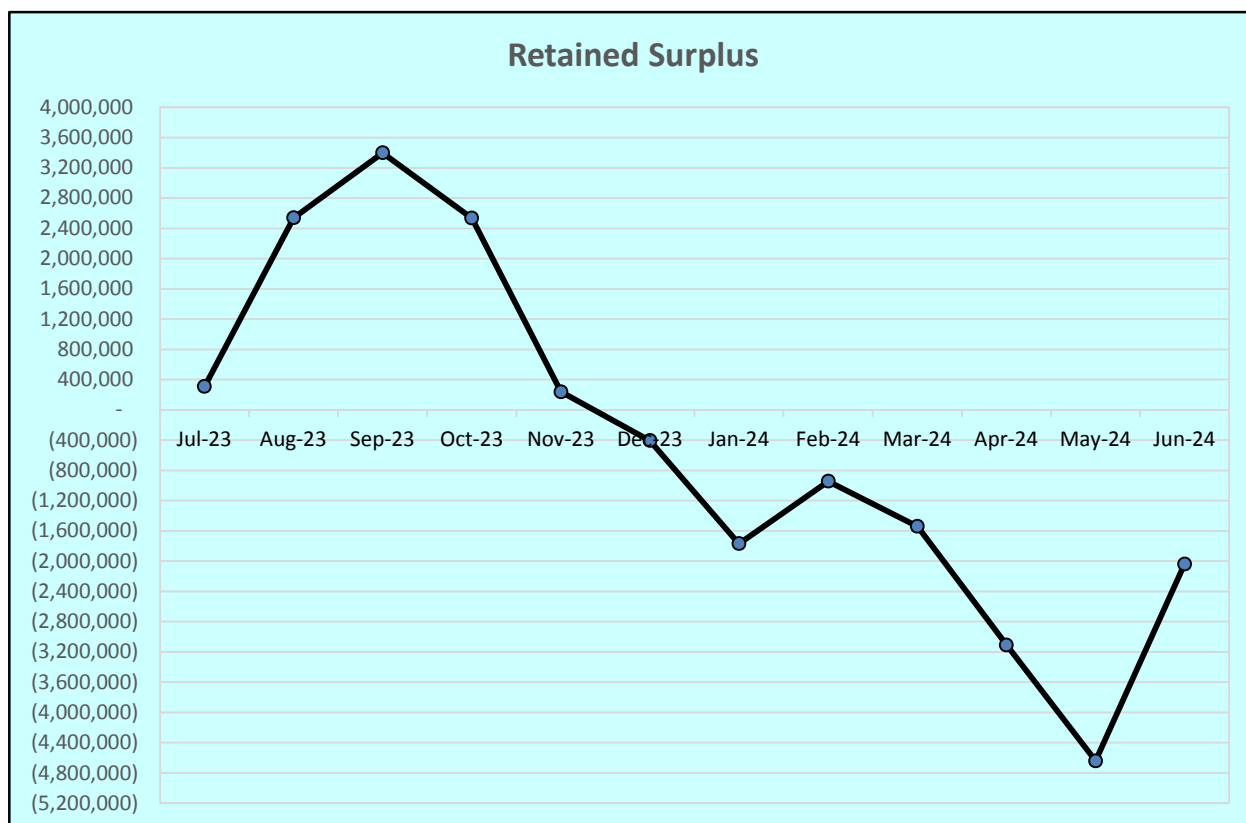
	2024	Revised Budget 23/24	Variance	2023 Restated
	\$	\$	%	\$
Current assets				
Cash and cash equivalents	37,846,051	49,817,000	76%	45,232,658
Receivables	1,215,624	3,970,100	31%	3,748,330
Inventories	550,167	671,500	82%	574,525
Contract assets	2,121,678	-		753,985
Other assets	1,294,495	74,000	1749%	301,618
Total current assets	43,028,014	54,532,600	79%	50,611,117
Non-current assets				
Receivables	1,400	2,000	70%	1,400
Property, plant and equipment	274,762,156	275,869,000	100%	272,453,077
Intangible assets	1,022,400	1,022,000	100%	1,022,400
Total non-current assets	275,785,956	276,893,000	100%	273,476,877
Total assets	318,813,970	331,425,600	96%	324,087,994
Current liabilities				
Payables	1,532,438	2,471,932	62%	3,241,902
Contract liabilities	729,456	-	0%	1,360,346
Borrowings	792,185	791,500	100%	895,223
Provisions	2,251,100	631,500	356%	2,251,100
Total current liabilities	5,305,180	3,894,932	136%	7,748,572
Non-current liabilities				
Borrowings	6,406,688	6,398,777	100%	7,198,873
Provisions	2,118,521	3,293,000	64%	2,118,521
Total non-current liabilities	8,525,209	9,691,777	88%	9,317,394
Total liabilities	13,830,389	13,586,709	102%	17,065,965
Net community assets	304,983,582	317,838,891	96%	307,022,027
Community equity				
Asset revaluation surplus	116,783,769	116,783,769	100%	116,783,769
Retained surplus	188,199,812	201,055,121	94%	190,238,258
Total community equity	304,983,582	317,838,891	96%	307,022,027



Flinders Shire Council

Statement of Changes in Equity for the year ended 30 June 2024

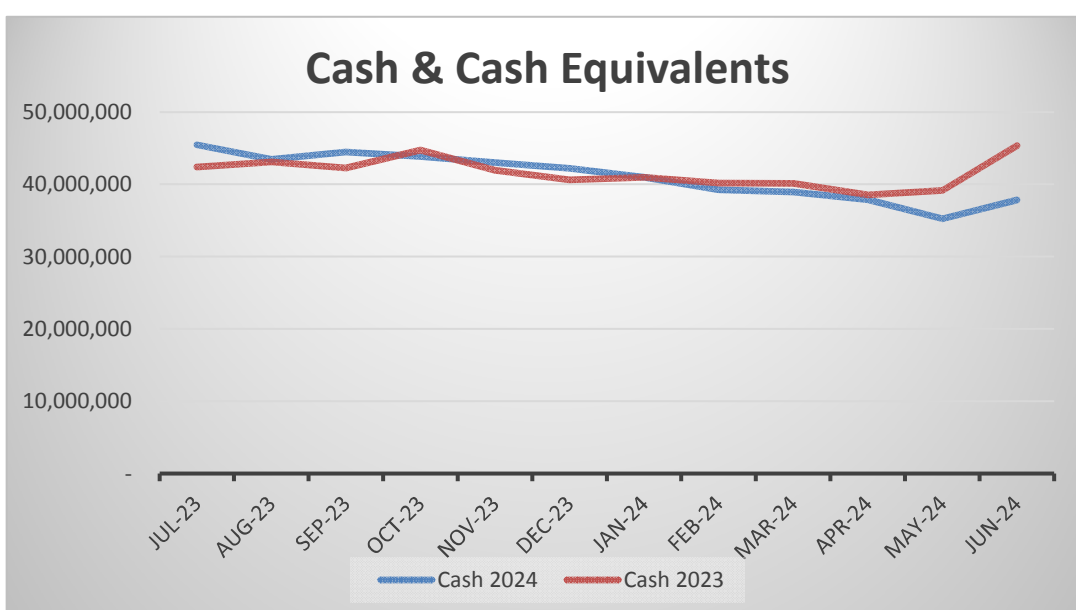
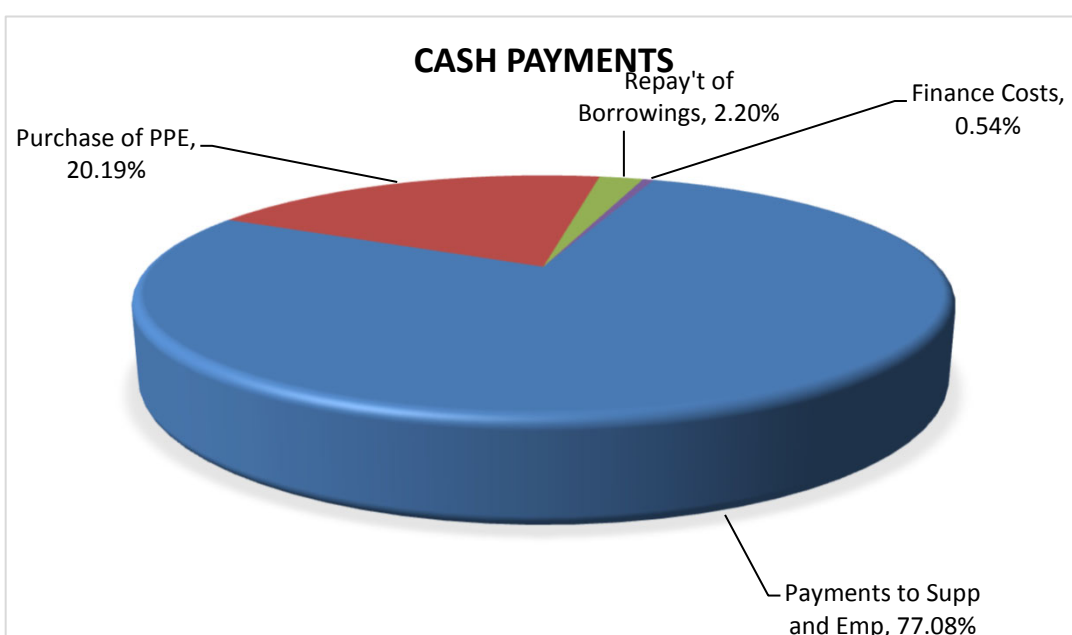
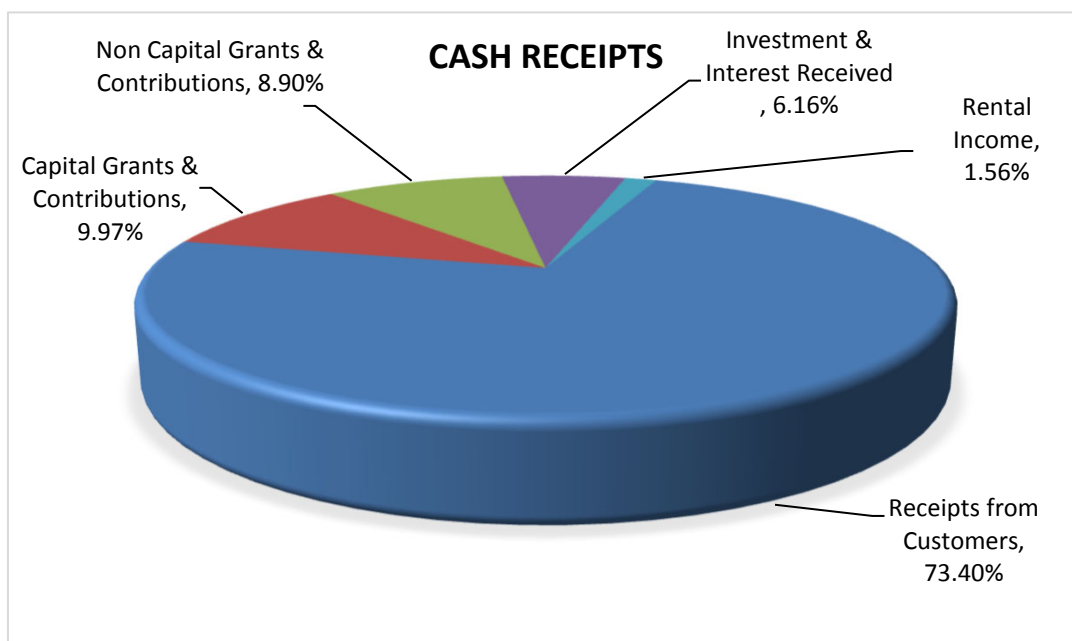
	Asset revaluation surplus	Retained surplus	Total
	\$	\$	\$
Balance as at 1 July 2023	116,783,769	190,238,258	307,022,027
Net result	-	(2,038,446)	(2,038,446)
Other comprehensive income for the year			
Increase / (decrease) in asset revaluation surplus	-	-	-
Total comprehensive income for the year	-	(2,038,446)	(2,038,446)
Balance as at 30 June 2024	116,783,769	188,199,812	304,983,582
Balance as at 1 July 2022	96,358,010	186,285,116	282,643,126
	96,358,010	186,285,116	282,643,126
Net result	-	3,953,142	3,953,142
Other comprehensive income for the year			
Increase / (decrease) in asset revaluation surplus	20,425,759	-	20,425,759
Total comprehensive income for the year	20,425,759	3,953,142	24,378,901
Balance as at 30 June 2023	116,783,769	190,238,258	307,022,027



Flinders Shire Council

**Statement of Cash Flows
for the year ended 30 June 2024**

	2024	2023
	\$	\$
Cash flows from operating activities		
Receipts from customers	24,488,746	26,901,972
Payments to suppliers and employees	(31,410,755)	(34,794,998)
	(6,922,010)	(7,893,026)
Interest received	2,056,381	1,326,183
Rental Income	521,397	506,857
Recurrent grants, subsidies, contributions and donations	2,970,516	15,827,452
Borrowing costs	(219,100)	(328,537)
Net cash inflow (outflow) from operating activities	(1,592,816)	9,438,929
Cash flows from investing activities		
Payments for property, plant and equipment	(8,226,558)	(8,688,008)
Grants, subsidies, contributions and donations - Capital	3,327,989	2,848,658
Proceeds from sale of property plant and equipment	-	959,699
Net cash inflow (outflow) from investing activities	(4,898,569)	(4,879,650)
Cash flows from financing activities		
Proceeds from borrowings	-	-
Repayment of borrowings	(895,223)	(875,878)
Net cash inflow (outflow) from financing activities	(895,223)	(875,878)
Net increase (decrease) in cash and cash equivalent held	(7,386,608)	3,683,401
Cash and cash equivalents at the beginning of the financial year	45,232,658	41,549,257
Cash and cash equivalents at end of the financial year	37,846,051	45,232,658



**Flinders Shire Council
Unrestricted Cash Reconciliation
for the year ended 30 June 2024**

Cash Balance		37,846,051
Less:		
Current Liabilities		4,575,723
Non-Current Provisions		2,118,521
Unspent Grant Funding		729,456
Reserves		12,000,000
Roads	4,000,000	
Water	1,500,000	
Sewer	1,500,000	
Buildings & Other Structures	2,500,000	
Plant Replacement	2,000,000	
Cemeteries	500,000	
Total Unrestricted Cash		18,422,350

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.03 ENGINEERING

2.03.01 WINDLAB – PRAIRIE WIND FARM – MET MONITORING MAST

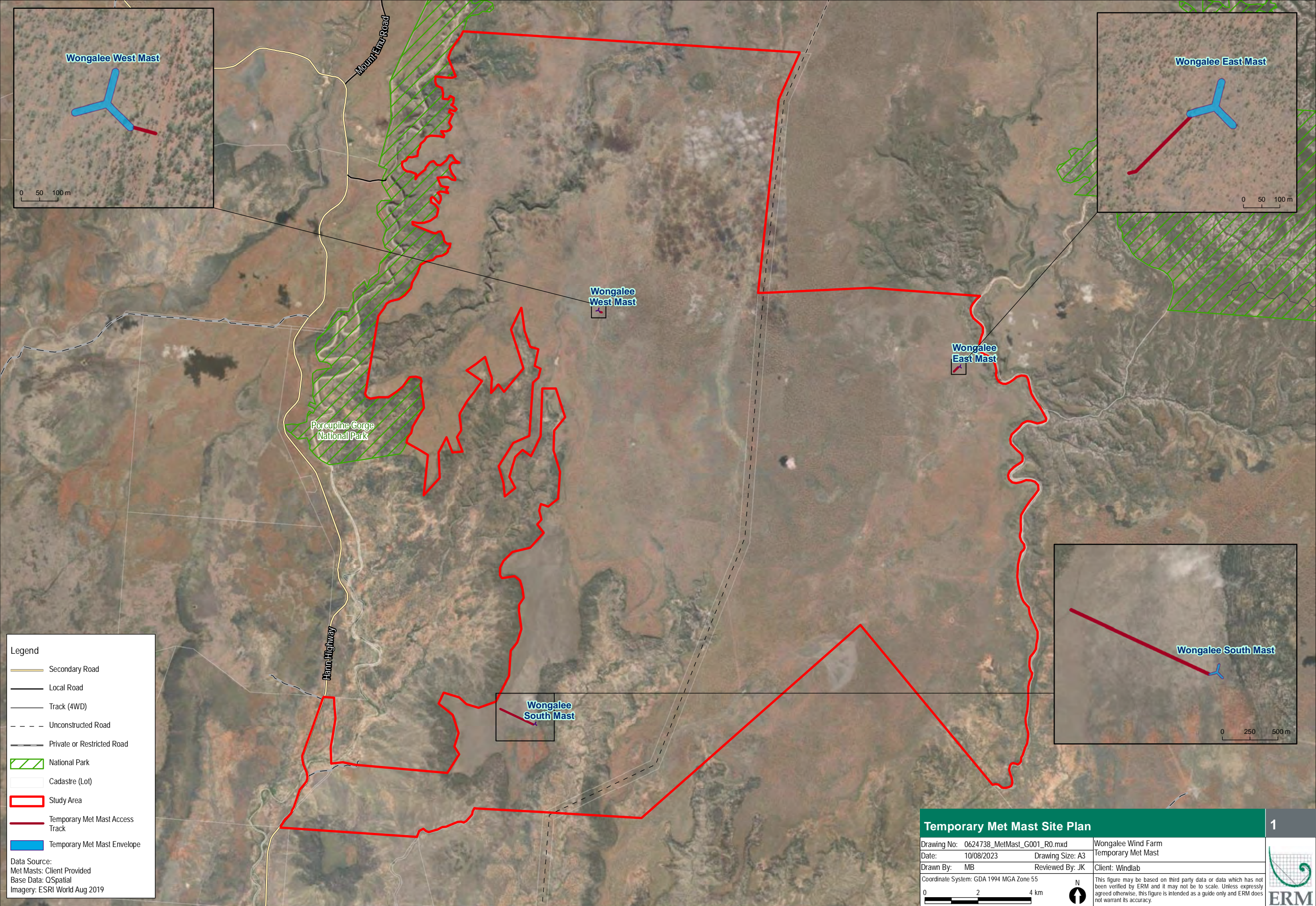
Background – At Council's Ordinary Meeting held on 17 January 2023, Council offered no objection to Windlab to erect a temporary wind monitoring mast on Lot 7 on WOU838244, Glentor, Prairie Road, Prairie. Windlab are now seeking Council's consent to erect three temporary met masts for the Wongalee Wind Farm on Lot 4 on WNG27 - 32161 Kennedy Developmental Road, Porcupine.

These masts will be used to assess the suitability of developing a wind farm in this area. The masts will consist of a guyed lattice structure not exceeding 150m in height. Guy wires will be attached at 12m intervals up the tower and be tethered to anchor points concreted in the ground. The 150m mast will be essentially the same with an additional 10, 3 metre sections.

The mast is initially proposed for wind farm investigations for a period up to 3 - 5 years. Should the site prove viable, a Development Approval aligned with State Code 23 will be submitted to the State Assessment Referral Agency (SARA) for the wind farm. This request may include the retention of the masts for operational monitoring purposes.

Frank Andrews, Town Planner advised that a Council Development Application was not required provided there were no state government referrals. The Department of Resources advised that based on the data supplied to him, he has confirmed that if the clearing is less than 2ha in a category B area containing least concern or grassland regional ecosystems, not involve the clearing of essential habitat and over 100m from a watercourse or drainage feature, the clearing qualifies as exempt development.

Officer's Recommendation – That Council consent for Windlab to erect three temporary wind monitoring masts on Lot 4 on WNG27 - 32161 Kennedy Developmental Road, Porcupine.



Legend

Secondary Road

Local Road

Track (4WD)

Unconstructed Road

Private or Restricted Road

National Park

Cadastral (Lot)

Study Area

Temporary Met Mast Access Track

Temporary Met Mast Envelope

Data Source:

Met Masts: Client Provided

Base Data: QSpatial

Imagery: ESRI World Aug 2019

Temporary Met Mast Site Plan

1

Drawing No: 0624738_MetMast_G001_R0.mxd	Wongalee Wind Farm
Date: 10/08/2023	Temporary Met Mast
Drawn By: MB	Reviewed By: JK
Client: Windlab	
Coordinate System: GDA 1994 MGA Zone 55	
This figure may be based on third party data or data which has not been verified by ERM and it may not be to scale. Unless expressly agreed otherwise, this figure is intended as a guide only and ERM does not warrant its accuracy.	

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N

ERM

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.03.02 REQUEST TO OBTAIN GRAVEL – TOWNLEY CONTRACTING PTY LTD

Background – Council has received a Business and Investors Incentives Application from Townley Contracting Pty Ltd requesting an allocation of gravel, up to a total of 5,000 tonnes to support the development of a shed to accommodate plant and equipment for their business on a block that was recently purchased at 66 Swanson Street, Hughenden.

Officer's Recommendation – That Council approve the request from Townley Contracting Pty Ltd to obtain gravel subject to the following conditions:

- Must only be utilised for a level gravel base at 66 Swanson Street, Hughenden
- Gravel must be taken from within the bounds of the Aerodrome Pit as given in Flinders Shire Council's Quarry Management Plan
- The landholder is responsible for all work involved with the winning and cartage of the gravel from the pit to their property
- The maximum amount of gravel to be taken is 5,000 tonnes. Any unused gravel to be returned to Council at landholders expense
- The landholder must keep a record of weighbridge dockets tallying the total amount of gravel taken and provide to Council upon completion
- Statutory declaration to be signed to agree not to on-sell gravel

Office Hours: Monday - Friday 8.30am - 5.00pm

P. 07 4741 2900

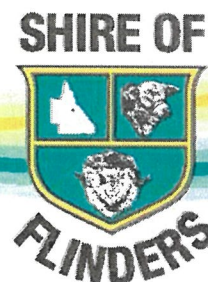
PO Box 274 Hughenden Q 4821

F. 07 4741 1741

34 Gray St, Hughenden Q 4821

flinders@flinders.qld.gov.au

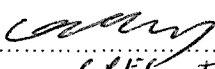
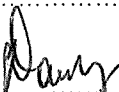
www.flinders.qld.gov.au



BUSINESS AND INVESTORS INCENTIVES – APPLICATION FORM

Complete this application form with reference to the Business and Investors Incentives Policy

Applicants Information							
Business Name	Townley Contracting Pty Ltd						
Business Address	66 Swanson St, Hughenden QLD 4821						
Business Owners Names (list all owners names)	Gregory & Darcie Townley						
Phone / Mobile Numbers	0427 857 625						
Email Address	admin@townleycontracting.com.au						
Business Type	<input checked="" type="checkbox"/> Existing Business <input type="checkbox"/> New Business						
Business Tier - (Refer to Policy)							
Tier Type	<input checked="" type="checkbox"/> Tier 1						
	<table border="1"><thead><tr><th>Micro Business</th><th>Small Business</th><th>Sole Trader</th></tr></thead><tbody><tr><td><ul style="list-style-type: none">•Employ 1 to 4 persons•ATO turnover < \$2million•Funding Allocation: capped at \$5,000</td><td><ul style="list-style-type: none">•Employ 5 to 19 persons•ATO turnover \$2 million to < \$10 million•Funding Allocation: capped at \$10,000</td><td><ul style="list-style-type: none">•Must hold current ABN•Support the local industry, but not a home based business•Business presence within the shire•Funding Allocation: capped at \$2000</td></tr></tbody></table>	Micro Business	Small Business	Sole Trader	<ul style="list-style-type: none">•Employ 1 to 4 persons•ATO turnover < \$2million•Funding Allocation: capped at \$5,000	<ul style="list-style-type: none">•Employ 5 to 19 persons•ATO turnover \$2 million to < \$10 million•Funding Allocation: capped at \$10,000	<ul style="list-style-type: none">•Must hold current ABN•Support the local industry, but not a home based business•Business presence within the shire•Funding Allocation: capped at \$2000
	Micro Business	Small Business	Sole Trader				
	<ul style="list-style-type: none">•Employ 1 to 4 persons•ATO turnover < \$2million•Funding Allocation: capped at \$5,000	<ul style="list-style-type: none">•Employ 5 to 19 persons•ATO turnover \$2 million to < \$10 million•Funding Allocation: capped at \$10,000	<ul style="list-style-type: none">•Must hold current ABN•Support the local industry, but not a home based business•Business presence within the shire•Funding Allocation: capped at \$2000				
	Tier 2 - <input type="checkbox"/> Medium Business <input type="checkbox"/> Large Business						
<table border="1"><thead><tr><th>Medium Business</th><th>Large Business</th></tr></thead><tbody><tr><td><ul style="list-style-type: none">•Employ 20 to < 50 persons•ATO turnover \$10 million to < \$50 million•Funding Allocation: Special allocation based on Council approval.</td><td><ul style="list-style-type: none">•Employ > 51 persons•ATO turnover > \$51 million•Funding Allocation: Special allocation based on Council approval</td></tr></tbody></table>	Medium Business	Large Business	<ul style="list-style-type: none">•Employ 20 to < 50 persons•ATO turnover \$10 million to < \$50 million•Funding Allocation: Special allocation based on Council approval.	<ul style="list-style-type: none">•Employ > 51 persons•ATO turnover > \$51 million•Funding Allocation: Special allocation based on Council approval			
Medium Business	Large Business						
<ul style="list-style-type: none">•Employ 20 to < 50 persons•ATO turnover \$10 million to < \$50 million•Funding Allocation: Special allocation based on Council approval.	<ul style="list-style-type: none">•Employ > 51 persons•ATO turnover > \$51 million•Funding Allocation: Special allocation based on Council approval						

Eligible Tasks	
Proposed Type of Works (place a tick in applicable Box)	<input type="checkbox"/> Upgrade Shop Front <input type="checkbox"/> Structural Upgrade <input type="checkbox"/> Driveways <input checked="" type="checkbox"/> Council Product <input type="checkbox"/> Billboard & Signboards <input type="checkbox"/> IT Equipment <input type="checkbox"/> Marketing <input type="checkbox"/> Office Furniture <input type="checkbox"/> Website <input type="checkbox"/> Other (please state):
Scope of Works or Expression of Interest (Description of works to be completed – supporting documentation must be attached to application, as per Business and Investors Incentives Policy eg: Quotes/plans/drawings/contract)	Request for 5,000 ton of gravel to improve recently purchased commercial real estate in Hughenden. Location will be transformed to accommodate plant and equipment. Gravel will support foundation for shed and also support access in wet weather as the site in on black soil.
Certified Builder / Repairers / Contractor / Supplier Details (Name and Address – If Owner Builder permit must be provided)	
Start Date and Expected Finish Date	Start: ASAP Finish:
Total Cost of Build, Repairs, Upgrade or Set-up	
Completion of Approved Works	
Upon Completion of Approved Works, you must provide Council with the necessary documentation	As listed in the Business and Investor Incentives Policy. Example: <ul style="list-style-type: none"> • Form 21 – Final Inspection Certificate • Confirmation by the Builder, Contractor or Tradesperson • Fully Paid Invoice and Receipt from Supplier who completed/supplied approved works • Any other required documentation
Payment of Business and Investors Incentives Monies	
Upon receipt of all required Completion of Approved Works documentation, Council will complete the approval process and make payment of Invoice for Grant Approval Amount, as provided by Business applicant.	
Signature of all Applicants Required	<p> I/we make this application to the Business and Investors Incentives Program and declare that all the information included in this application is true and correct. </p> <p> Signature (1)  Date: 10/7/24 Name of Applicant: GREG TOWNLEY </p> <p> Signature (2)  Date: 10/7/24 Name of Applicant: Darce Townley </p>

Office Use Only			
Application Received by		Date:	
Assessment of Application – ESO		Date	Comment
Has confirmation of Business Details been confirmed – ABN Search etc			
Does the Applicant/s own the property where the work will be completed			
Does the Application meet the Eligibility Check			
Does the work meet the Approved Scope of Works			
Has the required Documentation been provided, as per policy – List in comments			
Recommendation to CEO			
Continue to Financial assessment			
Assessment of Financial Capacity – Tier 2 businesses (building works only) – CEO to Assess			
Has Trading Figures for 3 years been provided			
Does Trading Figures support the contribution			
CEO – Approve or Decline			
Signature:		Date:	<input type="checkbox"/> Approve <input type="checkbox"/> Decline
Approval Letter			
Approval / Decline Letter sent to applicants		Date:	Name:
Completion of Approved Works			
Program funds are payable when required documentation is received by Council (refer to Business and Investors Incentives Policy)			
List Documentation Received from Applicant:			
Does Documentation meet the application Requirements	Yes or No	Date	Comments
ESO	<input type="checkbox"/> Yes <input type="checkbox"/> No		
CEO	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Approved for Payment of Grant Funds	
Approved by	Name:
	Position:
	Signature:
	Date:
Payment of Invoice provided by Business	
Invoice processed	Date:
Completion Letter	
Approval / Payment Letter send to Applicants	Date: Name:

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.03.03 REQUEST TO OBTAIN GRAVEL – FOURTEEN NOLDINGS PTY LTD

Background – Council has received a Business and Investors Incentives Application from Fourteen Holdings Pty Ltd requesting an allocation of gravel up to a total of 5,000 tonnes to level industrial blocks to allow for commencement of fencing, power and access as the blocks need to be levelled to allow for development. The business will be on blocks on Lot 33 – 35 Sharkey Street, Hughenden.

Officer's Recommendation – That Council approve the request from Fourteen Holdings Pty Ltd to obtain gravel subject to the following conditions:

- Must only be utilised for a level gravel base on Lots 33 – 35 Sharkey Street, Hughenden
- Gravel must be taken from within the bounds of the Aerodrome Pit as given in Flinders Shire Council's Quarry Management Plan
- The landholder is responsible for all work involved with the winning and cartage of the gravel from the pit to their property
- The maximum amount of gravel to be taken is 5,000 tonnes. Any unused gravel to be returned to Council at landholders expense
- The landholder must keep a record of weighbridge dockets tallying the total amount of gravel taken and provide to Council upon completion
- Statutory declaration to be signed to agree not to on-sell gravel

Office Hours: Monday - Friday 8.30am - 5.00pm

P. 07 4741 2900

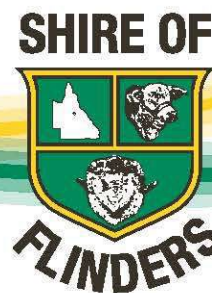
PO Box 274 Hughenden Q 4821

F. 07 4741 1741

34 Gray St, Hughenden Q 4821

flinders@flinders.qld.gov.au

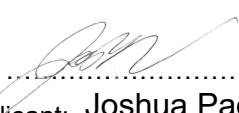
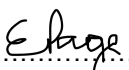
www.flinders.qld.gov.au



BUSINESS AND INVESTORS INCENTIVES – APPLICATION FORM

Complete this application form with reference to the Business and Investors Incentives Policy

Applicants Information							
Business Name	Fourteen Holdings Pty Ltd						
Business Address	Lot 33-35 Sharkey Street Hughenden, QLD, 4821						
Business Owners Names (list all owners names)	Joshua Page, Emily Page, David Driver						
Phone / Mobile Numbers	0419730211						
Email Address	pageandco@hotmail.com						
Business Type	<input type="checkbox"/> Existing Business <input checked="" type="checkbox"/> New Business						
Business Tier - (Refer to Policy)							
Tier Type	<input checked="" type="checkbox"/> Tier 1						
	<table border="1"><thead><tr><th>Micro Business</th><th>Small Business</th><th>Sole Trader</th></tr></thead><tbody><tr><td><ul style="list-style-type: none">•Employ 1 to 4 persons•ATO turnover < \$2million•Funding Allocation: capped at \$5,000</td><td><ul style="list-style-type: none">•Employ 5 to 19 persons•ATO turnover \$2 million to < \$10 million•Funding Allocation: capped at \$10,000</td><td><ul style="list-style-type: none">•Must hold current ABN•Support the local industry, but not a home based business•Business presence within the shire•Funding Allocation: capped at \$2000</td></tr></tbody></table>	Micro Business	Small Business	Sole Trader	<ul style="list-style-type: none">•Employ 1 to 4 persons•ATO turnover < \$2million•Funding Allocation: capped at \$5,000	<ul style="list-style-type: none">•Employ 5 to 19 persons•ATO turnover \$2 million to < \$10 million•Funding Allocation: capped at \$10,000	<ul style="list-style-type: none">•Must hold current ABN•Support the local industry, but not a home based business•Business presence within the shire•Funding Allocation: capped at \$2000
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	<ul style="list-style-type: none">•Employ 1 to 4 persons•ATO turnover < \$2million•Funding Allocation: capped at \$5,000	<ul style="list-style-type: none">•Employ 5 to 19 persons•ATO turnover \$2 million to < \$10 million•Funding Allocation: capped at \$10,000	<ul style="list-style-type: none">•Must hold current ABN•Support the local industry, but not a home based business•Business presence within the shire•Funding Allocation: capped at \$2000				
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Medium Business	Large Business						
<ul style="list-style-type: none">•Employ 20 to < 50 persons•ATO turnover \$10 million to < \$50 million•Funding Allocation: Special allocation based on Council approval.	<ul style="list-style-type: none">•Employ > 51 persons•ATO turnover > \$51 million•Funding Allocation: Special allocation based on Council approval						

Eligible Tasks	
Proposed Type of Works (place a tick in applicable Box)	<input type="checkbox"/> Upgrade Shop Front <input type="checkbox"/> Structural Upgrade <input type="checkbox"/> Driveways <input checked="" type="checkbox"/> Council Product <input type="checkbox"/> Billboard & Signboards <input type="checkbox"/> IT Equipment <input type="checkbox"/> Marketing <input type="checkbox"/> Office Furniture <input type="checkbox"/> Website <input type="checkbox"/> Other (please state):
Scope of Works or Expression of Interest (Description of works to be completed – supporting documentation must be attached to application, as per Business and Investors Incentives Policy eg: Quotes/plans/drawings/contract)	Requesting 5000T of Gravel to level industrial blocks to allow commencement of fencing, power and access. Blocks of land need to be leveled to allow for development.
Certified Builder / Repairers / Contractor / Supplier Details (Name and Address – If Owner Builder permit must be provided)	
Start Date and Expected Finish Date	Start: ASAP Finish: 31/12/2024
Total Cost of Build, Repairs, Upgrade or Set-up	
Completion of Approved Works	
Upon Completion of Approved Works, you must provide Council with the necessary documentation	As listed in the Business and Investor Incentives Policy. Example: <ul style="list-style-type: none"> • Form 21 – Final Inspection Certificate • Confirmation by the Builder, Contractor or Tradesperson • Fully Paid Invoice and Receipt from Supplier who completed/supplied approved works • Any other required documentation
Payment of Business and Investors Incentives Monies	
Upon receipt of all required Completion of Approved Works documentation, Council will complete the approval process and make payment of Invoice for Grant Approval Amount, as provided by Business applicant.	
Signature of all Applicants Required	<p> I/we make this application to the Business and Investors Incentives Program and declare that all the information included in this application is true and correct. </p> <p> Signature (1)  Date: 16/07/2024 Name of Applicant: Joshua Page </p> <p> Signature (2):  Date: 16/07/2024 Name of Applicant: Emily Page </p>

Office Use Only			
Application Received by		Date:	
Assessment of Application – ESO		Date	Comment
Has confirmation of Business Details been confirmed – ABN Search etc			
Does the Applicant/s own the property where the work will be completed			
Does the Application meet the Eligibility Check			
Does the work meet the Approved Scope of Works			
Has the required Documentation been provided, as per policy – List in comments			
Recommendation to CEO			
Continue to Financial assessment			
Assessment of Financial Capacity – Tier 2 businesses (building works only) – CEO to Assess			
Has Trading Figures for 3 years been provided			
Does Trading Figures support the contribution			
CEO – Approve or Decline			
Signature:		Date:	<input type="checkbox"/> Approve <input type="checkbox"/> Decline
Approval Letter			
Approval / Decline Letter sent to applicants		Date:	Name:
Completion of Approved Works			
Program funds are payable when required documentation is received by Council (refer to Business and Investors Incentives Policy)			
List Documentation Received from Applicant:			
Does Documentation meet the application Requirements	Yes or No	Date	Comments
ESO	<input type="checkbox"/> Yes <input type="checkbox"/> No		
CEO	<input type="checkbox"/> Yes <input type="checkbox"/> No		

Approved for Payment of Grant Funds	
Approved by	Name: Position: Signature: Date:
Payment of Invoice provided by Business	
Invoice processed	Date:
Completion Letter	
Approval / Payment Letter send to Applicants	Date: Name:

AGENDA

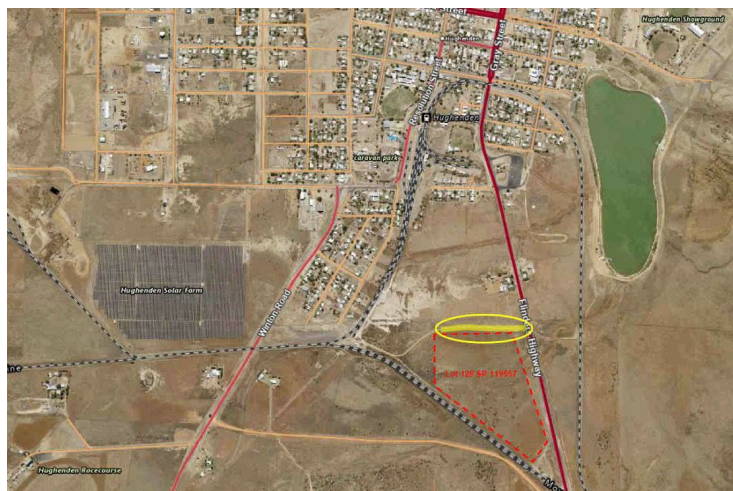
24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.03.04 NAMING OF NEW ACCESS ROAD – LOT 129 ON SP119557

Background – The site for the Temporary Workers Camp for the CopperString 2032 project is Lot 129 on SP119557 which required a new access road to be constructed to this site.

This road is currently unnamed. Council has been liaising with the CopperString 2032 office to select a suitable name for this access road, both parties are in agreeance that the road be named 'Yirendali Road' after the Traditional Owners and Custodians of Flinders Shire Council local government area.



Officer's Recommendation: That Council agree to name the access road to Lot 129 on SP119557 'Yirendali Road' after the Traditional Owners and Custodians of Flinders Shire Council local government area.

AGENDA

24 JULY 2024 – 9:00 AM

McNAMARA BOARDROOM



2.03.05 COST RECOVERY FEES & COMMERCIAL CHARGES 2024-2025

Background – Following the adoption of Council's Cost Recovery Fees & Commercial Charges 2024-2025 on the 05 July 2024 the following amendments, as shown below in green print are being proposed:

FLINDERS SHIRE COUNCIL – COST RECOVERY FEES & COMMERCIAL CHARGES 2024-2025				
TYPE OF CHARGE	CURRENT UNIT OF MEASURE	CURRENT AMOUNT	Officers Recommendation	Officers Comments/Notes
EQUIPMENT HIRE				
TABLES AND CHAIRS - FROM SHOWGROUNDS - HIRE SEPERATELY				
Chairs	Per Chair / Per Week	\$2.50	\$ 2.50	
Hire Tables	Per Table / Per Week	\$10.50	\$ 10.50	
Deposit on Chairs and/or Tables	Per Occasion	\$ 124.00	\$ 124.00	

NOTE:

- * 1 Week Maximum - If hire for more then one week another Fee applies, deposit must be paid for private hiring's.
- * Delivery and Pick up of tables and chairs is not included in hire fee, this is the Hirer's responsibility. Delivery and pick up can only be arranged with prior approval and is at full cost to the hirer
- * Incorporated and Local Organisations are exempt from Bond Only.
- * Failure to pay replacement chair fess may result in no further hiring allowed.

WASTE MANAGEMENT

DUMPING OF WASTE - COMMERCIAL & DOMESTIC ASBESTOS AND ASBESTOS CONTAMINATED WASTE ONLY

Domestic	Per m3	\$25.00	\$ 25.00	\$25.00 minimum charge for less than 1m3
Commercial	Per m3	\$24.00	\$ 300.00	Comparable to other Councils of our size in the region

AGENDA
24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



**LIQUID WASTE
DISPOSAL CHARGE**

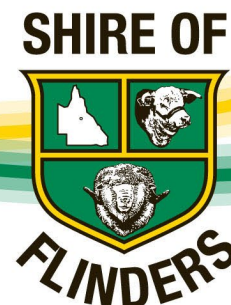
Private Contractor Liquid Waste Disposal at STP - Domestic	Per L	\$0.25	\$ 0.10	Comparable to other Councils of our size in the region
Private Contractor Liquid Waste Disposal at STP - Commercial	Per L	\$0.25	\$ 0.15	Comparable to other Councils of our size in the region

Officer's Recommendation – That Council adopt the Cost Recovery Fees & Charges 2024-2025 with amendments as discussed.

AGENDA

24 JULY 2024 – 9:00 AM

McNAMARA BOARDROOM



2.04 COMMUNITY SERVICES AND WELLBEING

2.04.01 SIGNAGE AUDIT AND NWMP GRANT APPLICATION

Background – The Department of State Development and North West Minerals Provenance has grant funding available for the replacement and new signage within the Shire. Applications are due by end of August.

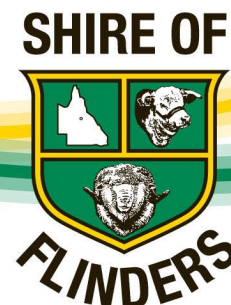
An audit of signage within the Shire has been undertaken, to identify signage which requires refresh, in addition to wayfinding signage improvements within the Hughenden Township.

Summary of identified areas for improvement from within the audit include:

Current signage	Proposed update
Reidies Hay farm	Replace with Flinders Discovery Centre and VIC sign
Good Neighbour Program Signage x 3	Replace with Hughenden Recreational Lake sign
Porcupine Gorge sign (Winton to Hughenden approach)	Update imagery and reprint
Welcome to Hughenden (approach from North)	Update imagery and reprint
No fuel sign (Northbound towards Porcupine Gorge)	Update
Hughenden Industrial Estate Sign	Update imagery and reprint
Free RV camp sign (near Driver Reviver)	Update with directional sign to FDC & VIC
Old Business Signage on Eastern Approach	Write to businesses and encourage to apply for Council Business Incentive Program to remove and/or replace
Robert Gray Park Signage	Update
Flinders River Signage	Update
Prairie Floods Signage	Update skins for Prairie Floods historical signage; outcome of 2020 Flood Recovery project
Machinery at the lake	New signage
Public art trail signage at lake	New signage
Mural information plaques x 2	New signage
Eco Walk – Bioregions Signage	Update imagery and reprint
Windmill Blade signage (Robert Gray Park, Prairie & others)	Update imagery and reprint
Other wayfinding and other signage in Hughenden	Brodie Street – new signage Dump point sign: needs to be put back up – on the corner of Gray

AGENDA

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	and Moran Street Train Station: needs a sign put up Pool and Gym – new signage Australian Dinosaur Trail Sign (on the Winton sign – replacement signage Services Australia/Centrelink Sign – replacement signage Saleyards – new signage Hughenden Fossick Site Old Richmond road tourist drive – new sign Driver Reviver - replacement
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Officer's Recommendation - Council to review list of proposed signage replacement and additions across the Shire and advise the Director of Community Services and Wellbeing of endorsed list for application to funding opportunities.

2.04.02

TEQ FESTIVAL OF OUTBACK SKIES REPORT

Background - The 2024 Festival of Outback Skies received funding from the Queensland Destination Events Program, through Tourism and Events Queensland. Inclusive in the funding agreement was the inclusion of an evaluation report on the social and economic benefits of the Festival.

At a glance, the report found the following:

- Across the 3 days Festival of Outback Skies attracted 1,216 individuals who attended or participated in one of the Festival of Outback Skies events.
- Festival of Outback Skies generated direct and incremental expenditure of \$325,115 attributable to the Flinders Region economy and \$725,917 attributable to the Queensland economy
- Festival of Outback Skies was responsible for generating 2,180 visitor nights in Flinders Region. The majority of these nights were generated by intrastate visitors (1,955)
- In total, \$487,622 was spent by overnight visitors who stayed more than 40km from their normal place of residence.

Attached is a copy of the Festival of Outback Skies Infographic.

Officer's Recommendation - For Council Information.

Festival of Outback Skies

3-5 MAY 2024

Queensland

ATTENDANCES



TOTAL ATTENDEES
2,667



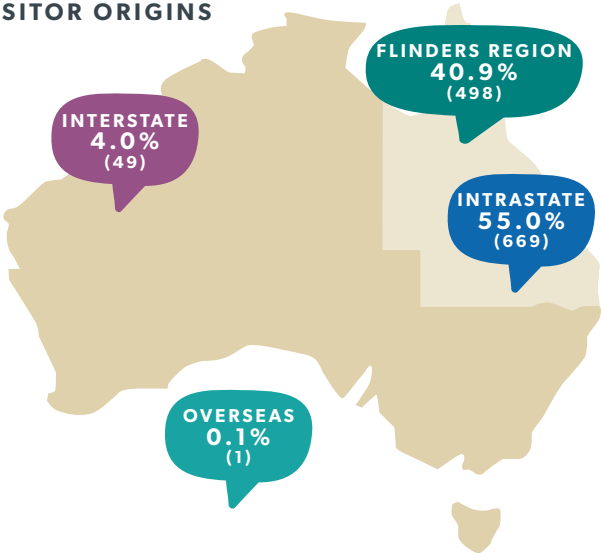
INDIVIDUAL
ATTENDEES 1,032



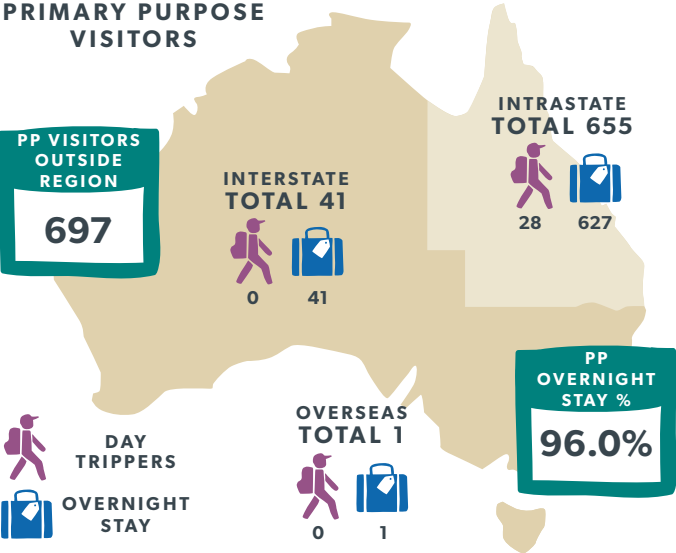
INDIVIDUAL
COMPETITORS 184



VISITOR ORIGINS



PRIMARY PURPOSE VISITORS

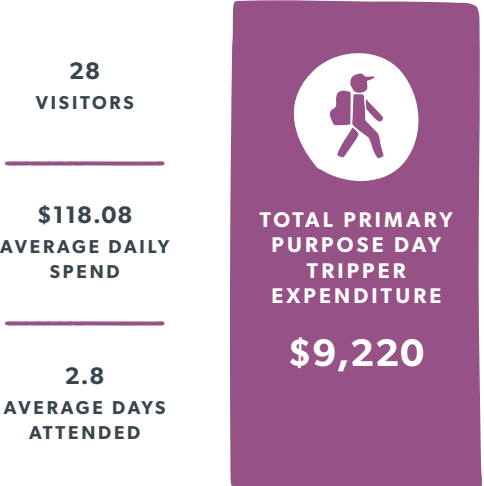


DIRECT VISITOR NIGHTS

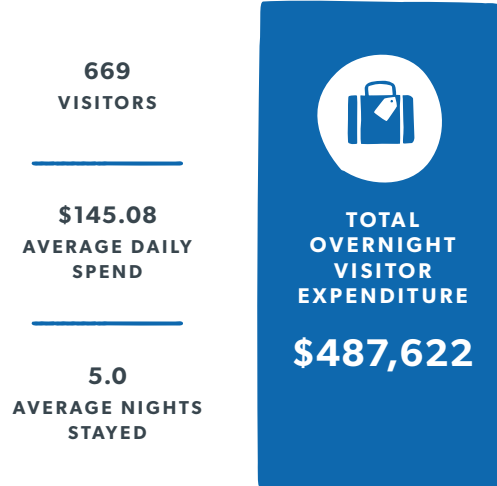
	FLINDERS REGION	OTHER QUEENSLAND	AVERAGE NIGHTS IN QUEENSLAND
INTRASTATE VISITORS	1,955	1,080	4.8
INTERSTATE VISITORS	220	98	7.8
OVERSEAS VISITORS	4	3	5.0
TOTAL	2,180	1,181	5.0

TOTAL DIRECT VISITOR NIGHTS IN QUEENSLAND **3,361**

VISITOR DAY TRIP EXPENDITURE

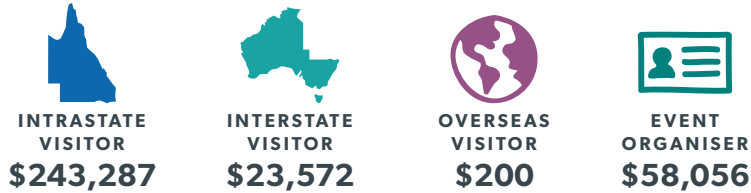


OVERNIGHT VISITOR EXPENDITURE



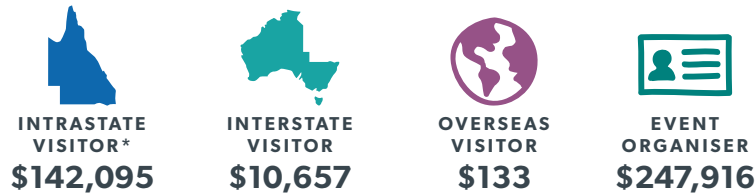
ECONOMIC AND TOURISM IMPACTS

Total Direct and Incremental Expenditure for Flinders Region



TOTAL DIRECT AND INCREMENTAL EXPENDITURE FOR FLINDERS REGION **\$325,115**

Total Direct and Incremental Expenditure for Other Queensland

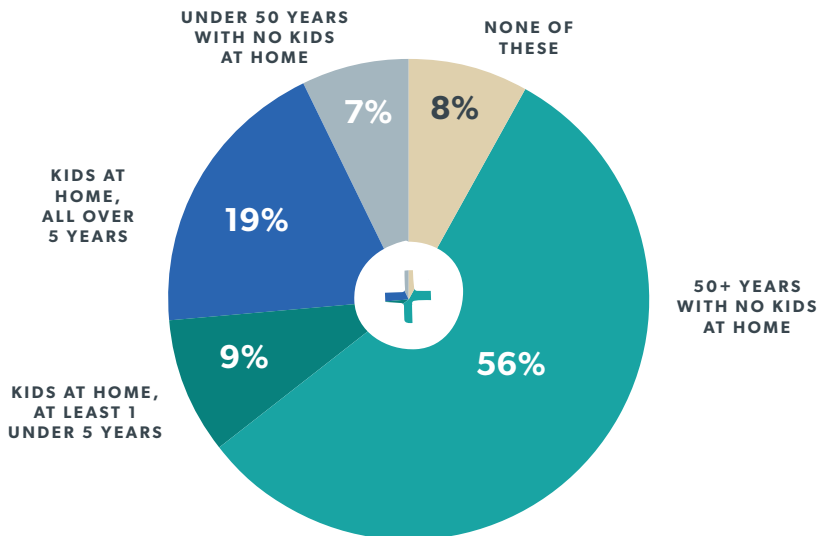


TOTAL DIRECT AND INCREMENTAL EXPENDITURE FOR OTHER QUEENSLAND **\$400,802**

TOTAL DIRECT AND INCREMENTAL EXPENDITURE FOR QUEENSLAND **\$725,917**

*Intrastate visitor contribution in other parts of Queensland.

DEMOGRAPHIC PROFILE



GROSS ECONOMIC STIMULUS

Total spending in the region by in-scope/non-in-scope attendees, and the event organiser

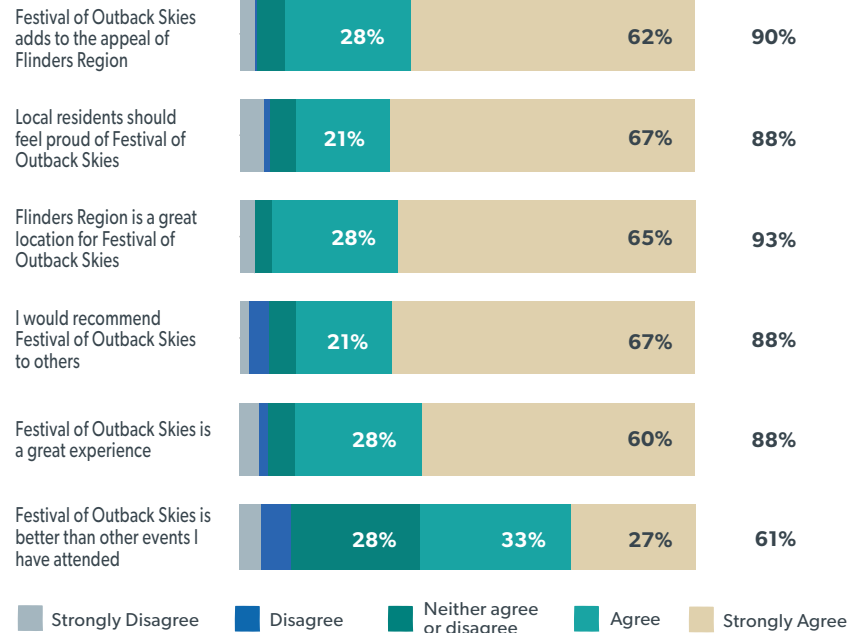


NET PROMOTER SCORE

+54



COMMUNITY PRIDE



AT A GLANCE

+ Across the 3 days Festival of Outback Skies attracted 1,216 individuals who attended or participated in one of the Festival of Outback Skies events.

+ Festival of Outback Skies generated direct and incremental expenditure of \$325,115 attributable to the Flinders Region economy and \$725,917 attributable to the Queensland economy.

+ Festival of Outback Skies was responsible for generating 2,180 visitor nights in Flinders Region. The majority of these nights were generated by intrastate visitors (1,955).

+ In total, \$487,622 was spent by overnight visitors who stayed more than 40km from their normal place of residence.

+ Overall, the event generated \$461,750 in Gross Expenditure Stimulus. This considers all attendee spending, including non-in-scope attendees and the event organiser.

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.04.03 OUTBACK QUEENSLAND TOURISM ASSOCIATION 2024-25 MEMBERSHIP

Background - Council received a letter from OQTA dated 01 July 2024, acknowledging ongoing commitment of the Council to tourism in outback Queensland and partnership with OQTA.

OQTA is the regional tourism organisation for Outback Queensland, and in 2023/24 has undertaken a series of events and conferences, targeted marketing and PR campaigns and industry development initiatives. They also work to lobby and advocate to Governments to drive product development and visitation. The attached partnership agreement outlines the benefits of membership in more detail.

OQTA have advise that membership fees from 2024/25 will apply a 3.4%CPI adjustment. The 2024/25 Membership fee is \$ 16,850.00 (ex GST).

Officer's Recommendation – That Council authorise the Interim Chief Executive Officer to sign the OQTA 2024-25 Partnership Agreement and pay membership invoice of 16,850.00 (ex GST).

Partnership Agreement between



Outback Queensland Tourism Association and Flinders Shire Council

The Partnership Agreement outlines the relationship between Flinders Shire Council and the Outback Queensland Tourism Association (OQTA), Outback Queensland's peak destination marketing, leadership and advocacy body. The annual Partnership Agreement with OQTA entitles Flinders Shire Council to the following benefits:

Advocacy on tourism issues	We help your voice be heard on the issues that matter most to your region. We lobby State and Federal Governments for better access, routes, pricing and scheduling with air travel, and advocate for better connectivity throughout our region and increased product development funding. Upon request, we can supply letters of support for product development and grant funding submissions.
Access to OQTA brand and marketing tools	Gain instant recognition and benefit from already high awareness amongst consumers when you promote your region using our brand and marketing tools. Your council will receive access to the OQTA image library and town, drive route and product listings on the OQTA website, valued at \$1,500.
Social Media and Consumer eNews	As a partner, you'll receive a guaranteed minimum of five posts to Facebook and Instagram, valued at \$1,250, along with inclusion in OQTA's Consumer eNewsletter, with reach to more than 57,000 subscribers. You'll also have the opportunity to buy in to co-operative brand and consumer marketing campaigns and OQTA social media and website spots (additional costs apply).
2025 Outback Queensland Traveller's Guide	Your partnership agreement entitles you to free editorial in the 2025 Guide, valued at over \$6,000. The Traveller's Guide is distributed nationally.
Media Program	We work closely with our Council partners, our media agency and Tourism and Events Queensland to pitch media stories and familiarisation opportunities to journalists, social media influencers and trade.
Industry Insights	Our regular newsletter contains information about the latest industry developments, research, marketing and funding opportunities. We'll also keep you apprised of our many events, workshops and training opportunities throughout the year, including our Tourism Development Officer round table meetings.
OQTA Report Card	Get the facts in a timely fashion with data on visitor numbers, traditional & social media activity, and more.
Localis	Our partnership with Localis allows you to have access to market leading visitation data for your region. You will have the ability to work directly with Localis for more specific and targeted data for your region (additional costs apply).
OQ Assist	Enjoy access to OQ Assist services at a discounted rate. OQ Assist's team of tourism professionals specialise in destination, event and product marketing, content, brand and trade development, media management, grant applications, workforce training, special interest tourism and more.
"Always On" marketing activity	Our "always on" activity is working for your region on social, traditional and digital media on an ongoing basis.
Best of Queensland Experiences Program	As an OQTA partner, you'll receive an automatic five points towards eligible Best of Queensland Experiences Program assessments.
Voting Rights	Your partnership agreement entitles your region to voting rights at the OQTA Annual General Meeting.

The Partnership will be in effect from 01/07/2024 to 30/06/2025 on signing of the agreement and payment of the annual fee.

OUTBACK QUEENSLAND TOURISM ASSOCIATION INC

FLINDERS SHIRE COUNCIL

Authorised Officer
Date:

Authorised Officer
Date:

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.04.04 NORTH QUEENSLAND SPORTS FOUNDATION

Background - Founded by North Queensland Local Government Authorities, the North Queensland Sports Foundation (NQSF) has operated for over 40 years. Over this time the NQSF has matured into a unique and dynamic organisation that connects North Queensland communities by delivering a portfolio of events and projects to the region including the NQ Games, NQ Sportstar Awards and Movelt NQ.

NQSP have written to Council to advise that of the 2024-25 membership renewal of \$438.21 (ex GST). In addition, they have requested Council update their delegation form and provide details of two Council representatives. Current Council delegates are Cr Niki Flue (Primary) and Cr Kelly Carter (Secondary).

Officer's Recommendation - That Council authorise the Director of Community Services and Wellbeing to pay the membership invoice of \$438.21 (ex GST) and nominate two Council representatives as delegates.



NORTH QUEENSLAND
SPORTS FOUNDATION.

North Queensland Sports Foundation

LGA Prospectus



ABOUT NQSF

Founded by North Queensland Local Government Authorities, the North Queensland Sports Foundation (NQSF) was established in 1983 to develop a sporting event to meet identified community needs. This event was the NQ Games.

The NQSF has matured into a unique and dynamic organisation that connects North Queensland communities by delivering a portfolio of events and projects to the region through our 25 LGA members, and through our engagement with over 600 sporting clubs and organisations.

The inaugural NQ Games was hosted in Townsville in 1984 and the event has developed into the largest biennial multi-sport event in regional Australia.

The NQ Sportstar Awards were founded in 1991 to recognise North Queensland athletes who have achieved excellence in their chosen sport.

In addition, through its **Move It NQ Program**, NQSF plays a key role in the prevention and treatment of chronic disease, primarily obesity and cardiovascular disease across regional and remote Queensland.

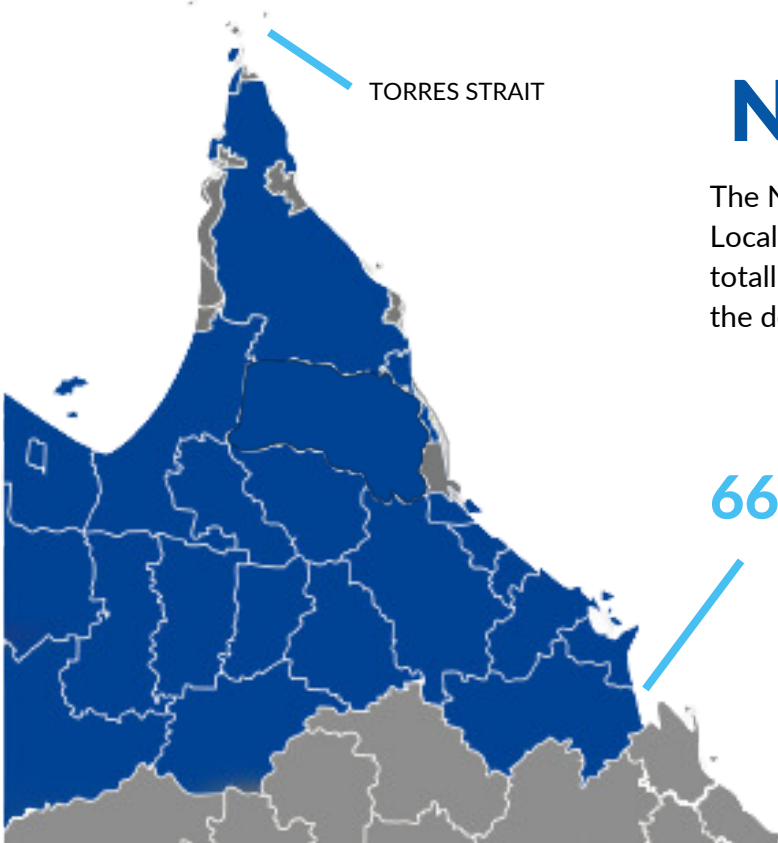
OUR VISION

We will be a leader and key advocate for the development of sport and active recreation across regional and remote North Queensland, and through place-based events, collaboration and engagement, we will facilitate participation, inclusiveness, diversity and excellence in sport and sports-based activity.

OUR VALUES

- **Inclusivity** - providing opportunities for the broader community to participate and benefit from our actions and activities
- **Integrity** - in all our interactions with members, stakeholders, clients and community
- **Excellence** - in the services we deliver and programs we developed to achieve this
- **Flexibility** - always trying to provide the best solution to the challenge on hand
- **Professionalism** - in our operations and our approach to members, stakeholders and partners
- **Creativity** - constantly seeking new ideas and innovations to improve our services and the benefits we deliver to the communities we serve
- **Accountability** - to our members and the North Queensland community





TORRES STRAIT

NQSF FOOTPRINT

The NQSF membership includes 25 North Queensland Local Government Authorities and their constituents totalling 669,365. NQSF's member LGAs play a vital role in the delivery of both the event and project portfolio.

25

NORTH QUEENSLAND LOCAL
GOVERNMENT AUTHORITIES

669,365

CONSTITUENTS

GOVERNANCE

The NQSF is a not for profit public company operating independently in the North Queensland region with a purpose “to encourage and promote sports within the North Queensland region”.

NQSF is governed by a Board of Directors, including two Independent Directors, and receives advice on key issues from a Member Advisory Forum. NQSF Corporate Members currently comprise 25 regional LGAs.



HISTORY

The NQSF has delivered a successful portfolio of events and programs to the communities in North Queensland since 1983. We continuously revise and realign our strategies to meet the needs of our members and the many regional and remote communities they represent.

- **1983** North Queensland Sports Foundation Established
- **1984** Inaugural NQ Games
- **1990** NQ Sportstar Awards Introduced
- **2001** Sports & Regional Education Tours
- **2009** Inaugural Great Western Games
- **2018** Move It NQ Established & High Performance Sports Scholarship Commence
- **2022** Move It NQ won the national AUSactive Award for the Most Inclusive and/or Diverse Community Fitness Program Award.
- **2023** 40th Anniversary North Queensland Sports Foundation



WHY INVEST?

Align your Brand with:

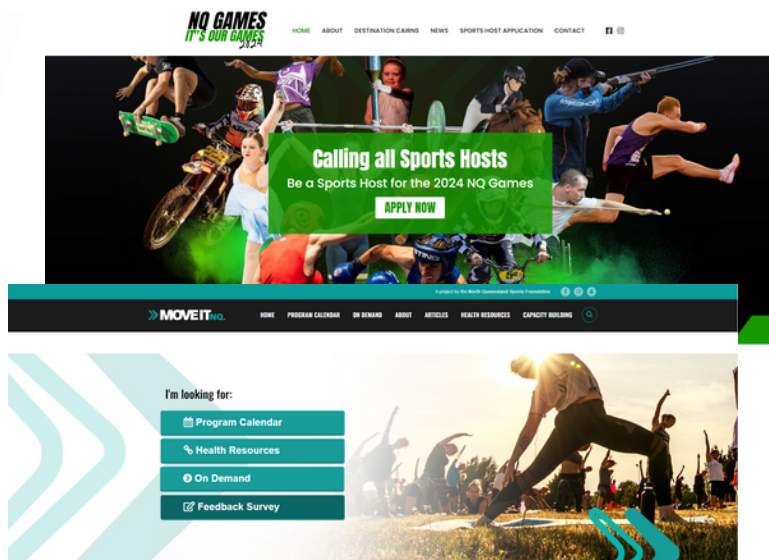
- NQSF – successfully delivering to regional and remote Queensland for 40 years
- A State and National Award-winning organisation delivering place-based community health and well-being programs across northern Queensland targeting issues related to obesity, ageing and social connectivity
- Over 25 LGAs and 600 sporting clubs and organisations
- Multi-sport events that engage grass roots regional and remote Queensland sporting communities and organisations
- The largest biennial regional sporting event in Australia, attracting over 4300 competitors and 11,000 participants overall, comprising 79% families with children at home

MEDIA EQUIVALENCY

Partners with North Queensland Sports Foundation will benefit from some of the extensive media coverage through the association with events held throughout the year, in the lead-up to, during and post-event.



EVENT PROMOTION MATERIAL



WEBSITE & ONLINE BANNERS



SOCIAL MEDIA



VENUE SIGNS



NETWORK TELEVISION ADS

ADDITIONAL MEDIA

- Print Newsletters
- Social Media Advertising
- Email Newsletters
- Event Merchandise
- Event Promo Signage

ONLINE MARKETING INSIGHTS

- Facebook: 5,800 + organic Followers
- Instagram: 500+
- Demographic: 70% of Followers are Female
- Age Range: 13 –65
- Email Marketing Database: 7,500+
- Website Traffic: 7,000- 10,000 Monthly Website Visitors
- Sports Club Access: 2000+ sports clubs and associated club members

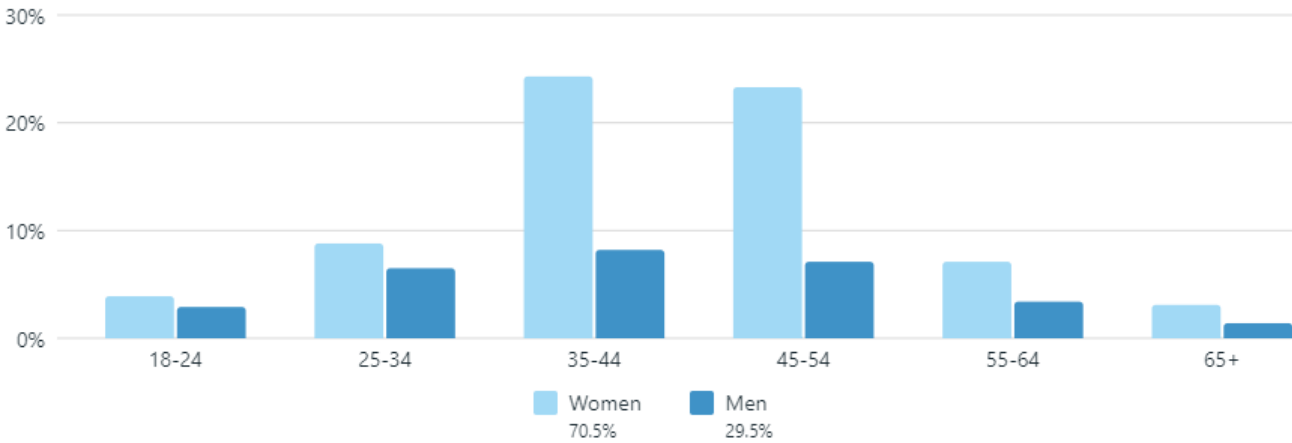
SOCIAL MEDIA AUDIENCE BREAKDOWN

Followers ⓘ

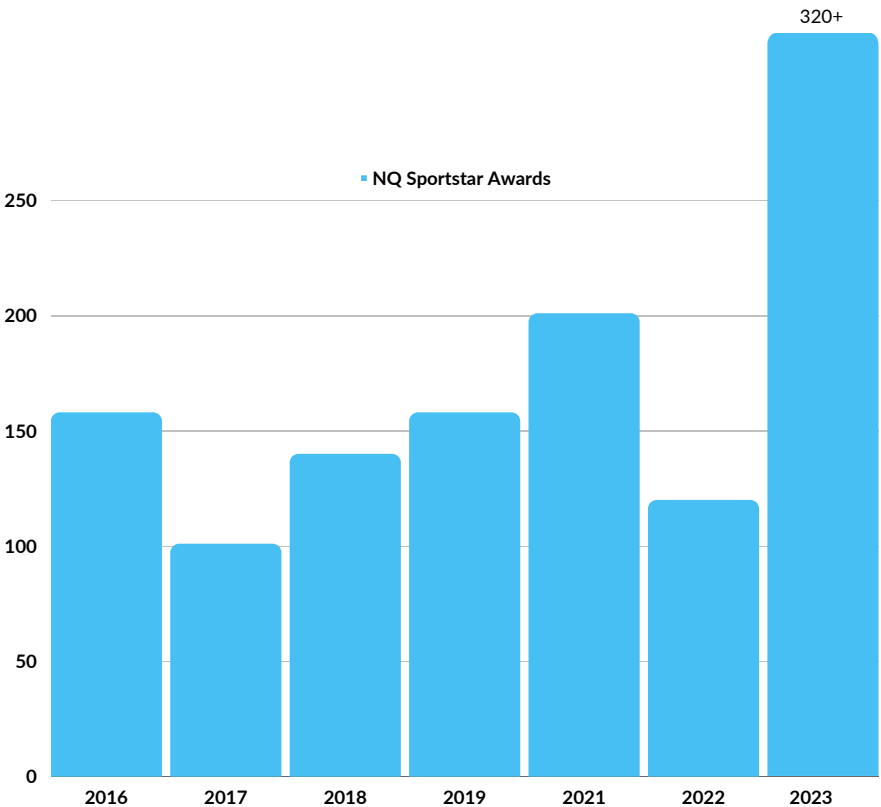
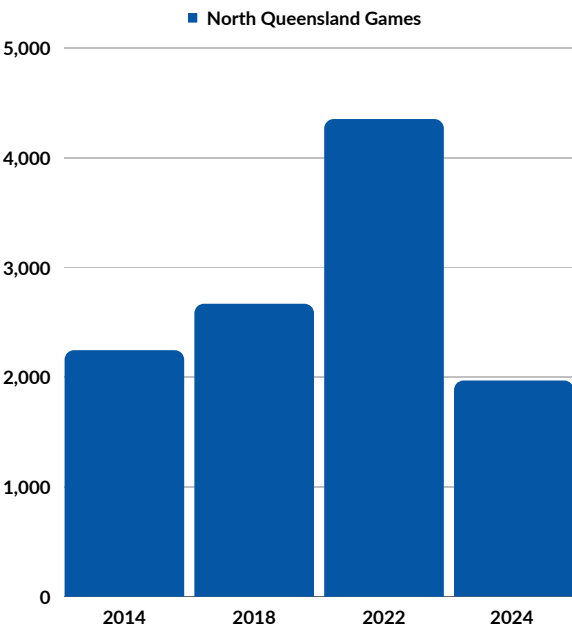
Lifetime

4,240

Age & gender ⓘ



Events Attendance



NQ GAMES

IT'S OUR GAMES

2024



ABOUT OUR NQ GAMES

The NQ Games are held every 2 years and shared between Townsville, Cairns and Mackay. The Games are the largest regularly run multi-sport event in regional Australia and provide a unique platform for North Queensland athletes and clubs. Sport is the fabric that connects our communities and provides social and economic benefits to the region. The 2024 NQ Games included 19 sports and approximately 2,000 participants injecting more than \$3 million into the community. The NQ Games promotional campaign is valued at over \$80,000.

As a grassroots event, the North Queensland Games holds a special place in our hearts. It serves as a crucial pathway for local athletes, providing them with opportunities to showcase their skills and passion for sports. This event acts as a stepping stone for aspiring athletes, offering a solid foundation for our local kids to envision themselves as future Olympians and sporting heroes.

Beyond the thrilling competition, the North Queensland Games fosters a sense of community and camaraderie. Families, friends, and supporters gather to cheer on their loved ones, creating an electric atmosphere that fuels the athletes' determination. The event also serves as a platform for local businesses, sponsors, and organisations to showcase their support for sports and the community at large.

OUR OBJECTIVE

- Promote inclusion and active healthy lifestyles in regional and remote Queensland
- Maximise sport participation across Northern & North Western QLD
- Deliver social & economic benefits to the NQ Games host region
- Increase the exposure of both the Games and the host region to intrastate & interstate audiences
- Bring our NQ communities together for competition, participation and inclusion
- Provide a pathway for regional NQ Athletes to develop their sporting careers
- Engage grassroots sporting communities and provide opportunities to showcase their range of sporting organisations

2026 MACKAY (PROJECTED)

40 + SPORTS

4000+ PROJECTED ATHLETES

~20000 VISITORS



The North Queensland Sportstar Awards is the longest-running and most widely recognised Sportstar Awards ceremony in regional Queensland. These awards recognise excellence in athletic achievement by North Queensland's elite athletes, along with the commitment and dedication of our volunteers and organisers.

It is also home to the North Queensland Hall of Fame, established in 2021 and represents the highest level of peer recognition for an individual's contribution to their sport or the sporting community and promotes the outstanding sporting achievements of our sports people to North Queensland's rich sporting heritage.

Sport is the backbone of the many communities across the north of our State. The North Queensland Sportstar Awards represents an opportunity to align your brand with these communities, their sporting clubs and organisations and the Councils that represent them.

OBJECTIVES

- Identify and recognise North Queensland's elite athletes and acknowledge their achievements.
- Provide a pathway to State Awards and further athlete development programs.
- Provide an inclusive Awards program recognising a wide range of athletes, volunteers and officials.
- Inspire and motivate our sporting communities to celebrate the success of regional & remote sport.

200 ONLINE NOMINATIONS
8 AWARD CATEGORIES

The NQ Sportstar awards involve 25 LGAs, over 600 clubs & sporting organisations and over 12,000 athletes.



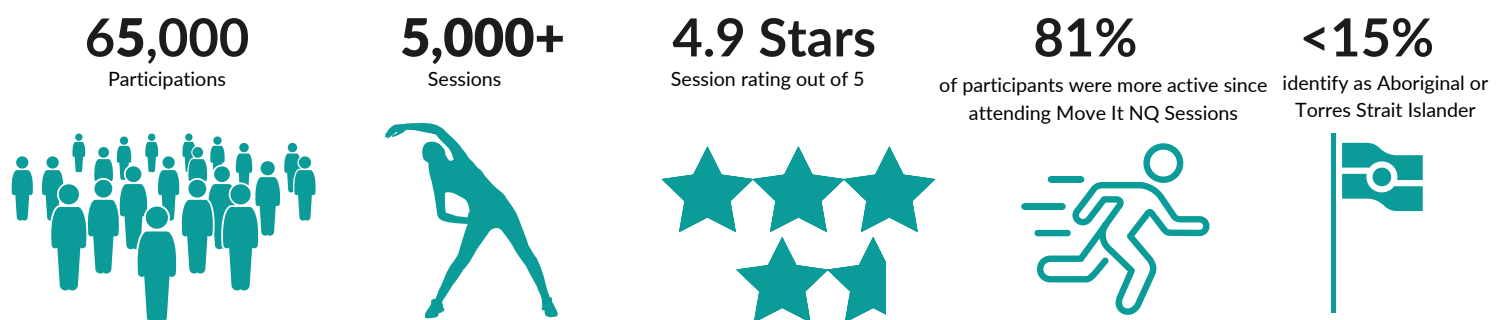


About Move It NQ

Move It NQ is a key program of NQSF, established in July 2018 to support Local Government Areas (LGA) in delivering community health and wellbeing programs. Move It NQ is uniquely positioned due its capacity to leverage off NQSF's established memberships with LGAs across regional and remote North Queensland. The access to North Queensland LGAs allows Move It NQ to reach a range of diverse, at-risk communities that would not typically have access to community physical activity opportunities.

The Move It NQ program applies a place-based approach in partnership with LGA to co-design free or low-cost physical activity sessions that are accessible, enjoyable, sustainable, and meet the needs of local community members.

Empowering local communities to deliver these physical activity opportunities has helped contribute to the improved health and well-being of participants and reduce the likelihood of chronic disease.

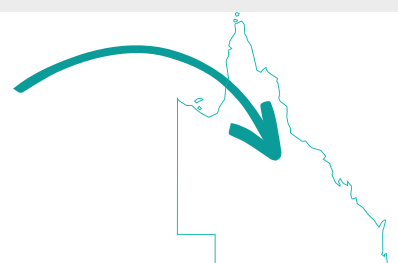


Move It NQ Objectives

- Develop place-based physical activity initiatives in partnership with Local Government Areas (LGAs) that are co-designed to meet the community's needs in regional and remote areas.
- Contribute to community health and well-being through the delivery of physical activity initiatives that are designed to improve healthy habits and reduce the burden of chronic disease.
- Build capacity within LGAs to encourage sustainability and deliver evidence-based physical activity opportunities in scope with LGA capabilities.
- Support LGA partners in community engagement, strategic health initiative planning and promotion of health initiatives.
- Innovate creative strategies to address and measure health and well-being barriers in hard-to-reach population groups.
- Collaborate with health and wellbeing organisations and services to promote awareness and improve pathways into community health and wellbeing initiatives.
- Partner with corporate and other community entities to extend program reach and broaden positive community health outcomes.



Almost 50% of adults in the North Western Queensland Region do not engage in enough physical activity





Move It NQ Outcomes

Move It NQ has achieved substantial success over the last five years by accomplishing 4 key outcome areas, including:

1. Enhancing Access to Physical Activity Opportunities:

Providing community members with free or low-cost physical activity sessions that are accessible and tailored to meet unique community needs



2. Improving Physical Health Outcomes:

Promoting the development of lifelong healthy behaviours resulting in improved physical health outcomes and a reduced risk of chronic disease.



3. Encouraging Social Connections and Supporting Mental Health:

Creating inclusive opportunities for diverse community members to build social connections, reduce isolation and help to manage mental health.



4. Strengthening the Capacity of Local Government Areas:

Building the capacity of Local Government Areas in regional and remote locations to deliver healthy and sustainable initiatives within their communities.



A proven performer – delivering tangible, measurable results

**23 LGA Partners
from FY 18-24**



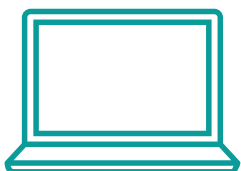
**State & National
Awards**



**5 Capacity Building
Trainees**



**Move It On Demand
(Virtual Fitness
Platform)**



**Move It NQ Health and
Wellbeing App**



**Total of \$900,000+
State/Federal Funding
Utilised**



**\$1.6M Worth of
Programs Delivered
(2018-2023)
(Including LGA Contributions)**



LOCAL GOVERNMENT PARTNERSHIPS

YOUR SUPPORT

NQSF is a not for profit organisation that relies on funding support from all levels of government and the corporate sector. Supporting NQSF delivers supports for the regional and remote communities of Queensland resulting in improved health and wellbeing outcomes. Regional communities need your support to provide access to the events and programs that are readily available in metropolitan regions.

MUTUAL BENEFIT

The NQSF has a long and distinguished history working with Local Government in North Queensland to deliver a successful events and community based programs. For over 40 years the NQSF has attracted prominent organisations to partner with our events and our programs to create mutual benefit. These partnerships have in turn underpinned the development of the NQSF and considerably enhances our ability to deliver tangible and sustainable benefits to the communities of our member LGAs.

Prospectus provided on request for NQSF Programs & Events

CONTACT

Jade Nelson

Administration & Events

P: 0472 559 829

E: admin@nqsports.com.au



**NORTH QUEENSLAND
SPORTS FOUNDATION.**

WWW.NQSPORTS.COM.AU

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.04.05 COMMUNITY CARE POLICY SUITE

Background - Community Care have a suite of policies required to support our delivery of aged and disability support services. These policies are reviewed every three years unless a review is prompted prior. Included within the suite are the following policies:

- a) Client Choice and Independence Policy
- b) Client Rights Policy
- c) Client Service Charter
- d) Customer Service and Engagement Policy
- e) Diversity and Cultural Inclusion Policy
- f) Filing and Record Management Policy
- g) Care and Service Planning Policy
- h) Risk Management Policy
- i) Infection prevention and control Policy
- j) Medication Management Policy
- k) Advance Care Planning Policy
- l) Daily Living Services and Support Policy
- m) Client wellbeing and connection policy
- n) Community Care Accommodation Policy
- o) Community Care Housing Eligibility Policy
- p) Complaints Management Policy
- q) Open Disclosure Policy
- r) Abuse, Neglect and Harm Prevention Policy
- s) Clinical Governance Policy
- t) Clinical Governance Framework
- u) Quality Management and Continuous Improvement Policy
- v) Financial Management Policy
- w) Regulatory Compliance Policy

Officer's Recommendation - That Council adopt the Community Care Policy Suite and document attachments A-W, as presented.

COUNCIL POLICY – Community Care

Client Choice and Independence Policy



Page 1 of 4

POLICY TITLE:	Client Choice and Independence Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council (FSC) recognises that every client has an essential right to make decisions about their lives and have those choices respected. This policy outlines principles for supporting independent client choice with dignity and respect, and applies to all choices linked to a client's care within the program (e.g. service provision, health and wellbeing, relationships and social support, living arrangements).

In practice, this means we will provide the client with information that they can understand to support them making an informed choice and, assess whether any support is required to help them with decision-making. At times, an advocate or legal representative can be appointed to make decisions on behalf of a client.

Dignity of risk requires FSC to balance risk management with respect for the client's right to take risks. FSC's Community Care program aims to promote choice, independence and quality of life for all clients. Where the client makes a choice that is possibly harmful to them, Council helps the client understand the risk and how it could be managed. Together with the client, FSC will look for solutions to help the client live the way they choose while managing the health and safety of the workforce and others, including other clients, in the service environment.

Unless informed to the contrary, FSC employees will assume that the client has the capacity to make decisions for themselves or with the help and assistance of an authorised representative. Part of making choices is to provide the client with as much information and options as possible to support them with their decisions. If a client is faced with limited choices, FSC will work with them and/or their authorised representative(s) to find alternatives that best fulfil their preferences.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and Key Personnel
- Community Care Clients

3. DEFINITIONS

Dignity of Risk: The right of an individual to be informed of the risks associated with alternative choices and to exercise their own judgement in respect of those choices knowing the risk associated with them.

Culture: The customs and beliefs, the way of doing things, social organisation of a particular group of people.

Record: A written account of something that is kept so that it can be looked at and used in the future.

Choice: An act of choosing between two or more possibilities.

Client: A person who uses the service or advice of a professional person or organisation

4. ROLES AND RESPONSIBILITIES

- Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders

- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC commits to enabling clients to make life decisions. It is paramount that clients make decisions about the care and services we provide.

When a client decides family, friends, carers, or others should be involved in their care, staff will include this information in their care plan. Staff will include the nominated person(s) as agreed with the client for the care and services that they have chosen

Client outcome

The client should be able to state at any time during their engagement with services that:

- “I am treated with dignity and respect.”
- “I can make informed choices about my care and services and, live the life that I choose.”

Organisation statement

As an organisation, Flinders Shire Council can state that it:

- has a culture of inclusion and respect for clients
- supports clients to exercise choice and independence
- respects clients' privacy.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

The Community Care program meets our policy commitment through supporting clients to make well-informed choices and decisions. The program embeds this commitment through the following processes:

When service begins

Community Care staff will cover these topics at the first meeting with clients:

- Decision making: Clients or their appointed representative are able to make decisions about their care and services as much as they choose. Clients will identify who they wish to be involved in decisions about their care and services.
- Health literacy: We discuss communication needs and preferences with the client so they understand the care and services provided
- Risk management and client safety: We will identify hazards and manage risks as required, and help clients to manage any possible risk in their choices while maintaining their rights and independence. We ensure the client understands their choices cannot negatively affect the health and safety of staff and other clients. If they do, we work with them to tailor solutions that help the client live the way they choose
- Care planning: We document their needs, goals, preferences and the care and services they will be provided on a care plan. This plan reflects their own needs, goals and preferences and describes how these will be met

Identify preferences, choices and rights

- Client preferences: Community Care staff and management always respect client preferences and choices are agreed and documented
- Client choices: Clients have the right to decline care or treatment offered, and staff respect the refusal of care and respond appropriately. If required, we make sure the client understands their choices cannot negatively affect others. If they do, we work with them on an alternative to meet their preferences and document it in their care plan
- Client rights: Community Care staff support the client's right to advocacy services and gives detailed information about how to access advocacy support

Communication and information management

- Refusing care: If a client declines care or support services, care staff will document this in the progress notes. If the refusal relates to medication or medical care and the client agrees, staff inform their general practitioner
- Communication with client: Community Care staff inform the client's representative/s about the client's choice, if they give permission and have the cognitive ability to do so
- Complaints and feedback: Clients are informed and reminded about the feedback and complaints system
- Care planning: Community Care staff conduct meetings to consult clients and/or representatives on all care needs so they can comment or make changes to care planning before it is put in place
- Advanced care plan: If the client has an Advanced Care Plan, and provide a copy to the Community Care program, staff are aware of the plan and the choices indicated in the plan.

Dignity of Risk

Where the client makes a choice that could possibly cause harm, the Community Care staff work with the client and their representative to:

- Ensure the client knows they are welcome and safe from criticism when they return from a risk activity or during an activity of risk in the service environment
- Where necessary, engage with a health professional to develop a plan to "test" a choice e.g. modified meal plan
- Discuss locations and environmental factors that could assist the client to engage in the risk activity of their choice. (e.g. arrange a social gathering with friends/family to have a drink, or a local pub where the client doesn't have to cross main roads to get there.)
- Consult with other relevant organisations for advice and examples of others' experiences e.g. Aged Care Quality and Safety Commission, Regional Assessment Services and Aged Care Assessment Team or other services such as seniors' rights, case management, social work, occupational therapy, mental health, or alcohol and other drug support services.
- Give advice at staff meetings about the organisation's preferred response to enquiries and concerns from local community members and other friends and family of the service.
- Discussions with clients and their health representatives about client preferences and potential risks are documented within the client notes.

Training and Orientation

Community Care staff receive the following training/education at orientation and throughout their time working for us:

- understanding client choice, including client decisions about people they want involved in their care
- clients' rights to take risks
- partnering with clients
- staff opinions about client choices must not in any way influence or limit client choices how to assess and document client needs and preferences
- how the client chooses to communicate their decisions

- how to assess and document client needs, wants and preference
- how to identify and manage risks

8. RELATED LEGISLATION

- Schedule 1 User Rights Principles 2014. Charter of Rights and Responsibilities - Residential Care
- *Aged Care Act 1997*
- The Australian Privacy Principles 2014 contained in Division 2 of the *Privacy Act 1988*
- User Rights Principles 2014 - Part 3 Home Care
- *Work Health and Safety Act 2011*, *Work Health and Safety Regulation 2011*, related and codes of practice

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Risk Management Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12 PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Client Rights Policy



Page 1 of 3

POLICY TITLE:	Client Rights Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R12/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council (FSC) is committed to developing an organisational culture that supports the legal and human rights of clients and ensures they are able to exercise those rights as outlined in relevant legislation including the:

- *Anti-Discrimination Act 1991*
- *Human Rights Act 2019*

FSC understands and supports the principles of fairness and human rights in all aspects of service delivery. It values and supports the identities, cultures and diversity of its clients. In this way, FSC is committed to treating all clients with dignity and respect, and ensuring that they live free from any form of discrimination, neglect, exploitation and abuse.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and Key Personnel
- Community Care Clients

3. DEFINITIONS

Advocacy (Group): A group of people who work together to achieve something, usually on behalf of people who are unable to speak for themselves.

Charter: A written statement describing the rights that a particular group of people should have.

Charter of Aged Care Rights: The Charter of Aged Care Rights protects the rights of people receiving aged care. It applies to all aged care services that are funded by the Australian Government. The Charter is made in law under User Rights Amendment (Charter of Aged Care Rights) Principles 2019.

Choice: An act of choosing between two or more possibilities.

Client: A person who uses the service or advice of a professional person or organisation

Culture: The customs and beliefs, the way of doing things, social organisation of a particular group of people.

Risk: A situation that could be dangerous or have a bad result.

Workforce: All people who work for a particular company or organisation.

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.

- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

All new and existing clients will receive a copy of the Client Services Charter upon entry to the service.

Community Care staff are responsible for ensuring:

- new and existing clients are assisted to understand the Client Services Charter, including the Charter of Aged Care Rights for aged care clients
- new and existing clients or their authorised representatives are given an opportunity to sign a copy of the Charter.

Client Outcome

The client should be able to state at any time during their engagement with services that:

- “I am treated with dignity and respect and can maintain my identity.”
- “I can make informed choices about my care and services and, live the life that I choose.”

Organisation Statement

As an organisation, Flinders Shire Council (FSC) can state that it:

- has a culture of inclusion and respect for clients
- supports clients to exercise choice and independence
- respects client privacy.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Flinders Shire Council will:

- Provide easily understood and accessible information to all clients at service commencement about what the organisation does, how clients can contact the organisation, the service standards clients can expect and opportunities to provide feedback or make a complaint;
- Seek to understand the identity, culture, ability, diversity, beliefs, needs and life experiences of each individual client, supporting them to feel safe, welcome, included and understood;
- Involve clients in the development of policies and procedures that impact on their service; and
- Ensure that clients are treated in a professional, courteous and caring manner that respects and appreciates differences related to race, ethnicity, national origin, gender, sexual orientation, religion, personal values, age, disability and economic status.

At Flinders Shire Council clients are entitled to:

- Participate in decisions about their lives;
- Receive sufficient information about the service and its terms of use;
- Privacy and confidentiality;
- Access information that the service has about them;
- Be treated with dignity and respect;
- Be free from physical, sexual, emotional and verbal abuse;
- Information on how to lodge a complaint if they are unhappy with any aspect of the service;
- Have complaints dealt with fairly and promptly;
- Be free from discrimination;
- Appeal decisions made about them and to have their appeal dealt with fairly;
- A safe and healthy environment within the service and their facilities; and

- Understand information to make informed life choices.

Flinders Shire Council ensures that older people are entitled to:

- Make independent decisions about their care and services and exercise choice and control over their lifestyle, with the option to seek support when they need or want it;
- Be informed on their rights, in a clear, concise and understandable manner. Flinders Shire Council is aware of the individual communication needs and preferences of each older person, and will relay important information in accordance with these needs. Information given to older people about their rights, care and services:
 - is current, accurate and timely. Older people understand when their rights change, and what rights can be changed without their consent;
 - is plainly expressed in a way the older person understands; and
 - enables the older person to make informed decisions.
- Their rights being free from infringement of the care and service delivery choices of others. If the organisation deems an older person to require support with the decision-making process, family and carers are involved where possible; and
- Live a life that promotes their autonomy and quality of life.

Flinders Shire Council's Client Service Charter outlines these rights and responsibilities in a way that is accessible and easily understood by clients.

8. RELATED LEGISLATION

- *Aged Care Quality and Safety Commission Act 2018*
- *Aged Care Act 1997*
- *Anti-Discrimination Act 1991*
- *Competition and Consumer Act 2010*
- *Human Rights Act 2019*
- *Privacy Act 1988*
- User Rights Principles 2014

9. RELATED DOCUMENTS

- Aged Care Charter of Rights 2017
- All Community Care Policies
- Privacy and Confidentiality Policy
- Risk Management Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

COUNCIL POLICY – Community Care

Customer Service and Engagement Policy



Page 1 of 3

POLICY TITLE:	Customer Service and Engagement Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council (FSC) is committed to establishing practices and demonstrating behaviours that support a strong customer service culture through our engagement, communication and service environment. Customer service refers to the assistance and support the organisation provides to internal and external customers. Customer service standards help ensure a quality customer experience, and meaningful engagement ensures the service is meeting the needs of our clients and improving based on feedback. We provide a range of methods to involve clients and/or nominated representative/s and collect feedback on all aspects of our care and services for quality improvement purposes.

Flinders Shire Council has adopted a Customer Service Charter which sets out the principles and practices expected of all Councillors, staff and volunteers of Flinders Shire Council.

2. SCOPE

- All staff including volunteers, students and contractors
- Council and Key Personnel
- Community Care Clients

3. DEFINITIONS

Choice: An act of choosing between two or more possibilities

Client: A person who uses the service or advice of a professional person or organisation .

Culture: The customs, beliefs, art, way of life and social organisation of a particular group, country etc.

Customer Service: The act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met.

Dignity: The fact of being given respect by people.

Engagement: To seek out and commit to a process of involvement and decision-making with customers, clients and stakeholders.

Risk: A situation that could be dangerous or have a bad result.

Workforce: All people who work for a particular company or organisation.

4. ROLES AND RESPONSIBILITIES

- FSC has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC commits to providing high quality services to all clients. The highest possible level of customer service is our top priority. All clients will be treated promptly and respectfully without regard to age, gender, sexual orientation, race, ethnicity, disability, language proficiency, social or economic status. Our clients are encouraged to provide feedback on services to support quality improvement.

Client outcome

The client should be able to state at any time during their engagement with services that: "I get the services and supports that are important for my health and well-being and that enable me to do the things I want to do."

Organisation statement

FSC will provide a safe, effective service and support that optimises the client's independence, health, well-being and quality of life. As an organisation, Flinders Shire Council can state that it:

- has a culture of inclusion and respect for clients
- supports clients to exercise choice and independence
- respects client's privacy

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

The process below demonstrates our approach to providing quality customer service:

- Provide a good experience: Staff members are responsible for providing the best customer service possible. We empower them to make decisions that will ensure the best experience for each client while balancing the needs of the individual with the overall needs of all clients of our services.
- Communicate openly: We communicate openly with our clients, are responsive to their needs and create new relationships. We work as one team.
- Collaborate on solutions: We support the role of leadership, collaborate within and across our teams, and build effective partnerships with colleagues and our community to achieve our goals
- Deliver on promises: We deliver on promises, act ethically, take responsibility for our actions and speak up respectfully. Integrity is the foundation on which everything is based.
- Create a safe and welcoming environment: Support quality relationships with clients and between client and support workers. Staff receive education on orientation and throughout their time working for us on how our organisation meets this requirement
- Always identify yourself: When answering the phone, the staff member says who they are and the area where they work. When meeting clients or the public during work hours, all staff wear uniforms so clients can recognise them as employees
- Prioritise: Community Care staff assist clients on a first come, first served basis to the extent possible, without infringing on the service needs of other clients. They always attend to a client who has urgent or critical needs first.
- Respond to needs quickly: Community Care staff strive for the best customer experience by helping clients get the services, information, material, resources or equipment they need in a timely and efficient way.
- Make referrals if needs cannot be met: In cases where our services or resources are not sufficient to meet client need, we refer clients to other providers who offer the service and/or resources required. Whenever possible, staff contact the organisation to which a client is being referred, to confirm availability of the service, information, material or equipment needed.
- Immediately refer complaints to supervisor or Council: We refer a customer with a complaint about a service received or other issue to a supervisor or other senior staff member on duty. When we finish

the interaction, close with the statement, "I really appreciate you letting us know. I will refer this to a more senior person".

- Conclude interaction politely: When concluding an interaction with a client, we close with a broad statement thanking them and asking, "Is there anything else I can help you with?"

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988* - Part III, Division 2 Australian Privacy Principles
- *User Rights Principles 2014* - Part 3 Home Care

9. RELATED DOCUMENTS

- FSC Customer Service Charter
- All Community Care Policies
- Privacy and Confidentiality Policy
- FSC Complaints Management Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Diversity and Cultural Inclusion Policy



Page 1 of 4

POLICY TITLE:	Diversity and Cultural Inclusion Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - 24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council understands and values the unique identities, cultures, abilities, diversity, beliefs and life experiences of its clients.

Flinders Shire Council is committed to:

- Ensuring a supportive workplace that respects and values diversity of customs, cultures and beliefs;
- Ensuring that its services are delivered in a manner that respects and values the customs, cultures and beliefs of its clients and staff; and
- Preventing harassment or discrimination of any kind.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Cultural diversity and cultural inclusion

Refers to creating and maintaining a workplace and culture that is respectful of all people. In particular this applies to:

- Aboriginal and Torres Strait Islander people;
- People from non-English speaking backgrounds;
- People from diverse racial, religious or cultural backgrounds;
- People with a disability;
- Gay, Lesbian, Transgender/gender diverse, Bisexual or Intersex people; and
- People of varying age demographics and generations.

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC is committed in providing care and support services in a dignified and respectful manner that reflects the client's identity, culture, and diversity. These will include the client's:

- Ethnicity
- Language
- Spirituality and religion
- Culture
- Social setting
- Sexuality
- Psychology; and
- Medical needs, including disability.

Furthermore, FSC is committed to valuing the identity, culture, and diversity of each client. All community care staff are committed in providing care and or services, appropriate for each client.

When a client decides family, friends, carers, or others should be involved in their care, staff will include this information in their care plan. Staff will include the nominated person(s) as agreed with the client for the care and services that they have chosen.

Client outcome

The client should be able to state at any time during their engagement with services that: "I am treated with dignity and respect and can maintain my identity." "That I can made informed choices about my care and services and, live the life that I choose."

The organisation

As an organisation, FSC can state that it:

- has a culture of inclusion and respect for clients; and
- supports clients to exercise choice and independence; and
- respects clients' privacy.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of Council.

7. IMPLEMENTATION

Flinders Shire Council will strive to be a culturally competent and safe organisation for people of all cultural backgrounds, including by:

- Maintaining an awareness of the different cultures and backgrounds within the organisation, and the similarities and differences between these cultures;
- Appreciating and valuing each person's cultural diversity for the strengths they bring to the organisation;
- Ensuring everyone involved in the organisation feels that their cultural background and needs are understood and respected;
- Maintaining flexibility and adaptability to best respond to the diverse cultural needs within the organisation;
- Identifying each client's individual background, culture, diversity, beliefs and life experiences as part of assessment and planning, and use this information to deliver services that are culturally safe, trauma aware and healing informed;
- Implementing a system to recognise, prevent and respond to any form of discrimination such as violence, abuse, racism, neglect and exploitation; and

- Continuously improving its approach to inclusion and diversity.

Community Care's implementation of Diversity and Inclusion Policy ensures that:

- Cultural competence and the promotion and appreciation of diversity are set out in organisational documents (e.g. vision, values, strategic plan);
- Community Care staff, including senior staff and management, will receive training and education in cultural competency and safety, and how to incorporate these into organisational values, practices, policies and service delivery;
- Recruitment of staff from diverse backgrounds or staff who have previous experience in service delivery to people from culturally and linguistically diverse backgrounds;
- Hiring practices and procedures work to mitigate any potential bias to ensure candidates are not disadvantaged by cultural perceptions;
- Information on the services and programs is available in forms are tailored as required to support varying demographics of the target service areas, e.g. languages other than English and easy read formats
- Feedback and data collection from consumers and staff are reviewed and used in continuous quality improvement in service planning;
- Changes to local cultural and linguistic demographics are reviewed in planning for future services;
- Access, feedback and complaint policies and procedures are reviewed on a regular basis to ensure there are no barriers to people from cultural or linguistically diverse backgrounds;
- Harassment or discrimination are not tolerated and that appropriate internal organisation and/or legal protocols, are followed to prevent or address harassment or discrimination; and
- Flexible approaches are adopted in response to clients, that recognise and meet individual cultural and linguistic needs.

Flinders Shire Council promises to engage with clients in a way that supports them to feel safe, welcomed, included and understood. Flinders Shire Council therefore ensures that its staff will:

- Demonstrate respect for cultural or religious customs and health practices;
- Reflect on their personal cultural identity and potential biases on an ongoing basis to determine any potential improvements at an individual level;
- Arrange for accredited interpreters (including sign language interpreters) in circumstances where clients are unable to communicate easily in English;
- Conduct assessments for clients from culturally and linguistically diverse backgrounds or Aboriginal and Torres Strait islander communities in a manner that is culturally appropriate and respectful. This may also include involving a larger group of extended family, friends or community members identified by the client to assist in providing a culturally safe environment, or providing relevant details (e.g. health history where the client cannot provide this information themselves);
- Actively seek information from clients, or where appropriate their family/carer, about their customs, culture and beliefs where it may affect the provision of service. (e.g. culturally appropriate diet preferences, religious rituals or the need for staff to be of the same gender as the client);
- Attempt to meet specific requests from clients, where possible, to demonstrate respect for the client (e.g. assistance in religious practices or help with establishing social networks); and
- Ensure where possible and if appropriate, that clients have access to staff (within the organisation and external services) from similar cultural or linguistic backgrounds

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988 - Part III, Division 2 Australian Privacy Principles*
- *Information Privacy Act 2009 (Qld)*

- Australia's anti-discrimination laws (Age, Disability, Racial and Sex Discrimination Acts)
- *Anti-Discrimination Act 1991* (Qld)
- User Rights Principles 2014 - Part 2 Residential Care

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Employee Code of Conduct
- Discrimination and Sexual Harassment Policy (staff and volunteers)

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

COUNCIL POLICY – Community Care

Filing and Records Management Policy



Page 1 of 4

POLICY TITLE:	Filing and Records Management Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
CONTENT MANAGER	SF14/411 - R14/
REFERENCE:	
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Statutory Administrative?
APPROVING OFFICER:	Council Adoption Chief Executive Officer?
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	2 Years
DATE OF NEXT REVIEW:	xx July 2026
RESPONSIBLE DEPARTMENT:	Community Care and Governance

1. OBJECTIVE

All Flinders Shire Council Community Care records will be filed and managed systematically so that:

- material related to the governance and administration of Flinders Shire Council – Community Care Program is clearly identified and retained for the required periods of time
- material of on-going relevance to Flinders Shire Council's activities or of potential historical significance is identified and archived accordingly
- material related to clients and service users are securely stored, reviewed, archived and disposed of according to the organisation's procedures for client records
- regular reviews remove and dispose of material that is no longer required
- disposal methods protect the privacy of individuals and the confidentiality of Flinders Shire Council's business.

As a Local Government Authority, Flinders Shire Council (Council) is required to retain all records in accordance with the Local Government Sector Retention and Disposal Schedule.

Community Care documents are kept within client management system SMS Alchemy, S DRIVE and hard copy client records within the locked storage room in the Community Care Office.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

4. ROLES AND RESPONSIBILITIES

- Council has a responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients.

5. POLICY

Policy Commitment

Council is committed to provide and manage communication and information for client that:

- Gives clients the services and supports they require and choose to make information available for staff and anyone who needs it, using recognised communication processes
- Use an information system designed to create consistency of care throughout the client's experience
- Gather information from or about clients in reasonable time
- Communicate any information about clients in a way that protects the client's confidentiality. Refer also to the Privacy and Confidentiality Policies.

Client outcome

The client should be able to state at any time during their engagement with services that:

- "I am treated with dignity and respect and can maintain my identity.
- "I can make informed choices about my care and services and, live the life that I choose"
- "I get the services and supports that are important for my health and well-being and that enable me to do the things I want to do."

Organisation statement

As an organisation, Flinders Shire Council can state that it:

- Has a culture of inclusion and respect for clients
- Supports clients to exercise choice and independence
- Respects client privacy.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of Council.

7. IMPLEMENTATION

Process Guidance

Records management

Flinders Shire Council – Community Care records (whether hard copy or electronic) consist of the following centrally located sets of material:

- Financial records: These are kept within SMS Alchemy and Authority managed by Director of Community Services and Wellbeing and Debtors Officer. Access is restricted to Community Care Administration team and Finance.
- Personnel records: These are kept within Authority, Content Manager, Skytrust and hard copy file and managed by the Human Resources team. Access is restricted to Human Resources and Governance teams.
- Statutory documents related to the incorporation and governance of Flinders Shire Council: These are kept within S Drive and Content Manager and managed by the Records Officer. Access is restricted to the Governance team
- Contractual and other administrative documents, including insurance policies: These are within S Drive (Grant Management Hub and Policy Central Folders), Content Manager, and managed by the Director of Corporate and Financial Services. Access is restricted to Governance and Finance teams
- Funded project files containing:
 - funding submission
 - funding agreement

- project budget
- any correspondence with funding agency
- copies of all reports and acquittals
- copies of any agreements with contractors involved in the project.

These are kept within Content Manager, S Drive Community Care Program and managed by the Director of Community Services and Wellbeing. Access is restricted to Community Care admin team.

- Client records: These are kept within SMS Alchemy, S DRIVE and hard copy (stored within locked storage room), and managed by the Community Care Team Leader. Access is restricted to Community Care Administration and Support staff.
- Flinders Shire Council – Community Care staff are responsible for maintaining files relevant to their own work and projects, and in accordance with Council's Records Management Policy, Records Management Procedure, and the Local Government Sector Retention and Disposal Schedule

Retention and archiving

All staff are responsible for reviewing their own files annually and identifying material they no longer require. This material should be culled and given to the Records Officer for archiving and storage at Flinders Shire Council or disposal of general material that is not considered sensitive material should be in accordance with Council's Records Management Policy, Records Management Procedure, and the Local Government Sector Retention and Disposal Schedule.

Confidential Files

All physical confidential documents are to be given to the Records Officer for archiving and/ or disposal. This includes:

- Community Care meeting papers and minutes
- financial information and records
- client records
- any other material with sensitive or personal information.

Managing correspondence

Correspondence forms part of Flinders Shire Council – Community Care program's records. Correspondence will be managed in line with Flinders Shire Council's corporate policy for managing and filing correspondence and pack up processes.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988* - Part III, Division 2 Australian Privacy Principles
- Public Records Act 2002
- User Rights Principles 2014 - Part 3 Home Care
- Local Government Sector Retention and Disposal Schedule
- General Retention and Disposal Schedules

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Records Management Policy
- Records Management Procedure
- Information Privacy Policy
- Records Management Policy

- Right to information Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

COUNCIL POLICY – Community Care

Care and Service Planning Policy



POLICY TITLE:	Care and Service Planning Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R14/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council (FSC) carries out initial and ongoing assessment and planning for care and services in partnership with the client. The assessment and planning processes strives to optimise health and wellbeing in line with the client's needs, goals and preferences.

The Community Care service will involve each client in assessment and planning to the extent determined by the client. When the client commences receiving services, and throughout their time with us, we make an assessment and develop or review their care plan in partnership with them.

The purpose of a client's care plan is to:

- provide a brief record of the client's history and current circumstances
- document their needs, goals and preferences and what to do to achieve them
- outline agreed activities and supports

Staff review care plans every 12 months, unless their needs and condition change. Community Care staff aim to take action if they detect early signs of deterioration and aim to prevent further harm to the client. In the event whereby a client is detected as demonstrating signs of deterioration, an assessment process is triggered, and referral made to external agency (e.g. hospital, General Practitioner, My Aged Care), if required.

The assessment and care plan are fundamental points of reference for each client. A copy of the care plan is available within client record in addition to being shared with client and/or their representative and other stakeholders in their care (as requested)

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

- Choice: An act of choosing between two or more possibilities
- Client: A person who uses the service or advice of a professional person or organisation.
- Confidentiality: A situation in which you expect somebody to keep information secret
- Culture: The customs, beliefs, art, way of life and social organisation of a particular group, country etc.
- Dignity: The fact of being given respect by people.
- Diversity: The quality or fact of including a range of many people or things.
- End of life care: is for people in the last six to twelve months of life although it continues for as long as needed. A major focus of end of life care is enabling people to die with dignity.
- Identity: The characteristics, feelings or beliefs that distinguish people from others and who or what somebody is.
- Legislation: A law or a set of laws passed by a parliament.

- Palliative Care: is for people living with a terminal illness where a cure is no longer possible.
- Privacy: That you don't want other people to know something
- Respect: Polite behaviour towards or care for somebody
- Risk: A situation that could be dangerous or have a bad result.
- Workforce: All people who work for a particular company or organisation

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC commits to partner with clients to identify their care and service needs on commencement of the service, and delivers safe and effective care in accordance with the consumer's needs, goals and preferences to optimise health and wellbeing.

Client outcome

The client should be able to state at any time during their engagement with services that:

- "I am a partner in ongoing assessment and planning that helps me get the care and services I need for my health and wellbeing."
- "I get personal care and/or clinical care that is safe and right for me."

Organisational statement

As an organisation, Flinders Shire Council can state that it:

- Carries out initial and ongoing assessment and planning for care and services in partnership with the client
- Strives to optimise health and wellbeing in line with the client's needs, goals and preferences.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of Council.

7. IMPLEMENTATION

Process Guidance

The process below demonstrates clients are treated with dignity and respect and can maintain their own identity. They can make well-informed choices about their care and services and decide how they want to live their lives.

Obtain information about the client

- Before services commence and for the duration of contact, staff listen to the client and tailor care based on all information about their needs, goals and preferences. This information is obtained from:
 - the client and/or representative/s including appointed guardians
 - health care records
 - aged care assessment team
 - general practitioner, whether or not they still provide a service
 - My Aged Care Support Plan
 - other health care facilities
 - other sources

- Discuss with the client and/or representative/s their goals and preferences.
- Find out their approach to advance care directives and end of life care planning if they choose to discuss it.
- Discuss other aspects of diversity and inclusion that may apply

Initial and ongoing care plan conferences with clients and other stakeholders

- Talk with the client and / or their representative to obtain their history and current circumstances (personal, social and medical)
- Give the client information about their care and service options
- Where possible, involve everyone the client wants involved in assessing and planning their care and services plan
- Help the client make informed choices that improve their quality of life
- Help clients make decisions about their care and services and, when a risk is potentially harmful to them, help them manage that risk
- If required, discuss with the client end of life and/or palliative care in care plans for clients that need it. If they do not require it from the outset, staff will develop such a plan at an appropriate time
- Protect and respect the client's privacy; staff will guard against risking client privacy with any action they take or neglect to take
- Decide when the care and services plan for each client will be reviewed
- Seek to engage other stakeholder in care planning as required – involving other organisations, individuals or service providers who care for the client in assessment and planning partnerships

Review process for care plans

Review of a client's care plan will be completed every 12 months, or triggered when:

- If requested by the client and/or representative/s
- When their care and/or service requirements change significantly
- When their condition changes and alerts us to altered needs or preferences
- If there is a change in best practice for that care or service.
- Following our schedule of care plan reviews
- If an incident or accident affects the client
- When the clients HCP level increases

If a client has been identified by Community Care staff as deteriorating, staff will:

- Report the change in condition to the Community Care team Leader and noted within the client notes. They will note the consumer's condition has altered and any observations of clients condition
- Notify the client's nominated representative of the deterioration as soon as possible, with the clients prior authorisation
- With client consent, Community Care Team Leader will refer client for clinical assessment and review.
- Upon completion of clinical assessment, Community Care staff will work with the client to determine any changes or updates to their care plan

Care plan delivery

- Staff will deliver inclusive and non-discriminatory care and services in line with the Diversity and Cultural Inclusion Policy
- Staff will provide care and services that are responsive, inclusive and sensitive to culturally and linguistically diverse clients
- During the first weeks of service, staff talk to each client to learn more about them and their life story so they can provide better care and services
- They continue to talk to the client during their stay, and update their file with any new information
- Staff consult with clients and/or representative/s when assessing client needs and developing care plans

Identify potential risks

- During assessment and planning, staff conduct risk assessments if needed and the potential outcomes discussed so they fully understand the options

- If the client refuses care, services or treatment, staff to note within client notes
- Depending upon the care, services or treatment being refused, other qualified practitioners may be referred to assess and manage risk
- Staff discuss risk assessment and how to manage risk with the client and/or their representative/s
- Risk assessment includes discussion of how care, services or treatment were previously managed and what has changed

Training and orientation

- All staff will receive training on orientation to understand this policy, and identify their role and involvement in the care planning process
- Responsible staff will receive training on orientation about care planning, and have the skills to assess client needs, and review care plans as required e.g. after incidents or near misses and how to review and document client needs
- Staff have the skills and knowledge to manage the health care needs of consumers such as end of life care and identifying deteriorating health.
- Support work staff to ensure monitoring and recording of client outcomes and process within client notes
- All staff have access to policies and procedures that describe review of care plans

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Guardianship and Administration Act 2000* (Qld)
- *Powers of Attorney Act 1998* (Qld)
- *Privacy Act 1988* - Part III Information Privacy, Division 2 Australian Privacy Principles
- *Information Privacy Act 2009* (Qld)
- *Work Health and Safety Act 2011* (Qld)

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

COUNCIL POLICY – Community Care

Infection Prevention and Control Policy



Page 1 of 4

POLICY TITLE:	Infection Prevention and Control Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council is committed to preventing and managing the spread of infection at Flinders Shire Council's service environment, through the infection control measures outlined in this policy.

Healthcare Associated Infections (HAIs) are a major cause of poor patient outcomes, and a significant proportion of infections can be prevented if infection control practices are developed, implemented and adhered to.

This Infection Control Policy will seek to minimise the risk of infection for:

- Persons receiving services through the Community Care Program
- Persons employed or engaged in the Community Care program; and
- Visitors and other persons at risk of infection.

Flinders Shire Council will adhere to the following principles in relation to infection prevention and control:

- Infection control will be a component of Flinders Shire Council's overall risk management framework;
- Flinders Shire Council will include organisation-wide involvement in all aspects of this Policy;
- Flinders Shire Council will embed Infection Control within Workplace Health and Safety Committee

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Airborne precautions: are a set of practices used to mitigate the risk for patients who are known or suspected to be infected with agents transmitted person-to-person by airborne route.

Aseptic technique: aims to ensure that the service environment is free from infection or infectious pathogenic microorganisms being introduced to patients and others via hands, surfaces or equipment.

Clinical handover: the transfer of responsibility and accountability for some or all of the care of a patient on a temporary or permanent basis to another person or professional group.

Droplet precautions: are a set of practices used for patients who are known or suspected to be infected with agents transmitted by respiratory droplets from functions such as coughing, sneezing or talking.

Healthcare facility: is any facility that delivers healthcare services.

Hand hygiene: is a general term applying to processes used to clean hands by reducing the number of microorganisms. Hand hygiene can be performed either by washing hands with soap and water, or using an alcohol-based hand liquid or sanitiser.

Healthcare worker: are all people delivering healthcare services, who have direct contact with patients or with blood or body substances.

Healthcare-Associated Infections (HAI): are infections which are contracted in healthcare facilities, occur as a result of healthcare interventions and which could manifest after people leave the healthcare facility.

4. ROLES AND RESPONSIBILITIES

- Councillors have responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

We commit to minimising infections and will:

- Provide the appropriate PPE to staff consistent with their role, the environmental circumstances and any mandated government requirement (eg national and/or state pandemic response)
- Train staff in best practice infection control guidelines and policies
- Maintain good infection control procedures
- Liaise with other health care professionals so everyone follows best practice infection control processes

We educate staff at orientation and throughout their time working for us on infection control. The level of education they receive depends on their role and is updated if their role changes. All staff learn about hand hygiene practices including washing and sanitising technique. This is part of the mandatory training to be undertaken annually for all direct care staff.

Our role in antimicrobial stewardship is closely tied to the communication protocols in place with the clients treating medical practitioner and healthcare nursing staff. In the community setting, often we are unaware of clients receiving antibiotics as they are usually self-administering; however, antibiotics are often used to treat wound, upper respiratory tract and urinary infections. The registered nurse will liaise with the medical practitioners as necessary in these cases.

Client outcome

"I get personal care and/or clinical care that is safe and right for me."

Organisation statement

FSC delivers safe and effective personal care and clinical care in accordance with the client's needs, goals and preferences to optimise health and wellbeing.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of Council.

7. IMPLEMENTATION

Process Guidance

Through the process below, we demonstrate clients get personal care and/or clinical care that is safe and right for them as an individual and minimises any infection-related risks.

Best practice information

- We follow current best practice recommendations about infection control to keep all clients as free of infection as possible
- We maintain good infection control processes and procedures (see Community Care Client Service Manual)
- Our management team ensures best practice infection control practices are followed
- We are aware of the issues that can arise from the use of antimicrobial treatments and the importance of ensuring nursing and medical input in reviewing the medications that clients in community settings are presently receiving.

Staff knowledge

- Staff receive education at orientation and throughout their time working for us about infection control and outbreak management
- Management inform all staff about any infection control requirements for certain clients
- Staff complete handwashing competencies each year as a mandatory training requirement

When services start

- We work with the client and/or their representatives to:
 - Find out if the client has any pre-existing infections. We involve the client, other health care professionals and industry specialists to resolve the infection
 - Inform staff about pre-existing infections so they can work to avoid transmitting the infection to others
 - Introduce good infection control practices, such as handwashing and appropriate use of PPE
 - We document infection care needs on the care plan in consultation with the client

Manage vaccinations

- Management actively promotes the benefits of vaccinations to the workforce and clients.
- Management offers influenza vaccinations to staff and keeps records
- We support and offer transport to clients each year to obtain their influenza vaccinations at a time recommended by the Department of Health.

Infection control practices

Staff always follow best practice processes and procedures for infection control (see Community Care Client Service Manual). Staff will:

- Use infection control practices as described in our Community Care Client Service Manual
- Follow the five moments of hand hygiene when interacting in any way with a client.
- Provide clients with information about any infections they have and how to resolve them
- Follow Department of Health COVID-19 Guide for Home Care Providers

8. RELATED LEGISLATION

- Aged Care Act 1997
- User Rights Principles 2014 - Part 3 Home Care
- Quality of Care Principles 2014

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Covid-19 Response Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Medication Management



Page 1 of 4

POLICY TITLE:	Medication Management Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council is committed to safe and effective storage, transportation, and administration of medication for clients that is consistent with legislation and regulation.

Flinders Shire Council will:

- Support clients to maintain their independence for as long as possible, including managing their own medicines in a safe and effective way
- Work with external stakeholders to encourage the regular review all medications prescribed for each client
- Seek informed consent for any assistance it provides in medication management
- Collect and record accurate information about client medication
- Store and transport medicines in keeping with the manufacturer's requirements
- Only dispense those medicines retained in the original manufacturers' or other dispensed packaging unless a dose administration aid (DAA) could help to overcome specific problems that a client or staff member might face
- Ensure any staff providing assistance with medication are properly trained and assessed as competent to do so

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Medication prompting: the act of reminding a person of the time and asking if they have or are going to take their medicines

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.

- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC commits to:

- Support the client to make choices to remain as independent as possible. We recognise they make take some risks in their choices
- Provide best practice care tailored to the client's needs and optimising their health and wellbeing
- Educate staff at orientation and throughout their time working for us on providing safe and effective care and managing any associated risks
- Work in partnership with clinical service providers to ensure clients receive holistic care and service provision

Client outcome

The client should be able to state at any time during their engagement with the service that:

- “I get personal care and/or clinical care that is safe and right for me.”

Organisation statement

The organisation delivers safe and effective personal care in accordance with the client's needs, goals and preferences to optimise health and wellbeing.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of Council.

7. IMPLEMENTATION

Process Guidance

Support

Flinders Shire Council will provide care that is person-centred and supports clients to maintain their independence as long as possible by:

- providing medication prompts
- support with appropriate storage of medications
- advocacy with medical practitioners regarding dose administration aids, and;
- follow-up written information to clients who may experience language or literacy barriers

Flinders Shire Council recognises that health literacy is an important factor in safe and high-quality medication management, and will ensure that clients receive appropriate communication and information about their medication by using communication tools such as interpreters, and tailoring information to a client's level of health literacy where required.

Informed consent

For any clients who are supported with medication management, the client or their authorised representative will provide written consent regarding assistance with medication management, and will be recorded within the client's care plan.

Collection and storage of client medication information

Information about client medication is initially collected at Hughenden Pharmacy and/or Doctors Surgery and stored within client file within their home.

Any changes to client medication should be noted in client notes (SMS Alchemy – Roster App), and reported to the Community Care Team Leader. The update should also include information noting who entered the update and how the information on medication change was provided.

Storage, transportation and disposal of medicines

Flinders Shire Council will ensure that all medications are stored safely and securely and are clearly labelled. Flinders Shire Council will ensure that medications are only accessed by the appropriately trained staff. Any unwanted, unneeded or expired medications will be disposed of safely and in accordance with sustainable and environmental best practice. Flinders Shire Council will implement the following strategies to ensure the safe storage, transportation and disposal of medicines:

- use of a locked storage box for S8 medications
- storage and transportation in adherence to manufacturer's guidelines
- encouraging client to use webster packs prepared by the pharmacy
- expired medications returned to the local pharmacy for disposal

Ongoing access to medicines

Flinders Shire Council is committed to facilitating affordable, continued and uninterrupted access to required medications for its clients, and has systems and processes in place to ensure continuity of medication management, including:

- Checking client medications and assisting clients with script refills prior to medications running low
- Ongoing communication and collaboration with Hughenden Pharmacy and Doctors Surgery to support clients requiring alternative medication options or medication reviews

Prompting of medication

Community Care staff who have completed their competency are able to prompt clients to take medications. When medication prompting service is provided, staff will check medication script labels to ensure the following principles are adhered to:

- Right time
- Right route
- Right dose
- Right client
- Right drug – check label
- Right documentation

At the completion of each session of medication management, staff will sign the medication sheet, which will contain information regarding client's name, date, time, medication name, dosage and person prompting.

Where staff note that previous dosages have not been given or that there has been tampering with the dosage packaging, staff are to contact the Community Care Team Leader, to make contact with the prescribing doctor

and complete an incident report. Note: any missed medication services are to be reported to Aged Care Quality and Safety Commission within 30 days (SIRS Report).

Staff competence and training

Any staff involved in the prompting of prescription of medication will be appropriately qualified and meet legislative and regulatory requirements.

Flinders Shire Council will ensure that staff who are responsible for prompting of medication understand the effects and side-effects of the medication and are trained in the steps to take in the event of an incident involving medication.

Staff involved in the storage, transportation, administration or prompting of medication will be trained in the Medication management policy and procedures and assessed as competent prior to undertaking any medication function.

Medication review

From time to time, the Community Care service may engage an appropriate medical practitioner to review all medications prescribed for each client.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988* - Part 111 Information Privacy, Division 2 Australian Privacy Principles
- *Guardianship and Administration Act 2000* (Qld)
- *Powers of Attorney Act 1998* (Qld)
- *Information Privacy Act 2009* (Qld)
- *Work Health and Safety Act 2011* (Qld)

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Flinders Shire Council Enterprise Risk Management Suite

10. ATTACHMENTS

- N/A

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

COUNCIL POLICY – Community Care

Advance Care Planning Policy



Page 1 of 5

POLICY TITLE:	Advance Care Planning Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Advance care planning refers to discussions between a client, their family and/or substitute decision-maker(s) and health care professionals, enabling the client's preferences for future health care to be known should they become unable to participate in the decision-making process. Ideally these preferences will be documented.

Flinders Shire Council is committed to offering all clients the opportunity to participate in advance care planning (ACP) discussions, to ensure that their wishes and choices for future health care are known in the event that they become incapable of participating in decision-making.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

N/A

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC commits to:

- Clients have a right to be involved in their health care decisions, including agreeing to or refusing treatment.
- The values and needs of a client should be known and respected by those providing health care to that individual.

- ACP discussions must involve open communication and respect a client's specific spiritual, religious and cultural needs.
- An offer to participate in ACP is made to all clients, families and/or substitute decision-makers. Participation in ACP is voluntary and it is recognised that some individuals may decline to engage in these discussions.
- If a client has capacity at the time of illness, the treatment decisions they make will take precedence over any advance care plans developed. The written advance care plan is not required until the client has lost capacity to make a decision.
- ACP provides opportunities for clients, families and/or substitute decision-makers to participate in planning for the client's preferred end-of-life care needs, and discussions should include frank discussions about death and dying and the consequences of treatment choices.

Client outcome

The client should be able to state at any time during their engagement with the service that:

- "I get personal care and/or clinical care that is safe and right for me."

Organisation statement

The organisation delivers safe and effective personal care in accordance with the client's needs, goals and preferences to optimise health and wellbeing.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of Council.

7. IMPLEMENTATION

Process Guidance

Information provision and ACP discussions

1. Prior to entry or at initial contact with client, family and/or substitute decision-maker(s)

Flinders Shire Council will include information about ACP in brochures/information packs. If there has not been any prior discussion about ACP with the client, a trained staff member will introduce ACP and its benefits.

Flinders Shire Council will request the client to make available copies of all existing ACP documents (e.g. advance care directive, and enduring power of attorney). If a legal substitute decision-maker has not been appointed, Flinders Shire Council will discuss the benefits of identifying a substitute decision-maker.

Any discussion will be documented according to Flinders Shire Council's policies and procedures.

2. On entry

Flinders Shire Council will confirm with the client, family and/or substitute decision-maker(s) their engagement in ACP discussions. If required, Flinders Shire Council will offer further discussions with a suitably trained staff member. Conversation or engagement is to be voluntary, and if a client, family and/or substitute decision-maker(s) decline at this time, this will be documented.

Flinders Shire Council will ensure that certified copies of existing legally binding ACP documentation are kept in the client's file. Copies of other existing ACP documentation are also kept in the client's file.

If not already provided, Flinders Shire Council will confirm the substitute decision-maker, their contact details and the method by which they are appointed.

3. Post-entry

Flinders Shire Council will undertake ACP discussions with the client, their family and/or substitute decision-maker(s) who agree to participate. If not already completed, Flinders Shire Council will support clients and/or substitute decision-maker(s) to document their wishes in the chosen ACP documentation, if they choose to do so.

If clients and/or substitute decision-maker(s) do not wish to complete standardised documents, Flinders Shire Council will record discussion outcomes and wishes according to Flinders Shire Council's policies and procedures.

Clients will be advised to engage GP in advance care planning to contribute and sign completed documents as required.

Clients and/or substitute decision-maker(s) will be informed that reviews are undertaken annually or as required.

Ongoing review

Flinders Shire Council will encourage ongoing conversations regarding ACP with clients and/or substitute decision-maker(s). Flinders Shire Council will review ACP documents every 12 months as part of care planning process, or as clinically required.

Clinical decision making

Completed ACP documentation is used to guide decision-making by Flinders Shire Council staff, their GP, other medical professionals, and the substitute decision-maker(s) if the client does not have the capacity to participate in decision-making. This facilitates the provision of care in accordance with the client's expressed wishes.

Documentation

As part of our record-keeping practices, Flinders Shire Council ensures that a designated place is established within clients' files for all ACP documentation, so that ACP documentation will be accessible when needed.

Flinders Shire Council will share and transfer ACP documentation with the clients' substitute decision-maker, hospital, specialists, in-reach services, Locum and ambulance services, as per client consent.

Staff training

Flinders Shire Council will provide staff with a suitable induction and ongoing training process to ensure all staff have an understanding of the principles and significance of ACP for all clients in their care.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988 - Part 111 Information Privacy, Division 2 Australian Privacy Principles*
- *Guardianship and Administration Act 2000 (Qld)*
- *Powers of Attorney Act 1998 (Qld)*
- *Information Privacy Act 2009 (Qld)*
- *Work Health and Safety Act 2011 (Qld)*

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Flinders Shire Council Enterprise Risk Management Suite

10. ATTACHMENTS

N/A

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Daily Living Services and Support Policy



Page 1 of 4

POLICY TITLE:	Daily Living Services and Support Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	Xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

FSC provides a range of services and supports for daily living including:

- domestic help, such as cleaning, laundry, gardening and home maintenance
- food services, including meals, food delivery and preparation
- transport
- services to encourage clients to take part in social and other activities they like, including community life
- equipment and aids

Our approach to safe and effective services and supports is:

- client centred
- tailored to the client's choices and needs
- enables the client to feel socially connected, able to contribute and have relationships they choose, control over their lives and privacy

We promptly and appropriately refer clients to other individuals, organisations or providers of care and services as required to meet their needs:

- We inform the client and/or their representative/s about the referral services they may need to help them make informed choices about care and services
- As soon as possible after a referral is necessary or recommended, we discuss this with the client and/or their representative/s

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Daily Living activities: Activities of daily living is a term used to collectively describe fundamental skills that are required to independently care for oneself such as eating, bathing, and mobility.

4. ROLES AND RESPONSIBILITIES

- Councillors have responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

Our workforce commits to providing safe and effective services and supports to all clients.

We tailor these services and supports to each client's needs, goals and preferences. This optimises their independence, health and quality of life. We manage risks associated with providing services and supports in line with preferences of the client and/or representatives.

Client outcome

"I get the services and supports that are important for my health and wellbeing and that enable me to do the things I want to do."

Organisation statement

FSC provides safe and effective services and supports that optimise the client's independence, health, wellbeing and quality of life.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

Through the process below, we demonstrate clients get safe and effective services and supports that optimise their independence, health and wellbeing.

Client care planning

- We discuss services and supports available with the client and/or representative/s before and when they start with us.
- We complete and update care plans for clients who require services and supports using a client directed approach.
- We assess and document dietary intolerances, allergies and medical indications for meal planning and preparation purposes

Safe and effective care services

- We seek and consider the client's needs, preferences and choices when delivering services and supports. Staff are flexible, so if the client wants service or support at a different time, or on a different day, they discuss it with them to find an alternative time.
- If the client wants a new service or support we talk to the client and/or representative/s to find out how we can best provide it.
- We discuss their participation in an activities program, spiritual program or other social activities. Staff find out the client's needs, goals, preferences to help give them control over their lives and make their own choices. If the service or support the client wants is not available from our organisation, we strive to find a way for them to access it.
- Care plans will include services and supports such as:
 - Food services, e.g. client choice and preference about risks of the food they are served
 - Domestic assistance, e.g. when the client wants to have their room cleaned, if available, how to do their laundry, or detailed instructions for laundry or care staff about laundry preferences.
 - Home or room maintenance, e.g. when the client wants to have their room maintained. This does not include any urgent/emergency maintenance, such as plumbing or electrical work by our staff or external contractors.

- Transport, including preferences and needs.
- Recreational and social activities, e.g. activities we provide. How the client feels socially connected and can contribute, has privacy, the relationships they choose and control over their lives.
- Equipment, supports and home modifications e.g. any equipment which may support the needs of the client which is fit for purpose and meets Australian Safety Standards

Equipment and home modifications

Purchasing practices to consider:

- Consultation with the client to advise on needs and goals
- Liaison with Occupational therapist to provide assessment and review of clients needs and provide recommendation for purchase of equipment or home modification
- Hazards and risks associated with installation, commissioning, operation, inspection, maintenance, repair, transport, storage and dismantling of the plant
- Control measures needed to minimise these hazards and risks
- Manufacturer recommendations for frequency and type of inspection and maintenance needed
- Special skills required for people who operate the plant or carry out inspection and maintenance, including preventative maintenance
- Special conditions or equipment required to protect the health and safety of people carrying out activities, e.g. installation, operation and maintenance, and alterations or modifications to be made to the plant

Client involved in referral

- We discuss with the client and/or their representative/s the need, request or recommendation to refer them to other services/ organisations for their health and wellbeing.
- If it is an urgent medical referral, staff may refer the client to the appropriate service before advising the client and/or their representative/s
- Where possible, the client and/or their representative/s are involved in any decision to refer
- Staff will alert their manager when a referral is required. If required Arrange referrals promptly and according to the client's clinical needs, choices and preferences at the time

Quality of services and support

- Presentation of food, including texture, flavour, smell and appearance, promotes appetite
- Luncheon meals can be consumed according to the client's need, such as finger food, modified meals and thickened drinks. Meals on Wheels are prepared by the local hospital to meet individual requirements consistent with the care plan
- Our systems for ordering, and/or storing and preparing food ensure quality and meet food safety requirements
- Our workforce chooses equipment to meet the needs of the client and the facility depending on its purpose.
- We discuss the need for new equipment with users before any purchases
- Our equipment is safe, suitable, clean and well maintained through a program of routine cleaning, reporting, preventative and reactive maintenance

Workforce

- We educate staff on orientation and throughout the time they work for us.
- We give staff up to date education and relevant resources about providing safe and effective care for all clients.

Identify and manage risks

- We report all near misses and incidents and update care plans with the actions we took to stop them recurring.
- We continually assess for dehydration and malnutrition and staff use strategies to prevent this
- We assess and document dietary intolerances, allergies and medical indications in all meal planning

- We make referrals for specialist nutritional advice promptly
- Hazard identification - we train and support staff and clients to identify hazards and document all those that could cause harm to people e.g. electricity, chemicals in the Hazard and risk register
- Risk assessment — we assess the likelihood and severity of hazards and document them in the Hazard and risk register
- Risk control — we follow work health and safety regulations with a hierarchy of control measures when managing risks to the health and safety of people using the equipment. This includes working with staff to control hazards using the most effective method and documenting decisions in the Hazard and risk register

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Guardianship and Administration Act 2000* (Qld)
- *Powers of Attorney Act 1998* (Qld)
- *Privacy Act 1988* - Part III Information Privacy, Division 2 Australian Privacy Principles
- *User Rights Principles 2014* - Part 3 Home Care
- *Work Health and Safety Act 2011* (Qld)
- Australian food safety standards

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy Policy

10. ATTACHMENTS

- Nil

11 REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12 PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Client Wellbeing and Connection Policy



Page 1 of 4

POLICY TITLE:	Client Wellbeing and Connection Policy
POLICY NUMBER:	xx
REVISION NUMBER:	x
TRIM REFERENCE:	Xxxx – xxxx
RESOLUTION NUMBER:	xxxx
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

The emotional, spiritual and psychological wellbeing of clients is central to the services and supports we provide. We deliver these services and supports in a culturally safe manner. Our workforce provides services and supports that meet the client's needs in a way they prefer. We work with clients to minimise any lack of purpose or meaning or refer them to specialists to help with depression or anxiety. Staff deliver services and supports to clients in a dignified and respectful manner and use the client's choices and decisions to guide the service outcome. Support workers will respect the client's decisions and empower clients to actively participate in their care planning process.

We strive to support our clients to find their purpose, realise their potential, help them find happiness, stay positive and act in their life.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Wellbeing: A state of wellbeing is not just the absence of disease or illness. It's a complex combination of a person's physical, mental, emotional and social health factors. Wellbeing is strongly linked to happiness and life satisfaction. In short, wellbeing could be described as how you feel about yourself and your life.

Reablement: A client-directed process to support restoration of function or adapt to some loss of day to day function and regain confidence and capacity for daily activities. It may promote client independence, capacity or social and community connections. Supports could include training in a new skill, modification to a client's home environment or having access to equipment or assistive technology.

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

We commit to providing services and supports for clients who may be feeling loss or grief about recent changes in their lives.

These services and supports reflect our commitment to client-centred care and are tailored to each client's choices and needs. Our services and supports enable the client to:

- connect with those whom they choose
- have control over their own lives
- have the privacy they deserve
- maintain the client's wellbeing and quality of life while with us.
- encourage clients to socialise with others to the extent they choose.
- engage clients in activities of their choice-Work with clients and/or representative/s to restore function or adapt to loss of function.

Our workforce will:

- Enable clients to make informed life decisions even if those decisions include choices that could put them at risk
- Maintain a register of all known risks
- Ensure our systems and processes reduce the possibility of risk and its impact on clients
- Ensure we manage risk with clients so they can live the best life they can
- Meet work health and safety obligations, including risk management

When a client first starts with us, we partner with them to understand them and their life story so we can provide the services and supports they need and choose. We educate staff about services and supports for all clients.

Client outcome

"I get the services and supports that are important for my health and wellbeing and that enable me to do the things I want to do."

Organisation statement

"Our organisation provides safe and effective services and supports that optimise the client's independence, health, wellbeing and quality of life."

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

Outcome

Through the process below, each client gets the services and supports that are important for their health and wellbeing.

Assess client needs

- When the client starts service with us staff discuss with them and/or their representative/s preferences for their emotional, spiritual and psychological wellbeing.
- We include their emotional, spiritual and psychological needs and preferences in their care and services plan and update it as required and when circumstances change.
- Our discussions can include sensitive information so we assure the client and/or their representative/s from the start of service that all information about services and supports for their emotional, spiritual and psychological wellbeing is kept private and confidential. Refer to the Confidentiality Policy.
- If the client does not have the capacity to provide information, their representative/s will do so. Staff are directed to include the client in all conversations, unless they are not well enough, or find it too distressing to participate.

- Staff ask about cultural, sacred and religious practices that are important to the client and/or representatives. Where possible, they approach the client for this as their representative/s may not always know enough about these areas. Refer to the Diversity and Cultural Inclusion Policy.
- We inform the client and/or representative/s about our religious and cultural affiliations in the local communities.
- If the client's needs or preferences are different from the people and services currently available with us, we work with them to locate an alternative.
- An appropriate staff member will discuss activities and celebrations that may be meaningful for their culture or religion with the client. If we know a specific day or days is meaningful to a client we will arrange for celebrations at that time.
- Staff with concerns about the client's emotional wellbeing report to the Community Care Team Leader as soon as possible. They follow this up and refer to an appropriate service, if the client and/or their representative/s agree.

Risk management

Risk management is not a process for avoiding risk and we use it to focus on the opportunities presented in identifying risk. We monitor our clients and, if a risk has increased, we take appropriate action:

- Educate about managing and minimising risk
- Document risk and strategies to manage it on care plans, client notes and the risk register if appropriate
- Engage the multidisciplinary team to plan for risk management and help the client live the best life they can

Connect clients to local activities and community

- The client chooses to plan activities as part of a group or be self-directed. We can demonstrate client consultation and feedback about these activities.
- We advise clients about any activities planned.
- We can demonstrate engagement with the local community and how this reflects in our services and supports.
- We offer culturally safe supports and services.

Workforce

- Staff receive training at orientation and throughout their time working for us to ensure we meet this requirement
- Staff understand cultural safety and how to use strategies to achieve it.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988* - Part III Information Privacy, Division 2 Australian Privacy Principles
- *User Rights Principles 2014* - Part 3 Home Care
- *Work Health and Safety Act 2011* (Qld)

9. RELATED DOCUMENTS

- All Community Care Policies
- Assessment and Planning - Partnerships Policy
- Privacy and Confidentiality Policy

10. ATTACHMENTS

- Nil

11 REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12 PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Community Care Accommodation Policy



Page 1 of 3

POLICY TITLE:	Community Care Accommodation Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council (FSC) operates two aged care accommodation independent living options and short-term respite for community care clients in the Shire:

- Hammond Court Cottages
- Hughenden Centre for the Aged

The abovementioned accommodation is designed to meet National Construction Code (Class 3) requirements for residential buildings. These accommodation options are suitable for low-care clients who wish to maintain independence in their own home and do not require assistance to evacuate in the event of an emergency. Roles and responsibilities between the tenant and FSC, are in line with the Rental Tenancy Agreement conditions.

Our accommodation and service environment are designed to be:

- welcoming
- easy to move around in the building and the outdoors
- comfortable and clean
- safe- people can be seen and can see others inside and out
- well maintained.

How we create this environment:

- Enable clients to socialise or use private spaces to meet friends and/or family.
- Encourage clients to personalise their individual space and keep personal furniture, mementos and items.
- Respect the client's private property and security of their belongings.
- Provide safe areas with comfortable furnishings for clients, visitors and staff.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Respite Care: Respite services are designed to give carers a break from their caring role and/or to assist in transition to alternative independent living options such as those provided at Hammond Court and the Hughenden Centre for the Aged. Centre-based respite care may be accessible to provide day only respite services.

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders

- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

We commit to provide all clients with a welcoming, safe and comfortable environment that supports each client's quality of life, independence, ability and enjoyment. We encourage clients/tenants to create a sense of belonging and familiarity within the accommodation.

Client outcome

"I feel I belong, and I am safe and comfortable in the organisations service environment."

Organisation statement

FSC provides a safe and comfortable service environment that promotes the client's independence, function and enjoyment.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

Through the process below, our organisation demonstrates that clients feel they belong and are safe and comfortable here.

Entry/Exit to Community Care Accommodation

Upon request for accommodation or respite, staff to follow the Entry/Exit procedure for Community Care Accommodation.

Create and sustain the right environment

How we maintain a welcoming and comfortable environment:

- Ask the client and their representative's opinion about the environment and their needs
- Consider interior design – flooring, storage, colours, essential furniture and cooking appliances— to meet customer needs
- Keep the environment free from clutter to maximise client mobility and independence
- Implement a preventative and corrective maintenance program.
- Keep an inspection schedule to regularly check the environment for comfort and safety
- Report hazards and risks
- Use a system for staff to follow procedures for safe work practices

Home Risk Assessments

- Staff talk to the client and/or their representative when beginning our service and throughout their time with us to note any challenges getting around the environment and find solutions if any are found
- Staff monitor the environment if a client's needs change e.g. more falls and make changes to help them keep doing what is important to them
- Clients can personalise their own areas after discussion with management who consider and manage any identified safety risks
- Staff keep the environment clean and uncluttered while ensuring the client's choices are considered

Create a safe and welcoming environment

- Support quality relationships with clients and between client and visitors and removes any barriers, e.g. encourage socialisation in safe, inclusive environments such as gardens or courtyards
- Staff promptly report any maintenance or security issues
- Support clients to personalise their own space and keep it uncluttered
- Help clients go where they choose to, including the outdoor areas
- Staff receive education on orientation and throughout their time working for us on how our organisation meets this requirement

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988* - Part III Information Privacy, Division 2 Australian Privacy Principles
- *Information Privacy Act 2009* (Qld)
- *Work Health and Safety Act 2011* (Qld)
- National Construction Codes

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Aged Care Accommodation Entry and Exit Procedure
- Rental Tenancy Agreement
- Council Staff Housing Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Community Care Housing Eligibility Policy



Page 1 of 3

POLICY TITLE:	Community Care Housing Eligibility Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xxx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

To establish the eligibility and priority for tenancy at the Hughenden Centre for the Aged Units and Hammond Court Cottages. Included within this policy is conditions of tenancy to ensure each client receives a fair assessment, and clear procedure for entry and exit from Council's Community Care Housing.

2. SCOPE

- All staff involved in reviewing tenancy applications and agreements

3. DEFINITIONS

- Bond or rental bond - A security deposit paid at the start of a tenancy
- Co-tenancy / co-tenancies - All tenants are named on the tenancy agreement
- Council – Refers to the Flinders Shire Council
- Enduring Power of Attorney - Power of attorney is the legal power to make decisions on someone else's behalf. 'Enduring' simply means that the power continues even if the person giving it loses the capacity to make decisions.
- Flinders Shire Council Aged Person's Accommodation – Refers to Hughenden Centre for the Aged Units and Hammond Court Cottages
- RTA – Refers to the Residential Tenancy Authority
- Tenancy agreement - Rental agreement, lease, contract

4. ROLES AND RESPONSIBILITIES

- Community Care Administration - Responsible for distributing application forms and maintaining the waiting list of applicants (as required).
- Community Care Team Leader: Responsible for assessing applicants and making recommendation to the Director of Community Services and Wellbeing in accordance with the admittance criteria.
- Director of Community Services - Approval of successful applicant.

5. POLICY

5.1 Community Care Housing Eligibility Criteria:

Mandatory criteria:

- Ability to independently mobilise and transfer
- Ability to eat independently
- Provide details of Enduring Power of Attorney
- Client of the Community Care service (applies to Hughenden Centre for the Aged only)

Desirable criteria:

- Pension card holder (may include aged care, disability and/or Veterans pension)
- Resident of the Flinders Shire or family/carer within the Flinders Shire

- Sound record of previous rental/housing history (where appropriate)

Applications will only be considered where the essential eligibility criteria is met. If there is a waitlist and accommodation becomes available, priority will be provided to applications that meet both mandatory and desirable criteria.

At the discretion of the Chief Executive Officer, unoccupied units may be utilised to fulfil short-term accommodation required for Council operations.

5.2 Application process

- Applicants are required to complete the approved application form, available from the Flinders Shire Council.
- Council will maintain a waiting list of applicants.
- Availability of accommodation is publicised in client newsletters, meetings, and advertised through Council communication channels
- When accommodation becomes available, and there is a number of applicants on the waitlist, Community Care Team Leader will assess all applicants against the Eligibility

5.3 Approval of Application

- Prior to moving in, the tenant will complete a Rental Tenancy Agreement and lodge with the RTA with bond (see Council Fees and Charges)
- Community Care Team Leader will arrange an inspection with the tenant and complete a condition report.
- Tenants must sign a bank authority for rent to be paid to Council via direct deductions from a nominated bank account prior to taking up residency.

5.4 Ceasing Tenancy

- Tenant to provide Council with minimum 14 days' notice of ceasing of tenancy
- Community Care Team Leader to arrange for exit inspection with tenant
- Council to lodge reimbursement of bond through RTA
- In the event that a tenants health and care needs change and they are no longer able to meet the mandatory criteria of the tenancy, Council to initiate discussions with the tenant on alternative options for long-term residential care.

8. RELATED LEGISLATION

- *Privacy Act 1988 - Part III, Division 2 Australian Privacy Principles*
- *Residential Tenancies and Rooming Accommodation Act 2008*
- Notifiable Data Breaches scheme

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy (Flinders Shire Council)

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Community Care Feedback and Complaints Management Policy



Page 1 of 7

POLICY TITLE:	Community Care Feedback and Complaints Management Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council is committed to ensuring that any person or organisation using its services or affected by its operations has the right to provide feedback, make complaints about care and services, or to appeal a decision made by the organisation.

Flinders Shire Council ensures that its service users and others can provide feedback and make complaints without reprisal, and promises to manage all complaints transparently. In this way, all concerns that are raised will be addressed in ways that ensure access and equity, fairness, accountability and continuous improvement.

The organisation will implement a complaints and appeals management system that:

- Allows and supports any person to make a complaint or provide feedback;
- Facilitates complaints by cultivating a supportive environment in which they can be made
- Is simple, accessible and easy to use;
- Is effectively communicated and promoted to all clients and stakeholders;
- Is proportionate to the size of the organisation and the services it provides;
- Ensures complaints or appeals are fairly assessed and responded to promptly;
- Is procedurally fair and follows principles of natural justice; and
- Complies with legislative requirements.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Complaint: an expression of dissatisfaction made to or about an organisation regarding its staff, services or products that warrants response or resolution.

Complainant: an employee, client, advocate, entity or member of the public who expresses their dissatisfaction about an organisation to either the organisation itself or an external body.

Escalation: the process of reporting complaints to the Aged Care Quality and Safety Commission or NDIS Quality and Safeguards Commission if the complainant is not satisfied with the outcome of their complaint.

COUNCIL POLICY – Community Care

Community Care Feedback and Complaints Management Policy



4. ROLES AND RESPONSIBILITIES

- Councillors have responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Flinders Shire Council will:

- Ensure that all clients, and their families, carers and advocates are encouraged and supported to raise any concerns they have about the service or organisation;
- Consider all complaints it receives regardless of whether or not the complainant is a client of the organisation;
- Treat all complainants with respect and recognise the importance of their concerns;
- Maintain confidentiality of parties involved, keeping any information private to those directly involved in the complaint and its resolution. Information will only be disclosed if required by law, or if otherwise necessary;
- Ensure support and advocacy is available to clients who make a complaint and require support;
- Resolve complaints, where possible, to the satisfaction of the complainant;
- Clients, families and advocates have access to the organisation's complaints management policy;
- Deal with all complaints in a timely manner, and aim to provide a formal response to the complainant within 30 days of the complaint being received;
- Keep relevant parties appropriately involved and informed of progress of the complaint;
- Ensure that Councillors, and staff are given information about the complaints procedure as part of their induction and are aware of procedures for managing client feedback and complaints;
- Ensure all service users, stakeholders and members are aware of the complaints policy and procedures;
- Ensure that all complainants are aware of and understand how to escalate their complaint to Aged Care Quality and Safety Commission or NDIS Quality and Safeguards Commission
- Ensure that a complainant is not penalised in any way or prevented from use of services during the progress of an issue;
- Ensure that feedback data (both positive and negative) is considered in organisational reviews and in planning service improvements; and
- Review and evaluate the accessibility and effectiveness of the complaints management system and continually improve its processes.

Client outcome

"I feel safe and am encouraged and supported to give feedback and make complaints." "I am engaged in processes to address my feedback and complaints, and appropriate action is taken.

Organisation statement

Our organisation regularly seeks input and feedback from clients, carers, the workforce and others and uses the input and feedback to inform continuous improvements for individual clients and the whole organisation.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

Information for clients and stakeholders

Flinders Shire Council complaints and appeals procedure will be documented for clients and stakeholders on Council Website and within the Community Care Client Agreement.

All clients will be informed of their rights and responsibilities with regards to complaints and appeals at the earliest possible stage of their involvement with the organisation.

The Community Care Feedback and Complaints Policy contains information on the following:

- How to make a complaint or lodge an appeal, including an anonymous complaint;
- Contact person for lodging a complaint or appeal;
- How the organisation will deal with the complaint or appeal, the steps involved and the timelines;
- The rights of the complainant to an advocate, support person or interpreter;
- How the person will be informed about the outcome of their complaint or appeal; and
- How to make a complaint to an external body including contact details.

Training procedures

Staff will be trained on the complaints management procedures during their induction, and as part of ongoing refresher training.

Managers and Community Care Staff will receive training during induction for complaints management and resolution to support clients to throughout the complaint process and appropriately respond to complaints in an empathetic manner. This will include open communication strategies such as acknowledging the grievance without being defensive and making apologies while accepting responsibility for what occurred.

Making a complaint

A person wishing to make a complaint may do so in writing or verbally to the:

- Staff member they were dealing with at the time;
- Community Care Team Leader;
- Director of Community Services and Wellbeing
- Councillors or
- Aged Care Quality and Safety Commission or NDIS Quality and Safeguards Commission

Complaints may be made by:

- Submitting a completed Feedback and Complaints to the Flinders Shire Council Community Care Office. The Feedback and Complaints form is available in hard copy and online from the Flinders Shire Council website, within client information pack or from Support Staff (in person),
- Written complaints may be sent to communitycare@flinders.qld.gov.au. Community Care Administration Officer will be responsible for receiving this correspondence and directing it to the appropriate person;
- Feedback and complaints via telephone may be made on 07 4741 2960; and
- Anonymous complaints may be made by writing and posted to 34 Gray St, Hughenden

If the complaint is about:

- A staff member, the complaint will normally be dealt with by Community Care Team Leader
- A senior staff member, the complaint will normally be dealt with by Chief Executive Officer and/or HR

COUNCIL POLICY – Community Care

Community Care Feedback and Complaints Management Policy



Manager

Flinders Shire Council encourages and supports all of its clients, their families and carers, and workers and others to make complaints and lodge appeals, in an environment where it is clear that complaints can be made without fear of any reprisal.

If necessary, Flinders Shire Council will provide complainants with advocacy and support, or interpreter services.

Lodging an appeal

Clients or their advocates may lodge an appeal if they disagree with a decision made by the organisation, or by a staff member. An appeal should be made in writing and submitted to Chief Executive Officer.

Procedure for complaints and appeals management

Any staff member may be a recipient of a complaint, and is responsible for:

1. Receiving the complaint:

- Listening to the complainant, acknowledging the concern raised, and explaining the next steps to the complainant; and
- Discussing with the complainant an agreed upon resolution (for smaller matters), or referring the complaint on to Community Care Team Leader and/or Director of Community Services and Wellbeing for further investigation and action. The chosen action will depend on the type and severity of the complaint.

The person managing the complaint will be responsible for:

2. Processing the complaint or appeal:

- Registering the complaint or appeal in Feedback and Complaints Register and
- Informing the complainant that their complaint has been received and providing them with information about the process and time frame.

3. Investigating the complaint or appeal:

- Examining the complaint within 7 days of the complaint being received;
- Investigating the complaint and deciding how to respond; and
Informing the complainant by letter within 14 days of the complaint being received of what is being done to investigate and resolve it, and the expected time frame for resolution.

4. Responding to and resolving the complaint:

- Making a decision or referring to the appropriate people for a decision within 30 days of the complaint being received;
 - informing the complainant of the outcome and the reasons for any decisions made;
 - upheld (and if so what will be done to resolve it);
 - resolved (and how this has been achieved); or
 - if no further action can be taken, the reasons for this;
- Informing the complainant of any options for further action if required; and
- If an apology is in order, ensuring that the appropriate person makes the apology and informs the complainant what the organisation intends to do to avoid further grievance.

Flinders Shire Council is committed to ensuring that all complaints and appeals are addressed in a timely matter. Complaints or appeals will be investigated and resolved within 30 days of being received. If this time frame cannot be met, the complainant will be informed of the reasons why and of the alternative time frame for resolution.

COUNCIL POLICY – Community Care

Community Care Feedback and Complaints Management Policy



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If things go wrong when reviewing a complaint or appeal, Flinders Shire Council will use an open disclosure process.

5. Reviewing the complaint:

If the complainant is not satisfied with the investigation and proposed resolution of their complaint or appeal, they can seek a further review of the matter by Chief Executive Officer.

6. Referral to external procedure:

A formal external complaints procedure may follow Step 4 if the complainant is still not satisfied with the outcome. The complainant will be referred to Aged Care Quality and Safety Commission or NDIS Quality and Safeguards Commission, and provided information and support to make the complaint externally if necessary.

Complaints involving specific staff members

The Community Care Team Leader has delegated responsibility for resolving complaints or disputes involving staff members.

Internal complaints, where a staff member makes a complaint concerning another staff member, will be dealt with in accordance with the Disciplinary Policy.

External complaints by clients or stakeholders made against a staff member will be managed by the Community Care Team Leader who will:

- Notify the staff member of the complaint and its nature;
- Investigate the complaint and provide the staff member with an opportunity to respond to any issues raised;
- Attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party; and
- Take any other action necessary to resolve the issue.

Any disciplinary action against a staff member arising from a complaint will be taken in accordance with the procedures contained in accordance with Flinders Shire Council's Disciplinary Policy.

Complaints involving the Community Care Team Leader and/or Director of Community Services and Wellbeing will be managed by Chief Executive Officer.

Complaints involving Councillors

Complaints made against a Council member will be actioned in accordance with Councillor Inappropriate Behaviour Investigation Policy

Cooperation in external investigations

If any person makes a complaint about Flinders Shire Council – Community Care program to an external body (including police, Ombudsman), Director of Community Services and Wellbeing will be responsible for liaising with the body responsible for investigating the issue. Flinders Shire Council will fully cooperate in any investigation which may take place, this includes participating in early resolution, conciliation, and/or reporting to the body about resolution and corrective actions if required.

Record keeping

A register of complaints and appeals will be kept in Feedback and Complaints Register on S:/ for a minimum

COUNCIL POLICY – Community Care

Community Care Feedback and Complaints Management Policy



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of seven years after the complaint has been made. The register will be maintained by Community Care Team Leader and will record the following for each complaint or appeal:

- Details of the complainant and the nature of the complaint;
- Date lodged;
- Action taken;
- Date of resolution and reason for decision;
- Indication of complainant being notified of outcome; and
- Complainant response and any further action.

Copies of all correspondence will be kept in client record on S:/.

The complaints register and files will be confidential, and access is restricted to Community Care Administration Staff.

Director of Community Services and Wellbeing will be responsible for preparing a report on Feedback and Complaints reported to Council on a monthly basis.

Continuous improvement of the complaints management system

Flinders Shire Council is committed to regularly reviewing and improving the effectiveness of its complaints management system. The feedback and complaints management system will be reviewed and evaluated regularly. This will include:

- Review of all complaint and feedback policies and procedures;
- Client and staff feedback about the accessibility and effectiveness of the complaints management system; and
- Implementation of a continuous improvement plan based on the review and feedback received

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988* - Part III Information Privacy, Division 2 Australian Privacy Principles
- *Information Privacy Act 2009* (Qld)

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Flinders Shire Council Complaints Management Policy
- Flinders Shire Council Complaints Management Procedure

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

COUNCIL POLICY – Community Care

Community Care Feedback and Complaints Management Policy



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13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Open Disclosure Policy



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POLICY TITLE:	Open Disclosure Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R 2444 /
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Statutory Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Open disclosure is the open discussion with a client and/or their support person(s) about incidents that resulted, or could have resulted, in harm to a client while receiving care.

Flinders Shire Council is committed to creating a positive culture of trusted and productive communication between clients, support persons and the workforce, in which open disclosure is standard practice. This policy forms part of our broader organisational incident management system.

The purpose of this policy is to:

- Enable Flinders Shire Council to communicate openly with clients, and their support person(s) when an adverse event occurs;
- Ensure that communication with, and support for all affected clients and staff, occurs in a supportive and timely manner;
- Provide a framework for open disclosure that establishes a standardised approach to open disclosure across Flinders Shire Council and adheres to the principles of the *Australian Open Disclosure Framework*

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Adverse event: is any event or circumstance which resulted in unintended and/or unnecessary psychological or physical harm to a patient during an episode of health care.

Harm: is any damaging effect arising from an incident and may include disease, injury, suffering, loss of quality of life, impairment, disability or death. Harm may be physical, social or psychological.

Near miss: is an incident that did not cause harm but had the potential to do so.

No-harm incident: is an incident where the patient was exposed to a harmful situation, but where no harm resulted.

4. ROLES AND RESPONSIBILITIES

- Councillors have responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

Our approach when an incident or near miss has occurred and/or where a complaint has been made where harm has or could have occurred to a client. The process through which this occurs is based on the principles of the Framework.

Our organisation commits to:

- Establish and maintain an environment that reduces harm to clients
- Create a 'no-blame' culture where staff and others feel supported and encouraged to identify and report problems
- Provide a complaints process that does not victimise, harass or mistreat the person who made the complaint
- When things go wrong, staff inform the client, find out what has happened and take action to make sure it does not happen again

Client outcome

"I feel safe and am encouraged and supported to give feedback and make complaints."

"I am engaged in processes to address my feedback and complaints, and appropriate action is taken."

Organisation statement

FSC regularly seeks input and feedback from clients, carers, the workforce and others and uses the input and feedback to inform continuous improvements for individual clients and the whole organisation.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

This policy applies to all communications with clients and their support persons following harm from an adverse event, no-harm incidents, or near misses across all areas of Flinders Shire Council – Community Care program.

While the policy focuses on adverse events, the harm suffered by a client does not have to be serious or permanent for open disclosure principles to apply.

Open disclosure: principles

1. Dignity and respect
2. Privacy and confidentiality
3. Transparency
4. Continuous quality improvement

Open disclosure: key elements

Open disclosure consists of five key elements, which are:

1. An apology;
2. A factual explanation of what happened;
3. An opportunity for the client to share their experience;
4. A discussion of the potential consequences; and
5. An explanation of the steps being taken to manage the incident and to prevent recurrence.

In addition to these core elements, open disclosure includes:

- Identifying when things go wrong;
- Acknowledging to the client and their support persons(s) when things have gone wrong;
- Listening and responding appropriately when the client, or their support person(s) express their concerns or feelings;
- The opportunity for the client and/or their support person(s) to ask questions; and
- Providing immediate support to clients and/or their support persons(s), and workers, and addressing their needs to cope with the consequences of an incident.

Open disclosure may involve one discussion, or a series of interactions. The duration of the process will depend on the severity and nature of the incident, the needs of the client and/or their support person(s), how the investigation into the incident progresses, and whether the client has any ongoing care needs as a result of the incident.

Open disclosure: when to disclose

When a **harmful incident occurs**, Flinders Shire Council must inform the client and/or their support person(s). This may include harm caused whilst a service provided, or failing to provide a service which was scheduled. For example, a client due to a client slipping and falling while getting out of bed, failing to meet a client's nutritional needs, or a staff member using abusive language towards a client.

When a **no-harm incident** has been identified, Flinders Shire Council will generally inform the client and/or their support person(s). Even though no harm may be immediately apparent, there may be a chance of an ongoing client safety risk, or their support person(s) may be aware that some kind of mistake or incident has occurred.

For a **near miss incident**, disclosure is discretionary, and is based on whether Flinders Shire Council feels the client would benefit from knowing. This could include situations where there is an ongoing safety risk to the client. Not all near miss incidents require open disclosure, for example, if disclosure may result in distress to clients or their support person(s).

Near miss incidents must be recorded in the incident management system.

Promoting a culture of open disclosure

Flinders Shire Council commits to the following key actions, and will ensure that all workers are trained and supported to implement these actions. Implementation of these actions will contribute to successful open disclosure:

- Establishing good rapport and relationships with clients, as well as their support persons, from the outset of their care;
- Ensuring Councillors are committed to, and demonstrate a culture of honesty and effective communication;

- Ensuring that informed consent is obtained, and that the client has reasonable expectations prior to receiving the care, treatment or procedure;
- Accurately communicating the potential risks involved in health care procedures, and care facilities;
- Acknowledging an unexpected event as close to the occurrence of the event as possible, even if further investigation is needed;
- Refraining from speculating on the causes of an incident, making unrealistic promises, or attributing blame;
- Remaining respectful to the client, their support persons, and other workers at all times;
- Communicating compassion and remorse when talking with clients; and
- Listening actively to clients during disclosure of discussions and being conscious of body language.

Open disclosure: process

Flinders Shire Council will follow the below process when implementing open disclosure.

Step 1:
Detecting and assessing incidents

- Immediate steps taken to prevent further harm
- Initiate response
- Escalate

Step 2:
Signalling the need for open disclosure

- Acknowledge the adverse event to the client and/or support person(s)
- Signal the need for open disclosure

Step 3:
Preparing for open disclosure

- Investigation
- Gather all necessary information to find out what happened

Step 4:
Engaging in open disclosure

- Meet with the client and their support person(s)
- Clearly explain the incident
- Offer immediate practical and emotional support to the client

Step 5:
Providing follow-up

- Provide feedback to the client and their support person(s)
- Agree on future care

Step 6:
Completing the process

- Reach an agreement
- Provide the client with final written and verbal communication

Step 7:
Maintaining documentation

- Maintain a record of open disclosure
- File relevant documents in the client record

Step 8:
Learn from experience and make improvements

- Identify how incident occurred and how the causes will be fixed
- Practice a culture of continuous improvement

Legal liability & precautions

Open disclosure does not, of itself, create legal liability, and acknowledgment of an adverse event is not the same as an admission of liability. However, it is important that workers use the language of apology, concern, and regret without apportioning blame or admitting liability. Flinders Shire Council understands that an apology does not equate to an admission of fault or liability. Flinders Shire Council will refer to Queensland State and authorities on details around protected statements of apology or regret.

Workers at Flinders Shire Council will take care not to:

- State or agree that they are liable for harm caused to a client;
- State or agree that another worker is liable for harm caused to the client; and
- State or agree that Flinders Shire Council is liable for the harm caused to a client.

Examples of language that may be useful includes:

"I am very sorry this has happened."

"I am sorry that this hasn't turned out as expected."

Client decision making capacity

If a client does not have the capacity to make decisions, an 'authorised representative' will nominate a person to be told information of an incident if the client is subject to open disclosure processes. The authorised representative will be either a legal guardian or an attorney appointed under an enduring power of attorney. The authorised representative may also be a support person nominated by the client.

Responsibility for implementation, compliance monitoring and continuous improvement

The Director of Community Services and Wellbeing and Community Care Team Leader are responsible for implementation and compliance monitoring of the open disclosure policy.

Flinders Shire Council will make every effort to ensure that the most senior staff member involved in a client's care, is responsible for communicating with the client during open disclosure.

Flinders Shire Council will actively seek feedback and use outcomes of open disclosure incidents to inform future improvements to open disclosure processes. Any changes made to open disclosure processes will be monitored for their effectiveness.

Worker support and training

Workers may be affected by being involved in an incident, and may require emotional support and guidance in the aftermath of the incident.

To support staff, Flinders Shire Council will implement the following measures:

- Providing advice and training on the management of incidents, communication skills, and the need for practical and psychological support;
- Informing workers on adverse events and relevant advice, through means such as:
 - Staff meetings;
 - electronic messages to all staff;
 - verbal reporting and discussions at staff meetings and shift handovers;
 - handouts/notices; and
 - noticeboards;
- Promote an environment that encourages peer support and discourages the attribution of blame;
- Have formal support processes and provide facilities for debriefing for those involved in an incident;

COUNCIL POLICY – Community Care

Open Disclosure Policy



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- Provide information on the support systems available for workers who are distressed by an incident (e.g Human Resources, employee assistance scheme, referral to specialised mental health care where appropriate), and;
- Provide staff with training on how to document and record information when investigating and analysing an incident

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- Quality of Care Principles 2014

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9. RELATED DOCUMENTS

- Aged Care Open Disclosure Framework and Guidance, Aged Care Quality and Safety Commission
- All Community Care Policies
- Privacy and Confidentiality Policy
- Complaints Management Policy
- Complaints Management Procedure

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX

COUNCIL POLICY – Community Care

Abuse, Neglect and Harm Prevention (Safeguarding) Policy



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POLICY TITLE:	Abuse, Neglect and Harm Prevention (Safeguarding) Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council is committed to taking all steps possible to prevent and respond to abuse, neglect, racism, exploitation, violence and discrimination of its service users, particularly toward people with a disability and older people.

Flinders Shire Council understands and acknowledges that freedom from abuse, neglect, racism, exploitation, violence and discrimination is a human right, and is committed to upholding the rights of service users. Flinders Shire Council will promote and adhere to the human rights of all service users and empower them to exercise their rights.

Flinders Shire Council is committed to creating a culture where service user safety is essential to service delivery, and service users and workers feel empowered to speak up and report abuse. Flinders Shire Council will outline the processes to:

- Assess the risks of abuse;
- Prevent abuse from occurring; and
- Respond to abuse.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Exploitation: is taking advantage of someone's vulnerabilities for your personal gain, to steal, use or profit. Exploitation often occurs with vulnerable groups such as people with a disability and older people. Exploitation is a form of abuse.

Abuse: is any form of violence, coercion, exploitation, discrimination, harm or neglect which causes another person psychological or physical pain or suffering. Abuse can be emotional, physical, financial, chemical or sexual.

COUNCIL POLICY – Community Care

Abuse, Neglect and Harm Prevention (Safeguarding) Policy



4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC commits to:

- Promptly respond to any known or suspected instances of abuse or neglect of consumers
- Comply with all legislative requirements when identifying any known or suspected instances of abuse or neglect of consumers
- Keep all staff fully aware of potential for abuse or neglect of consumers and what action to take if they see or suspect it

Client outcome

The client should be able to state at any time during their engagement with the service that:

- “I get personal care and/or clinical care that is safe and right for me.”

Organisation statement

The organisation delivers safe and effective personal care in accordance with the client's needs, goals and preferences to optimise health and wellbeing.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of Council.

7. IMPLEMENTATION

Process Guidance

Assessing risks of abuse

Workers will be trained to identify and respond to factors which may heighten the risk of service users being a victim of abuse. Workers will consider, for each service user, the factors that can contribute to service user vulnerability, such as social and geographical isolation, insecure accommodation, dependency on carers, not having the means or capacity to advocate for themselves, fragility and dysfunctional family lives.

Preventing abuse

Organisational commitment to prevention

Flinders Shire Council has preventative measures in place to ensure that individuals are free from discrimination, exploitation, abuse, harm, neglect and violence. This includes policy and practice that protect people's rights, and a commitment to empowering individuals by informing them about the rights that they possess.

Flinders Shire Council will take a holistic and system-wide approach to preventing abuse in all services and activities. Flinders Shire Council's system to prevent abuse, neglect, racism, exploitation, violence and discrimination includes incident management systems, worker training and encouraging the reporting of

COUNCIL POLICY – Community Care

Abuse, Neglect and Harm Prevention (Safeguarding) Policy



incidents by both workers and clients. In this way, Flinders Shire Council will ensure that community care staff, feel supported and their wellbeing is looked after.

Workforce recruitment, training, supervision and retention

The organisation will foster a culture where all workers are committed to preventing abuse. All workers will undertake training in abuse prevention and service user rights.

Flinders Shire Council will ensure the staff recruitment and screening process is thorough and includes, at a minimum:

- Conducting reference checks;
- Check Register of Banning Orders;
- Police Clearance, and;
- NDIS Worker Screening clearances.

Flinders Shire Council will ensure that workers are appropriately trained to reduce the risk of harm to service users. This training will include recognising the potential indicators of abuse, neglect, racism, exploitation, violence and discrimination. In this way, Flinders Shire Council ensures that workers have professional, respectful and trusting relationships with clients.

Workers will receive regular supervision to ensure that they are appropriately carrying out their role.

Supervision processes will include:

- Shadowing experienced support worker as part of induction;
- Regular team meetings to receive updates on policy and training requirements;
- Annual performance and development review, and;
- One-on-one meetings as required

Culture of reporting and transparency

Flinders Shire Council will create a culture where workers and service users feel supported to speak up if they witness or become aware of information about an alleged abuse, and that they feel they can do so without fear of punishment or retribution. Barriers to both service user and worker disclosure of incidents of abuse will be addressed and mitigated.

Feedback

Flinders Shire Council will ensure there are adequate feedback and complaints mechanisms in place and all service users and workers are aware of how to lodge a complaint or provide feedback. Refer to Feedback and Complaints policy.

Official feedback processes will not act as the sole mechanism for service users and workers to raise issues around abuse, exploitation, violence, neglect and discrimination.

Restrictive practices

Flinders Shire Council will ensure policies and processes are in place to minimise and work towards eliminating the use of restrictive practices, and understands that misuse of restrictive practices can constitute a form of abuse. Flinders Shire Council will adhere to relevant guidelines and reporting requirements when using restrictive practices. Refer to Incident Reporting and Escalation Policy.

Responsibilities

Flinders Shire Council will:

- Ensure service users understand their rights and are aware of how they can exercise them;

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Abuse, Neglect and Harm Prevention (Safeguarding) Policy



- Listen to and validate a service user's experience when they report suspected abuse;
- Talk to the service user about what is most important to them when responding to abuse;
- Involve the service user as much as they would like in the investigation and decision-making processes;
- Ensure the service user and their family, where appropriate, are informed on all measures being taken;
- Give regular updates on the progress of the investigation;
- Arrange access to counselling or support for both the service user and workers who may be suffering as a result of the incident;
- Analyse and identify what went wrong to allow the abuse to occur, and what changes can be made in organisational policies and procedures to combat abuse; and
- Ensure that all workers sign a Code of Conduct, which requires workers to respect and maintain the dignity of service users, and;
- Staff will ensure that NDIS participants have access to an advocate where allegations of abuse, neglect, violence, exploitation and discrimination are made

Responding to abuse

Flinders Shire Council will apply the following principles when responding to abuse:

- Service user safety is paramount to all procedures;
- Service users will be treated with dignity and respect;
- Service users will have the right to self-determination;
- Workers understand and enact their duty of care;
- Workers have undertaken cultural competency training and are considerate of individual service user cultural differences;
- A holistic approach will be taken when responding to abuse;
- All options (legal/police) are considered when responding to abuse;
- Service users' confidentiality is respected, however will not be a barrier to action; and
- Every allegation of abuse, neglect, harm, discrimination and exploitation will be considered and taken seriously.

Five step approach to responding to abuse

Flinders Shire Council will adopt the following five-step approach to responding to abuse:

1. Identification of suspected, witnessed or disclosed abuse;
2. Assessment of service user safety;
3. Providing service user support;
4. Informing the manager and documenting abuse and/or neglect; and
5. Responding and referring the abuse to management.

1. Identification

Early intervention and responses are essential for effectively handling incidences of abuse. Flinders Shire Council will ensure that all workers undertake training in identifying whether a service user has or is suffering from abuse. Workers will be able to identify the signs of different types of abuse (physical, financial, neglect, psychological, sexual and chemical).

2. Assessing service user safety

All workers will ensure that in the follow up of an abuse or alleged abuse, the service user's safety and security is protected. This may involve seeking urgent medical assistance, providing counselling or seeking out the service user's family or guardian. Community Care Team Leader will contact

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emergency services immediately if the service user requires urgent medical assistance and the Police (000) if there is suspected criminal activity was involved. Flinders Shire Council will not use service user consent as a barrier to contacting emergency services.

3. Providing support

Flinders Shire Council will ensure workers are trained and aware of the processes for when an assault has occurred and will provide immediate service user support. Flinders Shire Council will ensure victims are supported with their access to medical and recovery services as well as with their access to justice.

Flinders Shire Council will ensure the service user is given any aids they require to assist them when giving their account of the abuse. Flinders Shire Council will ensure service users are offered a translator if their proficiency in English is limited. Flinders Shire Council will make the service user comfortable by:

- Allowing them plenty of time to give their version of events of the abuse;
- Actively listening;
- Speaking clearly;
- Eliminating background noise; and
- Repeating the question if the service user requests to hear it again.

4. Informing and documenting

Flinders Shire Council will ensure workers and service users make all attempts possible to maintain the scene of the alleged abuse.

Community Care Team Leader will ask the service user what they would like to do about their situation. If they require support in decision-making, they will be provided with access to the support necessary for them to make, communicate and participate in decisions regarding the abuse. For aged care clients, consent is required by the victim before reporting the incident, except if it is an emergency.

Flinders Shire Council will ensure that service users and their supporters receive adequate communication related to the incident before, during and after the investigation.

Criminal acts and deaths will be reported to Queensland Police (000). Staff who witnessed or were disclosed the details of the assault, will report to their manager immediately or as quickly as possible.

5. Responding and record keeping

Flinders Shire Council will conduct a thorough investigation into the alleged abuse, neglect, exploitation, violence and discrimination and identify, who was responsible and what organisational policies allowed the incident to happen. All possible measures will be taken to mitigate the risk of a similar incident occurring again. Flinders Shire Council will follow approved records management procedures. Refer to Filing and Records Management Policy.

Redress

Flinders Shire Council will ensure that any necessary redress will follow a fair and just process. Flinders Shire Council will ensure flexible and constructive engagement with the service user.

Service users will be advised of their right to access independent advocates in relation to redress processes.

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Learning and improvement

Flinders Shire Council is committed to ensuring that continuous improvement is made to policy and action surrounding abuse. In order to do this, Flinders Shire Council ensures that effective methods are used to keep record of all incidents and any violations of human rights. This allows for analysis of the incidents to identify further risks.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Privacy Act 1988 - Part 111 Information Privacy, Division 2 Australian Privacy Principles*
- *Guardianship and Administration Act 2000 (Qld)*
- *Powers of Attorney Act 1998 (Qld)*
- *Information Privacy Act 2009 (Qld)*
- *Work Health and Safety Act 2011 (Qld)*

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- Flinders Shire Council Enterprise Risk Management Suite

10. ATTACHMENTS

N/A

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

COUNCIL POLICY – Community Care

Abuse, Neglect and Harm Prevention (Safeguarding) Policy



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COUNCIL POLICY – Community Care

Clinical Governance Policy



Page 1 of 6

POLICY TITLE:	Clinical Governance Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R12/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council is committed to developing and implementing a clinical governance framework that ensures the provision of safe, effective, and person-centred clinical care for all clients that is high quality, consistent and evidence based.

Flinders Shire Council will strive to include clients and their representatives, clinicians, clinical review, training, risk management, workforce management and continuous improvement in its clinical governance framework.

The goal of this policy is to ensure that Flinders Shire Council is accountable to client for delivering quality clinical outcomes and safe and high-quality, person-centred care. In order to achieve this goal Flinders Shire Council's Clinical Governance Policy includes the following key components:

1. Governance, Leadership and Culture
2. Partnering with clients
3. Roles and responsibilities
4. Clinical performance and effectiveness
5. Safe service environment for the delivery of care
6. Client safety and quality improvement systems
7. Monitoring, reporting and responding to performance

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Clinical governance: is the set of relationships established by a health service organisation or provider between its relevant stakeholders to ensure the best possible clinical outcomes.

Clinical care: is health care that includes the prevention, treatment and management of injury, illness and the maintenance of psychological and physical wellbeing. A holistic and person-centred approach should always be taken in the delivery of clinical care.

Risk management: is the development and implementation of a program which makes every attempt to identify and mitigate potential risks to workers and/or clients.

Quality improvement: is the collaborative efforts of all workers, clinicians, [clients/consumers/patients] and planners to strive for continuous improvements to achieve better outcomes and the highest possible standard of care.

4. ROLES AND RESPONSIBILITIES

- Councillors have responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC Council is accountable for the quality and safety of clinical care across the organisation. Our organisation maintains a framework and focus for clinical governance that is integrated with corporate governance and promotes excellence in clinical care for our clients. Excellent clinical care is defined by our organisation as personal, coordinated, effective and safe.

Good clinical governance involves:

- Leadership and a culture of safe, quality care and continuous improvement
- Client partnerships with clinical care provided in accordance with their needs, goals and preferences
- Organisational systems such as policies and processes
- FSC Council is ultimately responsible for good corporate (including clinical) governance.
- An effective workforce with appropriate skills and qualifications and clear roles and responsibilities
- Communication and relationships based on open disclosure

Client outcome

"I am confident the organisation is well run. I can partner in improving the delivery of care and services."

Organisation statement

FSC Council is accountable for the delivery of safe and quality care and services

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

1. Governance, Leadership and Culture

Flinders Shire Council understands the importance of workplace culture in ensuring clients receive safe and high-quality care. We will endeavour to create an organisational culture with:

- Strong and effective strategic and cultural leadership of clinical services;
- Clear responsibilities for managing safety and quality of care;
- Reliable monitoring and recording systems to ensure delivery of care is effective;
- Data and information that are used to monitor and report on performance; and
- Systems in place for identifying and managing clinical risk.

2. Partnering with clients

Client partnerships will be promoted across Flinders Shire Council in planning, policy development, guidelines, training and care delivery.

Systems are in place to ensure that:

- Delivering person-centred care is a key priority;
- Clients are encouraged to give feedback on the care they receive;
- All workers within the Community Care program establish respectful and transparent lines of communication with clients;
- Clients are provided with information on their services to allow them to make informed decisions on their care;
- The diverse needs, including communication needs, of clients and the community are met;
- Client dignity, choice and privacy is respected;
- Feedback from clients is acted upon to make improvements;
- The rights and responsibilities of clients are respected and promoted, as required by the Charter of Aged Care Rights; and
- Client complaints are responded to in a timely way and competently, and are used to improve care and services.

3. Roles and Responsibilities

Flinders Shire Council/Councillors will:

- Set a vision, strategic direction, and just organisational culture
- Understand the key risks and controls
- Delegate accountability to Executive
- Stay engaged, visible and accessible
- Ensure robust governance structures and systems are effective
- Monitor and evaluate effectiveness of services through regular reporting

Director of Community Services and Wellbeing will:

- Provide visible leadership and a commitment to safe, high quality care and a continuous improvement culture
- Establish strategic and policy frameworks
- Oversee service and management performance (including quality and safety of care)
- Promote a safe and open culture that empowers staff to speak up about quality and safety issues
- Seek qualitative and quantitative data to understand the quality of service delivery
- Ensure appropriate resources are directed to services
- Regularly report to Council on service performance

Community Care Team Leader will:

- Provide a safe environment for staff
- Ensure staff, contractors and volunteers understand their roles and responsibilities
- Ensure care delivery is consistent with legislation, policy and standards
- Lead and coordinate the workforce
- Proactively identify and manage risks and incidents
- Promote a culture of continuous improvement and lead quality activities

- Support staff to understand quality indicators
- Ensure services clinical governance arrangements are operating effectively

Community Care staff (including clinical contractors) will:

- Support clients to share their experiences
- Complete onboarding, orientation, and mandatory training
- Follow policy, procedures, and guidelines
- Maintain skills and knowledge to provide care excellence
- Maintain appropriate credentials
- Speak up and raise concerns related to safety
- Contribute to the review of services and continuous improvement activities

Clients should:

- Participate in their own healthcare to the extent that they wish;
- Participate in all aspects of quality and safety improvement; and
- Provide feedback to drive organisational change.

Flinders Shire Council Community Care program staff agree on their respective roles, responsibilities and protocols for providing clinical care.

4. Clinical performance and effectiveness

Flinders Shire Council will strive to provide a physically and psychologically safe workplace by ensuring:

- Procedures are in place to ensure suitable workers are hired based on their qualification and prior experience, to deliver the highest standard of client-centred care;
- Procedures are in place to ensure workers providing clinical care work within their defined scope of practice or role;
- Procedures are in place to ensure employed and contracted health practitioners are registered by using the Australian Health Practitioner Regulation Agency of Register Practitioners;
- Procedures are in place to foster a safe, respectful and collaborative working environment;
- Workers are clear on their responsibilities and workplace expectations, and are held accountable for meeting these performance expectations;
- Where relevant, visiting health practitioners are informed of the protocols and procedures on the provision of clinical care, including communication processes;
- Workers strive to improve their own practice and organisational processes through continuous learning; and
- An effective complaints management system is in place and regularly reviewed. Refer to Feedback and Complaints Management Policy

5. Safe service environment for the delivery of care (risk management)

Flinders Shire Council will ensure safety and quality improvement systems are central to creating a safe working environment and support clinicians to deliver the highest standard of safe and quality care for clients.

Flinders Shire Council will create a safe service environment for the delivery of care by:

- Implementing effective quality improvement processes;
- Identifying opportunities to improve the safety and quality of the working environment;
- Ensuring appropriate resources, facilities, staff, training tools and equipment are available to satisfy the highest standard of care delivery, and;

- Minimising the risk of infection (Refer to Infection Prevention & Control Policy)

6. Client safety and quality improvement systems

Flinders Shire Council will implement an effective risk management system which:

- Identifies and documents organisational risk in an effective risk register (see Risk Register Template);
- Uses data collection to support risk assessments;
- Acts to reduce risks by ensuring clinical incidents are investigated and reported to address root causes;
- Reviews and attempts to improve the effectiveness of the risk management system;
- Reports on risks to the workforce and clients;
- Plans for, and manages, internal and external emergencies and disasters; and
- Complies with and adheres to risk-related legislation and relevant national standards.

7. Monitoring, reporting and responding to performance

Director of Community Services and Wellbeing is responsible for monitoring and reporting on the clinical outcomes and performance of the clinical governance framework.

Flinders Shire Council will drive safety and quality using the following inputs in its clinical governance framework:

- Feedback and information on experiences of clients and their representatives, and workers;
- Analysis of clinical safety and quality indicator data via the National Aged Care Mandatory Quality Indicator Program; and
- Contemporary, evidence-based practice.

Reports will be prepared monthly for Council, and data will be used to inform review and improvement of the organisation's clinical governance and clinical risk systems. The clinical governance review process will identify opportunities for improvement, trends, emerging issues and the impact of improvement actions.

Incidents which are classified high risk/critical and have significant consequences will be reported on using Flinders Shire Council's incident management procedures, to ensure that the causes of high risk/critical incidents are dealt with quickly to prevent recurrence. Refer to Incident Report and Escalation Policy.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- Charter of Aged Care Rights (2019)

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.



FLINDERS SHIRE COUNCIL COMMUNITY CARE PROGRAM

Clinical Governance Framework

Last updated 19 July 2024

Discovery • Opportunity • Lifestyle

ABOUT FLINDERS SHIRE COUNCIL

Flinders Shire Council (FSC) existed in its earliest form since 1882 covering various parts of central North Queensland in accordance with various government legislation changes.

The Flinders Shire Council Community Care Program is a service provided by the Flinders Shire Council, and aims to assist the frail and aged, people with a disability and their carers, who need support services to live independently in the community. The service provided aims to help keep ageing community members healthy and safe in their homes for as long as possible.

The program provides services to the entire Flinders Shire region.

Our Vision

Flinders Shire – a place of discovery, opportunity and lifestyle

Our Mission

To promote quality of life through leadership, attitude and respect

Our Values

- A Caring Philosophy
- Pursuit of Excellence
- Teamwork
- Local Ownership
- Communication
- Leadership
- Recognition

BACKGROUND AND CONTEXT

Flinders Shire Council (FSC) is committed to supporting the implementation of a strong clinical governance framework to support the workforce in providing high quality and safe care that protects and promotes the health, wellbeing and quality of life for all clients.

Our program provides community aged care and disability support services within the Flinders Shire.

Fundamental to the delivery of safe, high quality care is providing person-centred care. We achieve our core objective of quality and safe care by:

- Listening to our clients, residents, carers and families
- Monitoring and measuring our performance
- Embedding a culture that is committed to quality and safety

Flinders Shire Council's Clinical Governance Framework is based on the fundamental principles of clinical governance. Clinical governance is described as a system through which an organisation's governing body, executive, management and staff share responsibility and accountability for the quality of care, continuously improving, minimising risks and fostering an environment of excellence in care for clients (ACHS 2004)

POLICY STATEMENT

The purpose of a clinical governance framework is to support the workforce provide high quality and safe clinical care that protects and promotes clients' health, wellbeing and quality of life.

Clinical and community care should be provided within a holistic, person-centred approach to aged care based on the needs, goals and preferences of clients. FSC commits to strong partnerships with clients and health service providers to ensure our clients receive seamless community and clinical support provided by qualified personnel and will set up effective clinical governance arrangements to achieve this goal.

Our organisation is accountable to clients and the community to continually improve the safety and quality of care and services.

GOVERNANCE PRINCIPLES

Leadership and Culture	<ul style="list-style-type: none">Effectively planning to identify and apply development and improvement opportunitiesPromoting cultural leadership that gives priority to safety and quality and supports continuous improvement.Allocating resources to support the delivery of high-quality care.Creating clear responsibilities for managing the safety and quality of care, and delegating management authority for this purpose.
Consumer Partnerships	<ul style="list-style-type: none">Care is provided respectfully in accordance with the Charter of Aged Care RightsClients participate in their care to the extent they chooseInformation is provided to clients in a way they can understand to enable informed consent and shared decision makingWe welcome client complaints and feedback and commit to respond and review this information within set timesWe have open disclosure policies and report serious client incidents and complaints
Clinical Partnerships	<ul style="list-style-type: none">Maintain frequent and regular communication with local and regional healthcare services such as Hughenden Doctors Surgery, Hughenden MPHS, pharmacy, and allied health services
Organisational Systems	<ul style="list-style-type: none">Policies and procedures are based on best available evidence and our document management system includes their regular review and updateWell-designed systems to identify and manage clinical risk and effectivenessAll incidents are investigated for improvement opportunitiesAll serious incidents are fully investigated and reported as required to the Aged Care Quality and Safety CommissionAll services are fully accredited.
Monitoring and Reporting	<p>Clinical care quality is measured through:</p> <ul style="list-style-type: none">Client feedback and experienceIncident and near miss ratesRegular review the effectiveness of the clinical governance framework

Workforce performance and Training	<ul style="list-style-type: none"> • A culture where staff participate and contribute to service outcomes and adhere to code of conduct obligations • Staff have comprehensive induction and ongoing education is based on best practice and competency
Communications and Relationships	<ul style="list-style-type: none"> • We provide information in a range of formats to meet clients' cultural, personal and literacy needs • We practice open disclosure in response when things go wrong such as incidents where a client is harmed and complaints from clients (refer to the Open Disclosure Policy)

ROLES AND RESPONSIBILITIES FOR CLINICAL GOVERNANCE

High quality services and outcomes for our clients requires everyone at every level of the organisation to play a role in clinical and care governance processes.

Staff are accountable for working within the Framework and are supported by well-designed clinical and care systems to deliver safe, high-quality care. Registered health practitioners are responsible for the safety and quality of their own professional practice and professional standards which include requirements that align with the Framework.

Level of Accountability

Client (including family, carer or representative)	<ul style="list-style-type: none"> • Partner in delivery of care • Partner in decision making • Provide feedback • Participate in service design or improvement opportunities • Ensure individual needs, goals and preferences are documented • Understand user rights and responsibilities
Staff & Volunteers (including visiting Practitioners & Contracted Nursing Service)	<ul style="list-style-type: none"> • Support clients to share their experiences • Complete onboarding, orientation and mandatory training • Follow policy, procedures and guidelines • Maintain skills and knowledge to provide care excellence • Maintain appropriate credentials • Speak up and raise concerns related to safety • Contribute to the review of services and continuous improvement activities
Community Care Team Leader (CCTL)	<ul style="list-style-type: none"> • Provide a safe environment for staff • Ensure staff, contractors and volunteers understand their roles and responsibilities • Ensure care delivery is consistent with legislation, policy and standards • Lead and coordinate the workforce • Proactively identify and manage risks and incidents • Promote a culture of continuous improvement and lead quality activities • Support staff to understand quality indicators • Ensure services clinical governance arrangements are operating effectively
Director of Community Services and Wellbeing (DCSW)	<ul style="list-style-type: none"> • Provide visible leadership and a commitment to safe, high quality care and a continuous improvement culture • Establish strategic and policy frameworks • Oversee service and management performance (including quality and safety of care)

	<ul style="list-style-type: none"> Promote a safe and open culture that empowers staff to speak up about quality and safety issues Seek qualitative and quantitative data to understand the quality of service delivery Ensure appropriate resources are directed to services Regularly report to Council on service performance
Council / Councillors	<ul style="list-style-type: none"> Set a vision, strategic direction and just organisational culture Understand the key risks and controls Delegate accountability to Executive Stay engaged, visible and accessible Ensure robust governance structures and systems are effective Monitor and evaluate effectiveness of services through regular reporting

Committee Structures

The accountabilities and membership of committees supporting corporate and clinical governance are defined in the relevant Terms of Reference. Committees listed below will support the implementation of the Framework and should:

- ensure effective governance of the systems and outcomes for clients at service level
- provide clear designation of responsibility and accountability for evaluating and improving the quality and safety of care at service level across the organisation.
- ensure effective communication between staff and management at service level and across the organisation.

Council	<ul style="list-style-type: none"> Oversees the development and implementation of clinical and care governance of the Flinders Shire Community Care program, and ensures legislative, regulatory and operational responsibilities are met. Establishes a strong safety culture through an effective clinical governance system, satisfying itself that this system operates effectively, and ensuring that there is an ongoing focus on quality improvement. Chaired by the Mayor and minutes are published on the Council website Meeting frequency - Monthly
Health and Aged Care Advisory Committee	<ul style="list-style-type: none"> Provides avenue for engagement with clients and their families on key issues and function of the service Meeting frequency – Quarterly, or as required
Program Leadership Team Meetings	<ul style="list-style-type: none"> Membership includes DCSW and CCTL Provides strategic leadership in the implementation of the Framework ensuring the establishment and maintenance of effective clinical and care governance Ensures performance monitoring systems are in place and improvements actioned. Ensures management structures and processes are in place to enable good clinical and care governance and support for staff in providing high quality care Monitor and report on the effectiveness of the clinical and care governance framework, monitor compliance with legislative and regulatory obligations, industry standards and adoption of best practice. Analyse and report on incident data Meeting frequency - Weekly
Client Planning Meetings	<ul style="list-style-type: none"> Membership includes CCTL and contracted nurse

	<ul style="list-style-type: none"> • Discussion focused on client needs and service delivery requirements • Meetings held monthly or more frequently as required
Continuity of Care Meeting	<ul style="list-style-type: none"> • Membership includes CCTL, MPHS Nurse, MPHS Allied Health Assistant and Doctor • Identifies clinical risks and escalate concerns to CCTL • Provides advice to CCTL on clinical care recommendations • Monitors quality indicators and responds to opportunities for improvement • Coordination of care for high risk, high needs clients • Meeting frequency – fortnightly, or as required

LEGISLATION, STANDARDS & SUPPORTING DOCUMENTS

Supporting legislation and contractual requirements

- *Aged Care Act 1997 (Cth)*

Standards and compliance requirements

- Quality Care Principles (2014) (Cth)
- Charter of Aged Care Rights
- Aged Care Quality Standards

Supporting Documents

- Clinical Governance Policy
- Risk Management Policy
- Code of Conduct

COUNCIL POLICY – Community Care

Quality Management and Continuous Improvement Policy



POLICY TITLE:	Quality Management and Continuous Improvement Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council is committed to quality management and to building and maintaining a culture of continuous quality improvement. This policy guides the development and implementation of services and ensures Flinders Shire Council maintains high standards, continuously improves systems and processes and adapts to changing needs.

Flinders Shire Council will:

- involve staff, the Council, and other stakeholders in service review processes
- provide opportunities for people who receive service, families and carers to have input into the organisation's policies and processes relevant to service provision and protection of client rights
- document improvement plans, activities and outcomes
- gather information on performance by tracking complaints, incidents and achievements and use this information to inform continuous improvement
- report internally on progress and performance
- develop a culture of continuous improvement

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Quality management

Quality management is an organisation's processes for maintaining and improving the level of quality services the organisation delivers to clients.

Core principles of quality management include:

- **Customer focus:** The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.
- **Leadership:** Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organisation's quality objectives.
- **Engagement of people:** Competent, empowered and engaged people at all levels throughout the organisation are essential to enhance its capability to create and deliver value.
- **Process approach:** Consistent and predictable results are achieved more effectively and efficiently

COUNCIL POLICY – Community Care

Quality Management and Continuous Improvement Policy



when activities are understood and managed as interrelated processes that function as a coherent system.

- **Improvement:** Successful organisations have an ongoing focus on improvement.
- **Evidence-based decision making:** Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.
- **Relationship management:** For sustained success, an organisation manages its relationships with interested parties, such as suppliers.

Continuous improvement

Continuous improvement is the ongoing effort of an organisation to improve its services, systems, processes or products to achieve the best possible outcomes for clients. Continuous improvement systems help the organisation to identify where quality and safety is at risk and helps an organisation to respond promptly and appropriately.

Continuous improvement relies on evidence-based information to support the organisation in achieving its goals and outcomes. This includes adapting to the changing needs of the community of people using services. It takes into account the needs and feedback of clients and may involve them in improvement activities.

Continuous improvement is part of an overall quality system that assesses the standards of care and service achieved.

The core elements of continuous improvement are:

- client-focus
- innovation
- achievement of improvement through planned steps
- driven by involvement and accountability of key stakeholders
 - clients, representatives, carers and others
 - staff and volunteers
 - committee and board members
 - advocates
- involves regular monitoring and evaluation of progress

Flinders Shire Council's continuous improvement system reflects a 'plan, do, check, act' model.

4. ROLES AND RESPONSIBILITIES

- Councillors have responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

Continuous improvement in our organisation starts with our Council, is embraced by leadership and all staff and encourages client participation. Management and staff use our quality system to assess, monitor and evaluate all areas of service and client experience. We keep staff and clients informed of our process for

COUNCIL POLICY – Community Care

Quality Management and Continuous Improvement Policy



internal and external complaints and address all issues promptly. We also identify opportunities for improvement and take action to achieve demonstrable outcomes.

Client outcome

"I am confident the organisation is well run. I can partner in improving the delivery of care and services."

Organisation statement

FSC Council is accountable for the delivery of safe and quality care and services.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

Governing body leadership

Flinders Shire Council / Councillors will work with senior staff to:

- foster a positive attitude to quality improvement across the staff team
- implement policy and procedures for quality management that will provide guidance to staff
- identify key indicators for quality for the organisation
- establish documentation and reporting processes that will enable the ongoing tracking of quality improvement

Participation and feedback

Flinders Shire Council will have clear policy and procedures for gathering, recording and responding to complaints and feedback.

Flinders Shire Council's complaints and feedback policies and procedures will ensure that input and feedback is sought from clients, their carers and/or families, the workforce and others. This feedback will be used to inform continuous improvements for individual clients and the broader organisation.

All service users will be made aware of opportunities to provide service feedback at various times throughout their engagement with the service including commencement, service review, monthly newsletter reminders, and client meetings.

Continuous improvement of complaints and feedback management system

Flinders Shire Council will regularly review complaint and feedback policies and procedures to ensure continuous improvement of complaints and feedback management. Flinders Shire Council will seek clients' views on the accessibility of the complaints management system, and use their feedback to implement changes to the system.

Continuous improvement of incident management system

Flinders Shire Council will regularly review incident management policies and procedures to ensure continuous improvement of incident management. Flinders Shire Council will document and review the causes, handling and outcomes of incidents (including 'near misses'), seek clients' and workers' views, and use their feedback to implement changes to the system.

COUNCIL POLICY – Community Care

Quality Management and Continuous Improvement Policy



Page 4 of 4

Monitoring and review

Flinders Shire Council will review quality and safety policies on an three-yearly basis, unless prompted prior. Director of Community Services and Wellbeing will monitor the policy review processes.

Flinders Shire Council will monitor the performance of management to drive continuous improvement in management practices.

Flinders Shire Council will establish the following strategies to identify, action and monitor quality improvement including:

- Review of feedback and complaints data
- Review of incident data
- Agenda item at Community Care Staff meeting on quality and improvement
- Monthly reports to Council
- Client survey and one-on-one meetings with management

Director of Community Services will prepare monthly reports for senior management and Council on quality improvement actions within the organisation.

Continuous quality improvement register

The continuous improvement register is to be used to record all continuous improvement activities and outcomes in one location.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- Quality of Care Principles 2014

9. RELATED DOCUMENTS

- ACQSC guidance materials on Continuous Improvement
- National Safety and Quality Health Service Standard 2: Partnering with Consumers
- All Community Care Policies
- Privacy and Confidentiality Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

COUNCIL POLICY – Community Care

Community Care Financial Management Policy



Page 1 of 4

POLICY TITLE:	Community Care Financial Management Policy
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

Flinders Shire Council is committed to transparent, safe and secure management of its finances, ensuring its financial obligations are addressed, opportunities for fraud or mismanagement are minimised, reporting obligations are met in a timely fashion and there are sufficient resources to support the organisation in working towards its strategic goals.

Flinders Shire Council is committed to honesty, integrity and best practice in all aspects of its financial management processes. The following principles underpin these processes.

- Financial decisions are made within a sound accountability framework, using robust and transparent systems
- Effective financial management enables the organisation to maximise finances available for application to Flinders Shire Council's strategic objectives
- Effective financial management is a priority
- The governing body holds ultimate accountability for the financial management of the organisation, however staff and volunteers are responsible for implementing good financial policy and practices
- All financial management responsibilities and delegations of the governing body, staff and volunteers are clearly defined
- Resources are provided to support good financial management

The outcomes of implementing this policy are as follows.

- Finances are effectively managed and support the organisation in its strategic outcomes
- Accurate, complete and transparent financial records
- All financially related contractual and legislative requirements are met
- Financial risk is minimised

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

- Nil

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

Our organisation commits to transparent and robust financial management based on a sound accountability framework.

Our organisation's prime financial considerations are obtaining value for money and cost effectiveness for our spending. FSC Council invests our finances ethically and soundly to provide for future planning.

Client outcome

"I am confident the organisation is well run. I can partner in improving the delivery of care and services."

Organisation statement

Our organisation's governing body (FSC Council) is accountable for the delivery of safe and quality care and services.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

Through the process below, our organisation demonstrates that clients are confident the organisation is well run and they can partner with us to improve the delivery of care and services.

Council and Management is responsible for ensuring:

- All Councillors have the financial literacy necessary or are supported to understand financial reports and contribute to related governance decisions
- Strategic plans and directions address our need for financial viability and capture any chance to improve our financial position, consistent with our purpose
- An annual budget is formulated, approved, monitored and regularly reviewed with capital expenditure identified separately when required
- The annual business and operational plans reflect FSC Council's financial reporting requirements

Council oversees the financial management and accountability framework which is designed to:

- comply with all relevant legislative requirements
- give stakeholders a clear understanding of our financial position
- manage our resources and funds efficiently and effectively
- meet all government reporting requirements
- create a robust system of compliance and controls management
- develop, review and monitor long-term business strategies
- make satisfactory arrangements for auditing our financial affairs

- approve and monitor budgets including major capital commitments
- take steps to prevent fraud
- comply with Australian Accounting Standards

FSC Council establishes and maintains systems that manage standing orders, policies and procedures, as well as systems of financial control, internal control and performance reporting.

Client Contributions and fees

- On an annual basis, Council reviews the fees and charges for community care services
- Council will implement co-contribution fee requirements as per the requirements of specified program funding guidelines
- In consultation with the client, clients who can afford co-contribution fees will be charged in line with Council Fees and Charges Schedule
- Clients who are unable to afford co-contribution fees may be able to negotiate a fee they are able to afford. Community Care Team Leader has the authority to discuss with clients and negotiate an agreeable fee for services
- Clients to be invoiced on a monthly basis for fees and charges

Handling Client Money

Staff may be requested to handle client money e.g. shopping, social events etc. If a client asks us to handle their money in the course of providing services, Community Care staff will:

- discuss the client's request and determine an appropriate role for their role to support the client in completing the task;
- record the client's request including specific instructions about the task that they would like us to perform and the role of the worker in completing the task;
- Record the method of transaction to be conducted e.g. cash or credit card (Paywave option preferred over providing pin)
- Staff to complete the 'Cash Handling form' and take photo of receipt and completed form and upload to Roster App. Client to receive a copy of the completed Cash Handling Form and receipt for their records.

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Anti-Discrimination Act 1991*
- Privacy Act 1988 - Part III Information Privacy, Division 2 Australian Privacy Principles

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy
- FSC Fraud and Corruption Prevention Policy
- FSC Cost Recovery and Commercial Charges (annual update)
- Relevant Program Guidelines and Contracts (e.g. CHSP, HCP, QCSS, VHC, NDIS)

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number XXXX.

COUNCIL POLICY – Community Care

Community Care Regulatory Compliance Policy



Page 1 of 3

POLICY TITLE:	Community Care Regulatory Compliance
POLICY NUMBER:	##
REVISION NUMBER:	#
TRIM REFERENCE:	SF14/411 - R24/
RESOLUTION NUMBER:	##.##.## or N/A
POLICY TYPE:	Strategic
APPROVING OFFICER:	Council Adoption
DATE OF ADOPTION:	xx July 2024
TIME PERIOD OF REVIEW:	3 Years
DATE OF NEXT REVIEW:	xx July 2027
RESPONSIBLE DEPARTMENT:	Community Care
LINK TO CORPORATE PLAN:	Our Community: Promote health and wellbeing

1. OBJECTIVE

FSC is aware of its obligations to ensure management and staff are aware of and comply with all the regulatory requirements for community care service provision (including aged and disability care)

We provide education to staff at orientation and throughout their time working with us about legislative and regulatory requirements. If there are new regulatory requirements, we hold special sessions to inform staff.

Our organisation provides mandatory training for aspects of our care and services, for example:

- notifiable incidents, such as reportable elder abuse and unexplained absence of clients
- fire safety
- infection control, including hand washing
- manual handling and work health and safety

We inform clients about any changes that could affect their care and services. We also have a system for identifying relevant legislation, regulations and guidelines, and for monitoring compliance with Accreditation Standards.

2. SCOPE

- All staff including volunteers, contractors and students
- Council and key personnel
- Community Care Clients

3. DEFINITIONS

Compliance: The term compliance describes the ability to act according to an order, set of rules or request.

4. ROLES AND RESPONSIBILITIES

- FSC Council has responsibility to ensure the organisation complies with the legal and ethical obligations of this policy in all dealings with staff, clients, community members and other stakeholders
- Management staff must apply this policy in a practical way and incorporate its principles in all other policies and procedures. Managers must positively promote a high standard of behaviour in line with this policy.
- Community Care staff are responsible for the provision of care and support services in line with this policy, which meet the needs of clients

5. POLICY

Policy Commitment

FSC Council has overall corporate responsibility for complying with all relevant legislation, regulations, professional standards and guidelines.

Working with the Council and staff, management have developed effective systems to promote legislative and regulatory compliance.

Client outcome

"I am confident the organisation is well run. I can partner in improving the delivery of care and services."

Organisation statement

FSC Council is accountable for the delivery of safe and quality care and services.

6. COUNCIL EXCEPTIONS

This policy applies only to the provision of Community Care services within the Community Services and Well-being directorate. Where this policy does not apply, reference should be made to the corporate policies and procedures that are intended to apply generically across all service areas of FSC.

7. IMPLEMENTATION

Process Guidance

Through the process below, we demonstrate clients are confident the organisation is well run, and they can partner with us to improve the delivery of care and services while complying with all regulations through the following:

Identify relevant legislation, regulations and guidelines

- Council and Management team provide the resources required to comply with regulatory requirements
- We subscribe to various organisations for current and updated legislation and other regulatory information, for example:
 - Commonwealth and State Government – Aged Care
 - Aged Care Quality and Safety Commission legal, property and corporate compliance organisations
 - Aged & Community Care Providers Association
 - NDIS Quality and Safety Commission

Accountability of Council and Management

- Council ensures client outcomes fundamental to planning for regulatory systems and processes
- Inform all key stakeholders about any relevant change and/or to provide education or training about that change
- Use a system for monitoring compliance e.g. completing criminal record checks, registered or enrolled nurse registration, completing client agreements
- Provide information to stakeholders about changes in regulatory requirements via meetings, newsletters, letters, posters etc
- Inform management and ensure our organisation complies with Aged Care Quality Standards and Aged Care Quality and Safety Commission Rules 2018
- Ensure all policies, processes and practices reflect current regulatory requirements and clients and/or their representative/s and staff are made aware of them
- Keep staff up to date with current legislation that might affect their practice
- Monitor compliance with regulatory requirements
- Comply with all aspects of Aged Care Quality and Safety Commission Rules 2018, including dealing with complaints and informing each client and/or representatives about a site audit
- Ensure the organisation complies with Accountability Principles, (2014), such as providing:
 - information about "unexplained absence of clients" to the Secretary
 - information about "start and cessation of service" to residential and home care
 - all required financial information to the Secretary
- Obtain police certificates and statutory declarations for new staff and volunteers
- Maintain a police certificate register for staff, contractors and volunteers coming into unsupervised contact with clients. This register alerts management when individuals require a new police certificate. Any staff, contractors or volunteers without a current (less than 3 years old) police certificate are not allowed to have unsupervised contact with clients

- Fulfills all requirements to comply in case of “an alleged or suspected reportable assault”

Accountability of staff

- Comply with all regulatory requirements during time working for Council as instructed by management
- Know the regulatory requirements affecting their role and as outlined in Council governance documents
- Ensure they have current registration with their professional board via Australian Health Practitioner Regulation Agency (AHPRA), and comply with professional standards on the AHPRA website (as required)
- Keep their police check and other required registration e.g. drivers’ licence if required current and notify us if there are changes or updates to this

8. RELATED LEGISLATION

- *Aged Care Act 1997*
- *Anti-Discrimination Act 1991*
- *Guardianship and Administration Act 2000* (Qld)
- *Privacy Act 1988* - Part III Information Privacy, Division 2 Australian Privacy Principles
- *Information Privacy Act 2009* (Qld)
- *Work Health and Safety Act 2011* (Qld)
- Australian food safety standards
- Australia’s Anti-discrimination law
- Quality of care amendment (minimising the use of restraint) principles 2019

9. RELATED DOCUMENTS

- All Community Care Policies
- Privacy and Confidentiality Policy

10. ATTACHMENTS

- Nil

11. REVIEW TRIGGER

Community Care policies are to be renewed every three years, or earlier if significant issue or change in legislation affecting this policy occurs.

12. PRIVACY PROVISION

Council respects and protects people’s privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

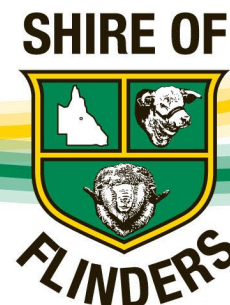
13. APPROVAL

Adopted at the July 2024 Council Meeting - Resolution Number **XXXX**.

AGENDA

24 JULY 2024 – 9:00 AM

McNAMARA BOARDROOM



2.04.06 COMMUNITY GRANT PROGRAM – EVENT STREAM – EVENT SUPPORT

Background – The objectives of the Flinders Shire Council's Community Grants Program – Events/Program Stream, is designed to build relationships with community organisations to provide benefits to the Flinders Shire residents and visitors by ensuring Flinders Shire is a vibrant active community.

This program aims to support community organisations in Flinders Shire by:

- Providing mentoring opportunities to community organisations to strengthen their organisation and develop their future events.
- Promoting community awareness and value of cultural and community events and festivals.
- Enhancing the profile and appeal of the region and attracting new visitors to the region by a diverse events and festivals program.
- Facilitating community interaction and stakeholder relationships with Flinders Shire Council.
- Generating local economic activity and development

As of 01 July 2024, Council have increased the funding available through Event/Program Support from \$1,000 to \$2,500.

Council's recent grant round closed on 12 July 2024. A review of all applications has been completed against the funding guidelines. Below is a summary of all applications received.

Council received six conforming applications as detailed below:

Organisation	Sporting Event	Amount Requested
Flinders Classic Challenge and Campdraft Association Inc.	Flinders Classic Challenge and Campdraft.	\$2500.00
Hughenden Golf Club Inc.	Hughenden Golf Club Open Championships	\$2500.00
Hughenden Campdrafters Association Inc.	Hughenden Campdraft	\$2500.00
Hughenden Bowls Club Inc.	Flinders Invitational Triples	\$2500.00
St Francis School, Hughenden	St Francis Catholic School and Sacred Heart Parish Fete	\$2500.00
Stamford Race Club Inc.	Stamford Races	\$2500.00

Officer's Recommendation – That Council approve the six abovementioned sponsorship requests totalling \$15,000.00.

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.04.07 HUGHENDEN HEALTH AUXILIARY - FEE WAIVER REQUEST

Background – Council received a letter from the Hughenden Health Auxiliary on 1 July 2024 requesting a Council donation to waiver fees of hiring equipment required for the Christmas in July event on Saturday 13 July 2024. The total value of the donation request is \$420 for the equipment plus delivery and pick up costs.

Council's Community Grant's policy requires organisations to be incorporated to be eligible for funding under this program. The Hughenden Health Auxiliary would be ineligible for funding due to not being incorporated.

Council has discussed alternative options for accessing Council's Community Grants program with the Hughenden Auxiliary, including option for application to be submitted by charity Brighter Lives, on behalf of the Auxiliary. However, this is not possible at this time.

Officer's Recommendation – That Council provide an exemption for the requirements for incorporation in this instance and approve the Hughenden Health Auxiliary's request for donation of \$500 funding through the Quick Response Donations program, subject to application being submitted via SmartyGrants.

FILE NO: _____

DOC NO: _____

RETENTION: _____

Hughenden Health Auxillary
P.o.Box 12
Hughenden 4821, Qld.
28th June, 2024.



Townsville
Hospital and Health Service

Flinders Shire Council
Brodie Street
Hughenden, 4821, Qld.

Dear Council,
Please find attached Equipment Hire Agreement for chairs & tables for our upcoming Christmas in July Fair to be held Saturday 13th July, 2024 in the hospital grounds.

I am written to ask if the council could either waive the drop off & pick up fees or provide a discounted rate for this service.

As we are not an incorporated association we are unable to apply for a donation or event funding from council.

Thanking you
Jo Dighton *J. DIGHTON*
Member of Hughenden Health Aux.

Mobile 0447143870
Email jodighton@icloud.com
Work: jo.dighton@health.qld.gov.au

Townsville Hospital & Health Service
Rural Hospitals Service Group
Hughenden Multipurpose Health Service
P.O. Box 228
Hughenden Qld 4821
Phone: 0747412800

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



2.04.08 KENNEDY ENERGY PARK - COMMUNITY BENEFIT FUND

Background - Flinders Shire Council has been working with Kennedy Energy Park Pty Ltd on the establishment of a Community Benefit Fund. This fund will be available to community groups in the Shire and will provide a pool of \$250,000 in funding across 5 years. The fund aims to support applications for community projects with an emphasis on capacity-building within the community and focus on the following areas:

- Health and wellbeing
- Liveability
- Economic development and tourism
- Environmental initiatives
- Renewable energy/recycling

Council will provide administrative support and management of the grant program. The Community Benefit Fund Draft Agreement provides details on the grant guidelines and eligibility criteria, funding allocation by year and assessment and approval process.

Officer's Recommendation - That Council authorise the Chief Executive Officer to sign the Community Benefit Fund Agreement and enter into an agreement with the Kennedy Energy Park Pty. Ltd. for the administration of the Community Benefit Fund.

Community Benefit Fund Agreement

Dated [XX] 2024

Flinders Shire Council

AND

Kennedy Energy Park Pty Ltd

**Kennedy Energy Park Community Benefits Program
AGREEMENT**

THIS AGREEMENT is dated the [XX] 2024

BETWEEN

Flinders Shire Council (the **Council**) having its office at 34 Gray Street, Hughenden, QLD 4821;

AND

Kennedy Energy Park Pty Ltd (the **Company**) having its office at Level 4, 60 Marcus Clarke Street, Canberra City, ACT 2600;

BACKGROUND

- A. The Company has developed, constructed and is operating a 12 turbine wind farm, 55,000 solar panel solar farm and 2MW/4MWh battery storage facility near Hughenden, Queensland, known as Kennedy Energy Park (**KEP**);
- B. The Company has agreed to make Funds available to the Council for the benefit of those residing within the Area of Benefit on the terms hereinafter mentioned.

NOW IT IS HEREBY AGREED AND DECLARED as follows:

1. Definitions

In this Agreement the following expression shall have the following respective meanings, unless the context otherwise requires:

- 1.1. "Acceptable Project Applicant" means an incorporated, not-for-profit, or government organisation providing services based within the Area of Benefit that meet the additional requirements outlined in Appendix A.
- 1.2. "Annual Grant Application and Award Process" means the process facilitated by the Council to assess and award Funds to Projects as per the Funding Guidelines
- 1.3. "Area of Benefit" means the Flinders Shire Council area.
- 1.4. "Funds" means the fifty thousand dollars (\$50,000) per annum starting in 2024 for a period of 5 years and excludes CPI escalation (meaning an absolute maximum of two hundred and fifty thousand dollars (\$250,000)).

Table 1: Funds available including administration fees for 5 Year Period

Year	Administration Fee	Grant Allocated	Total Cost
2024	\$10,000.00	\$40,000.00	\$50,000.00
2025	\$5,000.00	\$45,000.00	\$50,000.00
2026	\$5,000.00	\$45,000.00	\$50,000.00
2027	\$5,000.00	\$45,000.00	\$50,000.00
2028	\$5,000.00	\$45,000.00	\$50,000.00
Total	\$30,000.00	\$220,000.00	\$250,000.00

- 1.5. "Ineligible Projects" means Projects that are deemed by the Company to not meet the requirements for a Project including additional requirements outlined in Appendix A.
- 1.6. "Project(s)" means any project or event of an Acceptable Project Applicant that can show a demonstrable benefit to those residing within the Area of Benefit that meet the additional requirements outlined in Appendix A.
- 1.7. "Report" means the document provided to the Company from the Council outlining details of the Projects awarded and the resulting outcomes.
- 1.8. "Authorised KEP Representative" The Kennedy Energy Park Pty Ltd Board may appoint for a term, an Authorised KEP Representative to act on behalf of the Board for all aspects of this agreement and may at any time substitute the person appointed as the Authorised KEP Representative or appoint an additional representative.
- 1.9. "Council Representative" Council will appoint a Council Representative with the authority of the Council with all aspects of this agreement. The Council shall inform the Authorised KEP Representative of any replacement or changes to the Council Representative nominated.
- 1.10. Unless the Agreement otherwise requires the singular includes the plural and the masculine includes the feminine and vice versa.
- 1.11. Clause headings are for reference only and shall not be taken into consideration in interpretation.
- 1.12. All references to monetary amounts are to Australian dollars.

2. Kennedy Energy Park Pty Ltd Agreement

- 2.1. The Company agrees to make available the Funds to the Council by way of a maximum of two annual payments as outlined in Table 1 and shall not exceed the maximum Funds per annum as stated in Table 1.
- 2.2. In the event that the Company disposes of KEP, it shall use its reasonable endeavours to ensure that the proposed purchaser assumes the responsibilities of the Company as set out in this Agreement.
- 2.3. If at any time the Company suffers an event of force majeure (meaning an event which is beyond the reasonable control of the Company) or any other disruption at, or in respect of, KEP, the Company retains the right to suspend payment of the Funds.
- 2.4. The Company, acting reasonably, may terminate this Agreement for any reason upon giving thirty (30) days' prior written notice to the Council. Upon termination, all of the Company's obligations under this Agreement, including any requirement to pay any Funds, cease to apply.

- 2.5. The Company may extend this Agreement for any length of period, at any time, giving thirty (30) days' prior written notice to the Council.

3. Flinders Shire Council Agreement

The Council agrees with the Company:

- 3.1. to provide recommendations to the Company, acknowledging the Company is required to approve all Projects prior to award. The Authorised KEP Representative will approve recommended projects.
- 3.2. to award Funds to successful Projects in a timely manner;
- 3.3. to invoice the Company for the total of the awarded applications by means of a valid Tax invoice (in a form acceptable to the Company) upon award of the Funds;
- 3.4. to only award Funds to Projects to Acceptable Project Applicants for Projects within the Area of Benefit that meet the additional requirements outlined in Appendix A; and
- 3.5. undertake all correspondence and publicity concerning the Funds in the name of the Kennedy Energy Park Community Benefits Program.

4. Grant Application and Award Process

The Funds will be awarded as the KEP Community Grants Program, as follows:

- 4.1. The Council will administer the Annual Grant Application and Award Process which is held twice a year.
- 4.2. The Council will assess applications and send recommendations to the Company for approval.
- 4.3. The Company will have the final say and final decision-making rights on all aspects of the award of Funds to Projects and in respect of whether an applicant is an Acceptable Project Applicant who complies with the requirements set out in Appendix A. The Authorised KEP Representative shall review and approve Projects.
- 4.4. The Council will send the Company a tax invoice for the amount of the awarded Funds.
- 4.5. For the avoidance of doubt, the tax invoice in any year cannot exceed the maximum Funds per annum as stated in Table 1, being a maximum of \$50,000.00 in any year.
- 4.6. For the avoidance of doubt, the Council will not invoice the Company and the Company will not be required to pay any Funds to the Council where the Company does not consider there are any acceptable Projects and/or Acceptable Project Applicants.
- 4.7. The Company will pay a properly issued tax invoice within 30 days after receipt provided the Council has complied with the terms of this Agreement.
- 4.8. The Council shall provide a Report within 60 days of payment of the Funds, at minimum on an annual basis. The Report shall detail the following:
 - 4.8.1. the breakdown of the Funds allocated to Projects within the Area of Benefit;
 - 4.8.2. detail in full the applications, nature of the Projects, amount of funding provided, and outcomes of the Projects allocated within the previous calendar year; and
 - 4.8.3. updates on Projects which have received funding in previous years.
- 4.9. If the Company reasonably considers that the Council has breached this Agreement, engaged in fraud or misconduct in relation to this Agreement or if the Council has awarded Funds to Projects which the Company has not approved, then all Funds which the Company has paid to the Council (other than those already provided to Projects approved by the Company) will immediately become a debt due and immediately payable by the Council to the Company.

5. Provisos and Declarations

- 5.1. The Council hereby acknowledges and declares that the Funds are not to be construed in any way as being compensation for the operation and/or existence of KEP. Any reference to the Funds shall at all times be as a "contribution to local / community activities".
- 5.2. The Council will publicly acknowledge and actively advertise that the Funds have been donated by the Company in connection with KEP.
- 5.3. Nothing in this Agreement shall construe a right of security by the Council over KEP or any other asset of the Company in the event of default of payment of the Funds by the Company to the Council.
- 5.4. The Council shall indemnify and keep indemnified the Company against any and all liability, loss, damage, costs, legal costs, professional and other expenses of any nature whatsoever incurred or suffered by the Company arising out of any dispute, proceedings, claim, suit or other action brought against the Company by any third party as a result of or in any way connected with acts or omissions of the Council in relation to the performance or breach of this Agreement.
- 5.5. Subject to all applicable laws, the Company excludes any liability to the Council and Council Members, whether in contract, tort (including negligence) or otherwise, for any direct, special, indirect, or consequential loss arising under or in connection with this Agreement, including any:
 - 5.5.1. loss of profits;
 - 5.5.2. loss of production;
 - 5.5.3. loss of agreements or contracts;
 - 5.5.4. loss of or damage to goodwill;
 - 5.5.5. loss of reputation; or
 - 5.5.6. loss of use or corruption of software, data or information.
- 5.6. Nothing in this Agreement shall constitute a partnership, joint venture, or contract of employment and neither party shall act or hold itself out as acting on behalf of the other.
- 5.7. The Council has the right to publish the awarded projects after receipt of the Funds invoiced.
- 5.8. This Agreement constitutes the entire agreement of the parties with respect to the subject matter of this Agreement and supersedes all prior agreements and arrangements whether written or oral between the parties with respect to the subject matter of this Agreement and may not be changed or modified except by a separate written agreement signed by both parties.
- 5.9. This Agreement shall be governed by and construed in accordance with the laws of the State of Queensland.
- 5.10. The effective commencement date of the obligations under this Agreement shall be deemed to be the date of execution of this Agreement by all parties.
- 5.11. A notice shall be sufficiently served if:
 - 5.11.1. it is addressed to the Company and posted to the address given at the commencement of this Agreement; or
 - 5.11.2. to the Council, it is left at or posted to the address given at the commencement of this Agreement.

Notices which are posted shall be deemed to have been received on the second day after posting.

Signing Page

Executed as an agreement.

EXECUTED on behalf of Flinders Shire Council
on **[Insert date]** by its duly authorised officer
in the presence of:

Signature of Authorised Officer

Signature of Witness

Name of Authorised Officer

Name of Witness

EXECUTED by a duly representative of
Kennedy Energy Park Pty Ltd in accordance
with S126 of the Corporations Act:

Signature of Authorised Representative

Name of Authorised Representative

Appendix A: Grant Guidelines

A1. Acceptable Project Applicant

- Must be a registered charity with the Australian Charities and not-for-profits Commission or a government organisation providing services based within the Area of Benefit;
- Must have had a local operational presence for at least one year.
- Excludes religious organisations for purposes exclusive to one religious' faith, political organisations, businesses or individuals.

A2. Projects

- Acceptable Projects include any project or event of an Acceptable Project Applicant that can show a demonstrable benefit to those residing within the Area of Benefit.
- Applications for community projects and events are encouraged – particularly projects with an emphasis on capacity-building within the community, including in the areas of:
 - ✓ Health and wellbeing
 - ✓ Liveability
 - ✓ Economic development and tourism
 - ✓ Environmental initiatives
 - ✓ Renewable energy/recycling
- Projects must be open to all community members and must contribute to the social wellbeing or development of the community.
- Exclude travel costs (such as for sporting teams), third-party fundraising, and ongoing or retrospective costs (such as salaries).

A3. Ineligible Projects

- Are Projects that do not meet the criteria to be classified as a Project.
- Deemed by the Company to be for the furtherance of political or religious objectives.
- Deemed by the Company to be averse to the interests of KEP.
- Deemed by the Company to have an affiliation with KEP.
- Deemed by the Company to be contrary to the principles of sustainable development or sustainable energy generation.
- Deemed by the Company to support individuals who have not made applications as part of a wider group or organisation or whose project will not have the capacity to benefit the wider community.

AGENDA
24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



3. CLOSED BUSINESS

That Council close the meeting to the public at under section 254J Local Government Regulations 2012.

3.01 CHIEF EXECUTIVE OFFICER

3.01.01 HOLLIMANS PTY LTD

Background – Discussion on contract arrangements. Confidential report not for public dissemination. Report to be discussed at meeting.

Officer's Recommendation – For Council discussion.

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



4. INFORMATION PAPERS

Chief Executive Officer

- Rural Lands Report
- Safety Systems Report

Director of Corporate and Financial Services

- Governance Report

Director of Engineering

- Senior Civil Works Coordinator Report
- Operational Works Coordinator Report
- Fleet Services Report

Director of Community Services and Wellbeing

- Community Development Report
- Library Report
- Tourism Report
- Community Care Report

FLINDERS SHIRE COUNCIL
Report - July 2024

RURAL LANDS

WILD DOG CONTROL:

Trapper - Wild Dog Scalps for the Month of June 2024:

Trappers	Number of scalps	Location where dogs trapped. (Property Names)
Trapper 1	8	<ul style="list-style-type: none"> - Zara - Etna - Redcliff - Mokana
Trapper 2	11	<ul style="list-style-type: none"> - Hughenden Station - Mt Devlin - Wilfred - Clothes Peg - Gregory Springs
Trapper 3	N/A	
Public	3	<ul style="list-style-type: none"> - Delbessie Station - Torver Valley

Wild Dog Control - Wild Dog Scalps for the Month of June 2024:

Number of scalps for current month (Public and Trappers)	Cost for Current month	Running Total: Number of Scalps for Current year
22	\$3,950.00	228

Saleyards - Numbers - Month of June 2024:

Description	April 24	May 24	June 24
Dip Totals (Head of Cattle)	6956	10586	8964
Weigh Totals (Hd of Cattle)	2480	591	N/A
Yard Totals (Head of Cattle)	10944	10987	12043
Train loading	2863	2411	3933
NLIS Scanning	377	N/A	N/A

Request to appoint Flinders Shire Council as Trustee of Lot 5 on CM78
For Council discussion



FLINDERS SHIRE COUNCIL
Report - July 2024

Auctioning of council reserves

Flinders Shire Council had a successful auction which was held at the Prairie Hall on the 27th June.

STAMFORD RESERVE - 330 HEAD	<u>\$7.50 per head per week</u> excluding GST
PRAIRIE AERODROME RESERVE - 32 head	<u>\$7.00 per head per week</u> excluding GST
PRAIRIE CEMETERY RESERVE - 45 head	<u>\$6.70 per head per week</u> excluding GST
TORRENS CREEK - 100 head	<u>\$3.50 per head per week</u> excluding GST

Flinders shire council also successfully tendered off 3 out of our 4 reserves.

2 MILE - 3 HORSES ONLY	this reserve did not get any EOI - we are planning on re advertising the 2 Mile Reserve in the coming weeks.
15 MILE - 120 head of dry cattle only	<u>\$8.75 per head per week</u> including GST
AERODROME PADDOCK C - horses allowed only, 10 head	<u>\$10.00 per head per week</u> including GST
AERODROME PADDOCK D - horses allowed only, 7 head	<u>\$5.50 per head per week</u> including GST

Reserves/commons	2021-2023	2024 -
2 mile	\$8.00ph/pw	-
15 Mile	\$6.50ph/pw	\$8.75 ph/pw
Aerodrome Paddock C	\$6.60ph/pw	\$10.00 ph/pw
Aerodrome Paddock D	\$5.50ph/pw	\$5.50 ph/pw
Prairie Aerodrome R	\$5.00ph/pw	\$7.00 ph/pw
Stamford Reserve	\$6.80ph/pw	\$7.50ph/pw
Prairie Cemetery R	\$6.33ph/pw	\$6.70ph/pw
Torrens Creek	\$4.00 ph/pw	\$3.50ph/pw

Bill Paine -
Rural Lands Coordinator

WORKPLACE HEALTH AND SAFETY

Our Governance – We will work as a team and act with pride, accountability, transparency, and integrity to deliver services to our residents.

GENERAL REPORT

I present my report to Council for the period 1st June 2024 to 1st July 2024.

Please refer to the summary below.

SAFETY STATISTICS	MONTHLY TOTAL	OVERALL TOTAL
1. Community care client incident reports	6	64
2. Council personnel incident reports	5	37
3. Contractor personal incident reports	0	1
4. Contractor plant incident reports	0	0
5. Public personal incident reports	1	2
6. Public vehicle incident reports	0	0
7. Lost time incidents	0	6
8. Notifiable incidents	0	2
9. Reported Near Misses	0	7
10. Total Number of Incidents	119	
11. Days lost due to injury	18	160
12. Council inductions	2	39
13. Contractor/Work Experience inductions	0	32
14. FSCSMS document / procedures reviewed	0	18
15. Council procedures developed	1	6
16. Council policies reviewed / renewed	1	9
17. Completed hazard inspections	5	47
18. Jobsites / projects visited	5	54
19. Drug and Alcohol Tests conducted	0	10
20. Personal Risk Assessments completed	96	361
21. Take 5's completed	0	261

Summary:

1-10. As Per Attached Graphs.

12. Project Manager x1, Community Care x1.

17. Road Construction Crew No 1, Works Depot Workshop, Road Construction Crew No 2, Concrete Crew, RMPC, Hughenden Airport.

18. Concrete Crew **x1**, Road Construction Crew No 1 **x1**, Road Construction No 2 **x1**, Community Assets **x1** (Plumbers), Community Assets **x1** (Carpenters).

20. 96 Personal Risk Assessments completed for the Month by FSC Employees.

21. No Take 5's Issued due to SSM being on Annual Leave

General Information:

1. LGW Self Insurer Audit competed.

2. My Health for Life Program scheduled for FSC Employees next month.

3. 10,000 Steps Program scheduled for FSC Employees to start next month.

TAKE 5's SUMMARY

Executive: **0/1**, Human Resources: **0/3**, Rural Lands: **0/2**, Financial Control: **0/5**, Systems Support: **0/2**, Governance & Business Services: **0/4**, Tourism & Economic Development: **0/5**, Assets Management: **0/3**, Community Development & Engagement/Sport, Rec & Wellbeing: **0/4**, Community Care: **0/10**, Engineering - Project Management: **0/3**, Roads & Infrastructure: **0/36**, Open Spaces & Community Assets: **0/25**,

PERSONAL RISK ASSESSMENT SUMMARY

FSC Office Staff - **0**

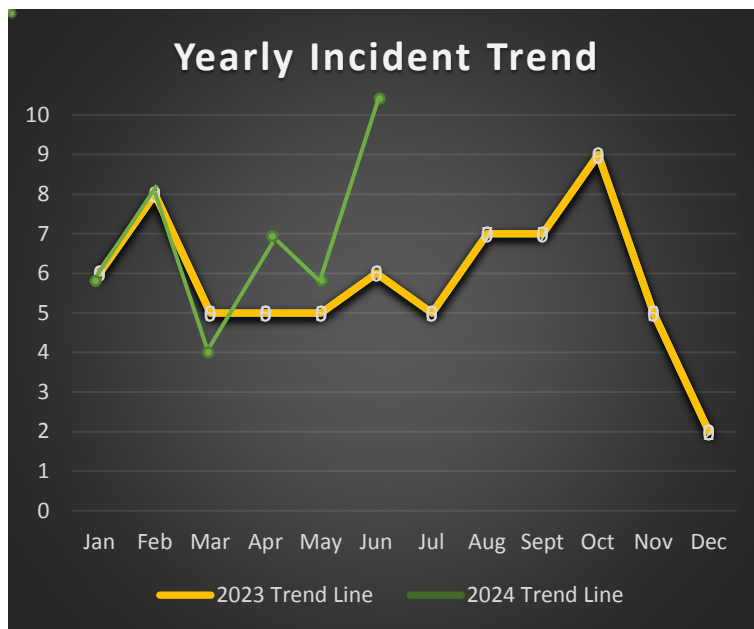
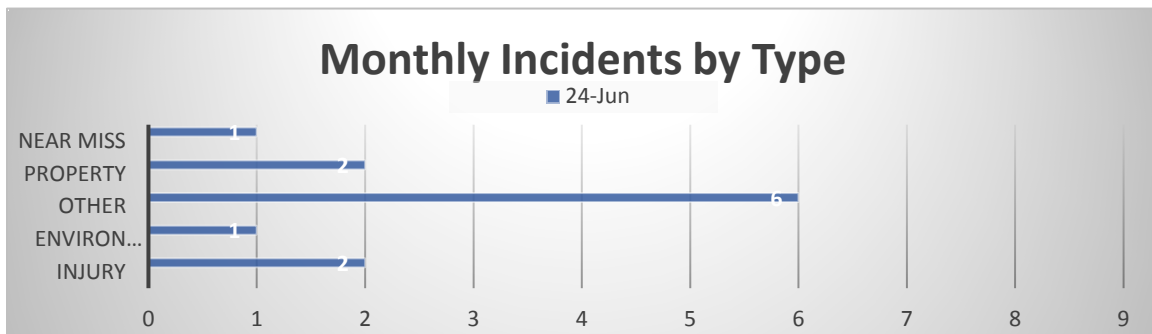
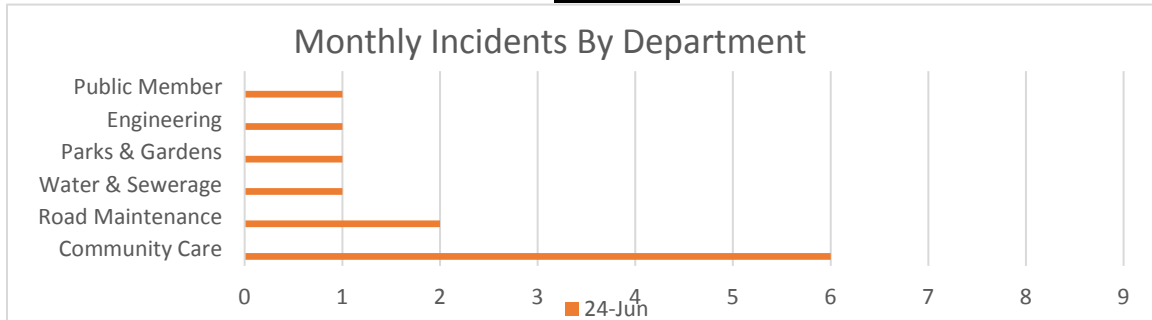
FSC Community Care - **0**

FSC Roads & Infrastructure - **38**

FSC Open Spaces & Community Assets - **16**

FSC Assets Management – **42**

GRAPHS



REPORT PROVIDED BY
Ash Byers
SAFETY SYSTEMS MANAGER

GOVERNANCE

OUR GOVERNANCE – WE WILL WORK AS A TEAM AND ACT WITH PRIDE, ACCOUNTABILITY, TRANSPARENCY AND INTEGRITY TO DELIVER SERVICES TO OUR RESIDENTS.

BEST PRACTICE GOVERNANCE

Council Policies

Policies Developed

- COVID-19 Response Policy –Administrative Policy approved by Interim CEO

General

- Policy suite being assessed for priority review

Enterprise Risk Management

- Workshops regarding higher level Operational and Strategic Risk Registers to be scheduled with elected members and Executive Management Team

Training

Overview

- Councillor Induction training to be conducted by PEAK Training on 30 and 31 July 2024
- First Aid and CPR training to be conducted August 2024
- Currently investigating use of on-line training platforms to more efficiently and effectively deliver training, particularly safety training. We are looking at reducing costs associated with travel for trainers if the training can be appropriately and legally provided on-line.

Ongoing Matters

- Local Laws Review – Current Local Laws are outdated with the most recent approved in 2015, and some are dated back to 1995. Workshop conducted with Councillors on 3 July 2024 by Preston Law.
- Draft Local Laws to be developed with further input from Councillors prior to community consultation process to allow community input to the final version.

Dennis McLeod
Governance Manager

SENIOR CIVIL WORKS CO-ORDINATOR REPORT - JUNE 2024

Update on Work Crews:-

Road Construction 1 Crew:	Completed on REPA and Rehab works on Hughenden to Charters Towers Road - 14B Started the RTR/TIDS works on Old Richmond Road
Road Construction 2 Crew:	Completed on TIDS works on the Hughenden to Muttaborra Road - 5701 Started the Morell Street construction works in the Industrial block
Concrete Crew:	Completed the kerbing works at the Rest Area on the Kennedy Development Road - 99B Started the RTR floodway works on the Dalkeith Road

Maintenance Crew and RMPC Crew:

Road Name	Repair Signs	Repair and Replace Guide Markers	Pothole Patching	Tractor Slashing	Heavy Formation Grading Works	Medium Formation Grading Works	Accessibility Grading Works	Formation Resheeting
14B – Hughenden to Charters Towers Road	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14C – Hughenden to Richmond Road	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
99B – Hughenden to Lynd Road	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
99C – Hughenden to Winton Road	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5701 – Hughenden to Muttaborra Road	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5703 – Torrens Creek to Aramac Road	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Shire Roads Maintenance - Rural Roads

Shire Road Maintenance - Accessibility Grading Works on the below road:-

Waverley Road
Old Muttaborra Road

ASSET MANAGEMENT - PARKS AND GARDENS

Maintenance Item	Location
Street Maintenance	Street Sweeper operated Tuesdays and Thursdays. Trees in Mowbray Street removed for the new footpath
Parks and Open Space	Town entrances slashed, mowed and whippersnipped, irrigated parks mowed and snipped twice Council vacant land continues to be slashed
Irrigation systems	Irrigation leaks and broken sprays fixed Robert Gray Park, Eco Walk, Driver Reviver, Lawn Cemetery, STP Park and River Banks. Irrigation timers replaced at Uhr Street frontage and Eco Walk
Lake Area	Mowed and whippersnipped as required. All leaking boxes marked at the lake. Town and lake toilets cleaned Monday to Saturday
Showgrounds & Football Field	Mowed and whippersnipped as required
HCA	Mowed, whippersnipped and hedged
Misc	Marathon toilets and rubbish collected Monday and Thursday, Mount walker toilets and BBQS cleaned Monday and Friday and Stamford rubbish collected Tuesdays
General Maintenance:	Damaged town street signs have been replaced

ASSET MANAGEMENT - WATER AND SEWERAGE

Operations and Maintenance Plan														
Reactive Maintenance Undertaken Hughenden	Description	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23	Aug-23	Jul-23	
	Water Main	3	4	5	5	2	2		2	1	2	2	2	
	Planned	1	3	2	2	1	1		1	1	1	4	1	
	Water	3	2	0	3	2	0		3	4	4	2	5	
	Unplanned	2	3	3	4	7	2		5	7	3	5	5	
	Sewer	0	0	0	1	1	1		0	0	2	0	0	
	House Drain	0	0	0	0	1	0		0	0	0	0	0	
	Septics	0	2	0	0	0	0		1	2	1	1	2	
Reactive Maintenance Undertaken Prairie	Description	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23			
	Water Main	1	1	1	2	0	1		0	1	1			
	Planned	1	0	0	2	0	0		0	0	0			
	Water	2	0	0	0	2	0		0	0	0			
	Unplanned	0	0	0	0	0	0		0	1	0			
	House Drain	0	0	0	0	0	0		0	0	0			
	Septics	0	0	0	0	0	0		0	1	1			
Reactive Maintenance Undertaken Torrens Creek	Description	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23			
	Water Main	0	0	0	0	0	0		0					
	Planned	0	0	0	0	0	0		0					
	Water	0	0	0	0	0	0		0					
	Unplanned	0	0	0	0	1	0		0					
	House Drain	0	0	0	0	0	0		0					
	Septics	0	0	0	0	0	0		0					
Reactive Maintenance Undertaken Stamford	Description	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23			
	Water Main	0	0	0	0	0	0		0					
	Planned	0	0	0	0	0	0		0					
	Water	0	0	0	0	0	0		0					
	Unplanned	0	0	0	0	0	0		0					
	House Drain	0	0	0	0	2	0		0					
	Septics	0	0	0	0	2	0		0					

Scheduled Maintenance Undertaken													
Water Consumption (Bore Readings)	Bore No.	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23	Aug-23	Jul-23
	2	1649	513	162	8463	5016	6424		2,624	3,488	2,357	7,079	1,378
	5	9880	9915	9741	8702	9126	5852		5,852	4,666	2,300	9,878	9,955
	7	0	2	33	3263	5261	6610		6,610	11,325	3,839	0	9,610
	8	9893	22358	23480	13996	25958	27989		30,280				
	9	9893	9806	9722	9990	171	1158		1,159	9,907	9,909	9,684	750
	Prairie	5487	4258	6748	4707	2485	5160		2,952	3,511	3,425	2,862	809
	Torrens Creek	3652	2731	3251	2946	565	1334		2,649	3,508	2,869	1,759	2,809
	Stamford	1255	1114	1251	1300	1202	1189		942	946	969	481	229
Scheduled Maintenance Undertaken		Still hand dosing STP due to magfo and this is working well. We have the hypo plant for Hughenden water working again now as well											
	Description	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23	Aug-23	Jul-23
	WTP Hypo	55.59	144.8	1403.75	1438	1375.82	1438			1,302	1,093	1301	159.99
	FH Standpipe 1	N/A	N/A	N/A	N/A		N/A			12	18	22	27
	FH Standpipe 2	N/A	N/A	N/A	N/A		N/A			0	0	0	0
	FH Standpipe 3	N/A	N/A	N/A	N/A		N/A			3	19	29	34
	FH Standpipe 4	N/A	N/A	N/A	N/A		N/A			0	0	0	0
	FH Standpipe 5	N/A	N/A	N/A	N/A		N/A			8	20	35	34
	FH Standpipe 6	N/A	N/A	N/A	N/A		N/A			0	31	83	31
Sewerage Treatment Plant	Description	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23	Aug-23	Jul-23
	Sewerage	13581	15374	12441	17866	12544	15840		13,019	14,527	11,895	13,981	11,165
	Lagoon	11422	13966	11521	12890	10218	10218		12,225	13,241	10,225	11,482	9,916
	STP Alum	17.6	0	0.29	0.84	1043	1043		1,037	1,065	921	465	710
	STP Hypo	0	0	839	1590	764.83	326		553	756	844	713	970
	STP Sugar	499	636.88	561	719	565	652		471	531	544	606	559
BUILDING SUPERVISOR'S REPORT													
Building	Works in Progress / Completed												
HCA	Repairs and maintenance												
10 Abbott Street (Employee Residence)	Finalise repairs												
Caravan Park	Maintenance works												
33 McLay Street (Employee Residence)	Preparing for painting and repairs												
Brodie Street Upgrade	Carter Sheds to complete the shelters. Carpentars have installed the bins and bench seating.												
Showgrounds	Maintenance works for the campdraft, repairs to Wool Pavillion and set up power												
Workers Accommodation	Install shaving cabinets to eight units												
Misc.													

FLEET MANAGER REPORT – JUNE 2024

Safety:

Workshop Incidents: – 0

Safety Talks and Procedures:

- Fire Safety
- Procedure – Work related injury.
- Hierarchy of controls
- Common Causes of workplace injuries
- Oil sampling – Do's and Don'ts
- Environmental Safety/procedures

(Discussed during Prestart meetings)

Prestart Meetings: Every Day 6:00am to 6:15am

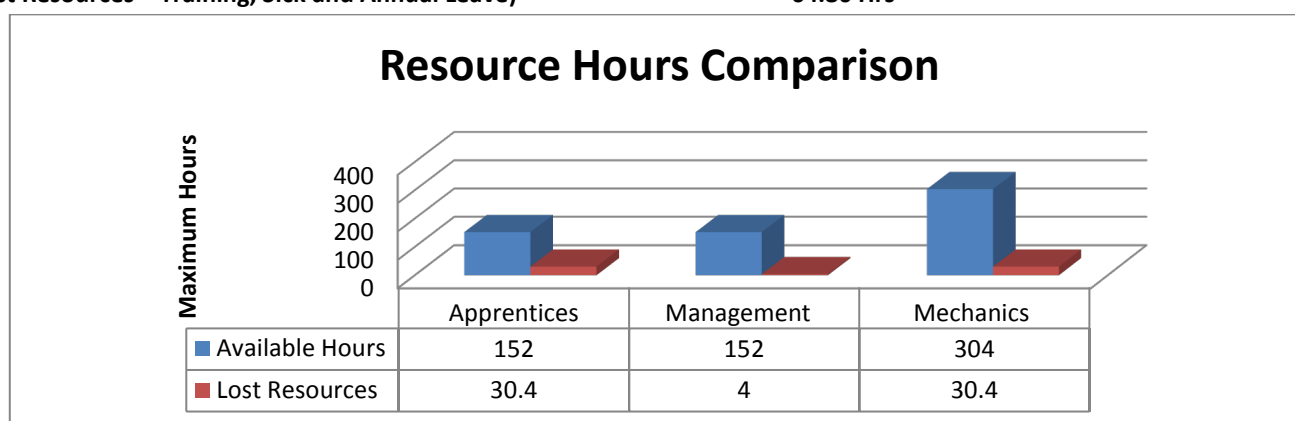
Available Hours in Month

(Maximum)

608.00 Hrs

(Lost Resources – Training, Sick and Annual Leave)

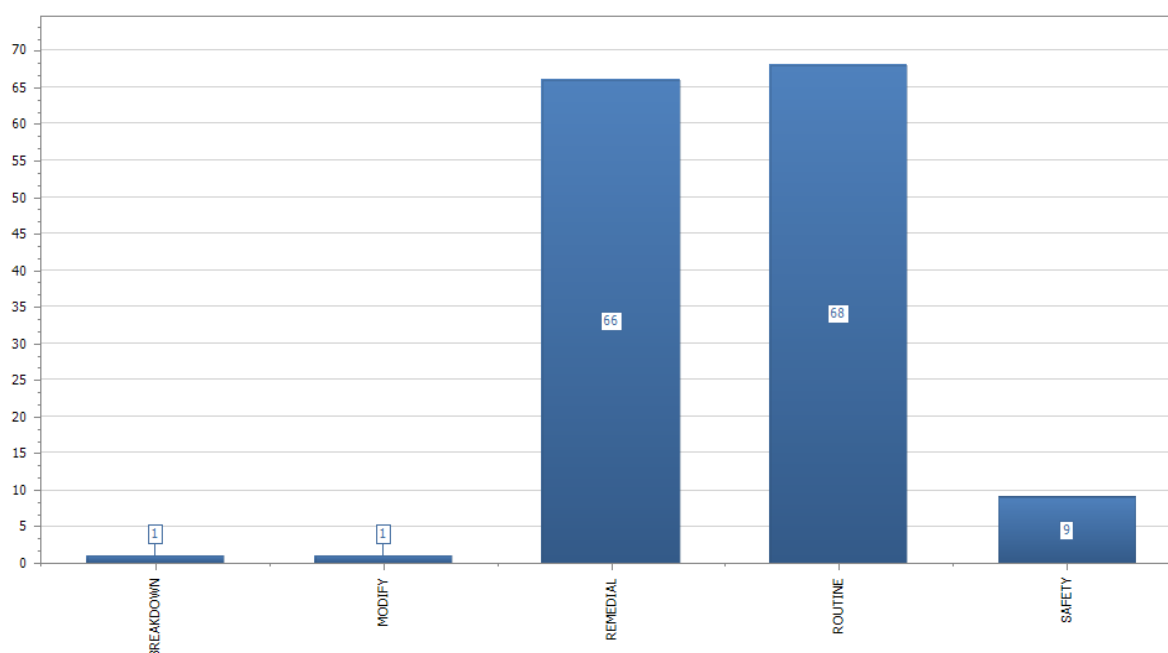
64.80 Hrs

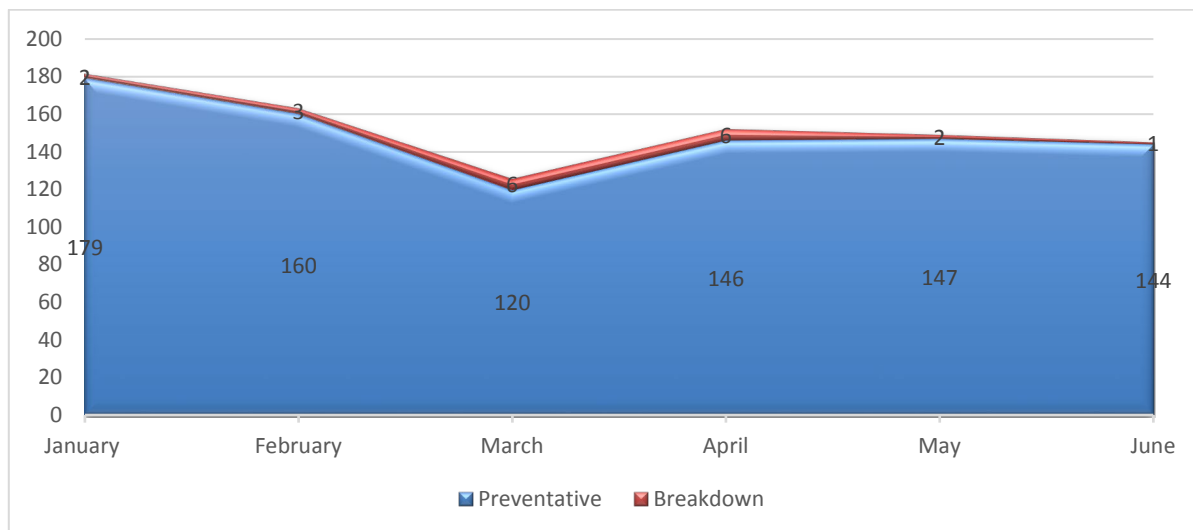


Notes - Advertising for Mechanic's and Leading Hand Roles. – Ongoing

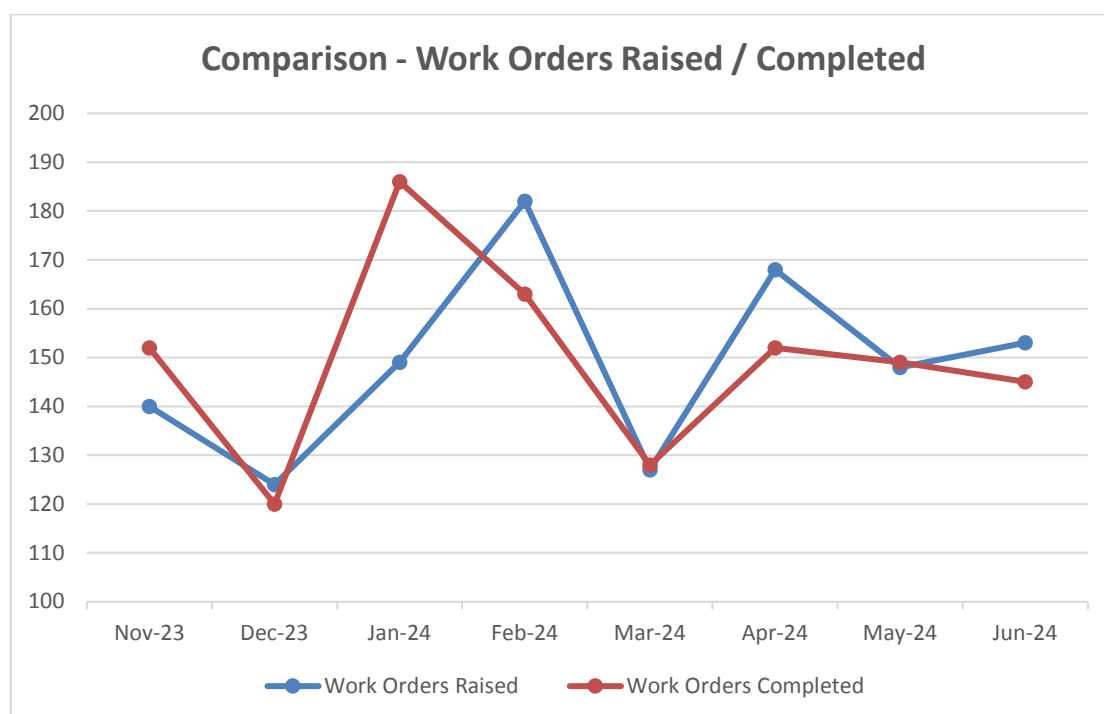
Summary of Work Types through the Workshop for the Month of June

Completed Work Order Count by Job Type





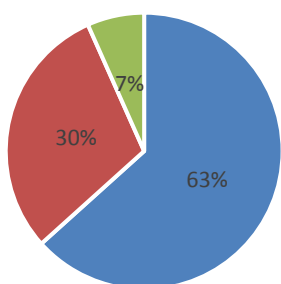
- Current Open Work Orders – 45



Notes, Major Work & Expenses

- Regular services are still consistent and on-time.
- Unit 1176 – CAT Grader – Air Compressor Replacement - Compressor and slide parts – 5K Costs
- Unit 1056 – Mack Truck – Major Air valves, Brakes & Hoses repairs – 4K Costs
- Unit 1354 – Isuzu Job Truck – Clutch, flywheel and brakes overhaul – 7.5K Costs.
- Trailer Combination's 813, 812, 828, 814, 815 – Overhaul running gear – 2.6K each unit

Oil Analysis June 2024

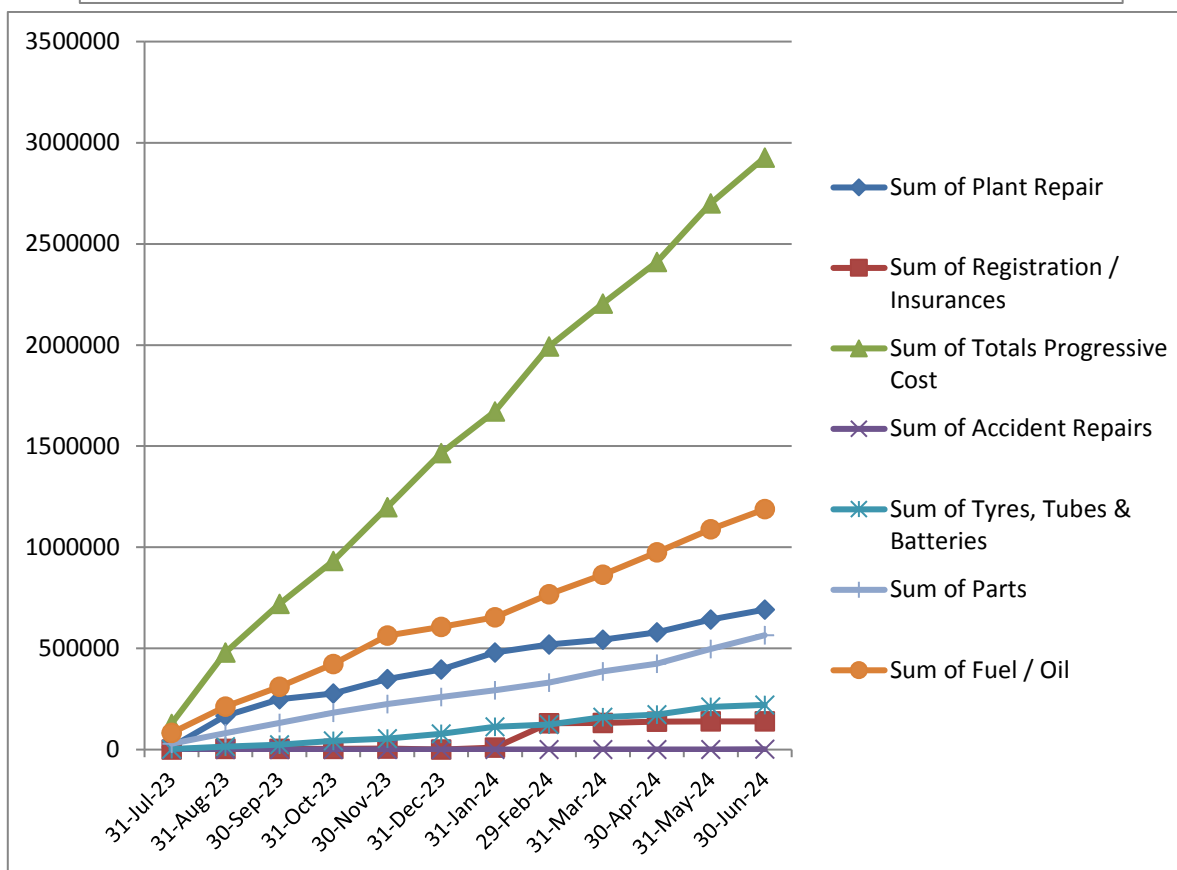
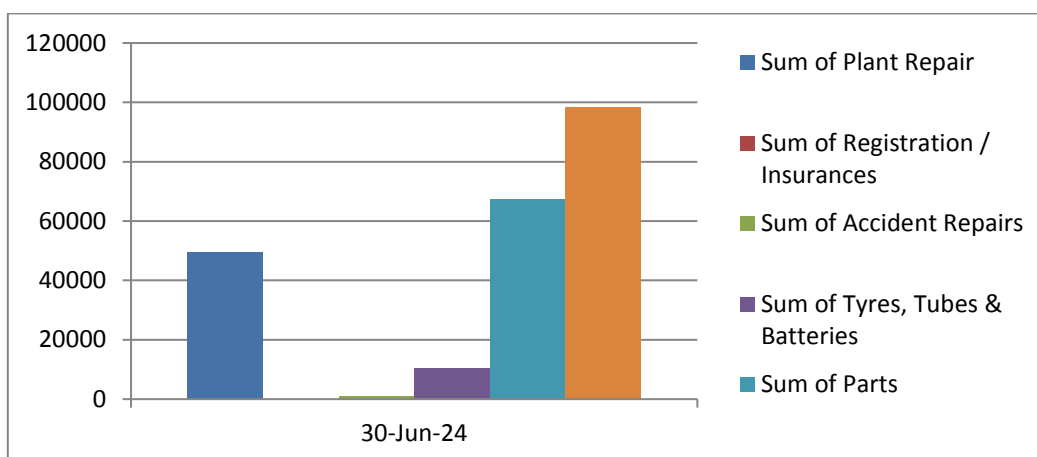


■ Sample Type A ■ Sample Type B ■ Sample Type C

Fluid Analysis

No major defective readings.
B Samples – Monitor Only
C Sample – Unit 603
Coolant – (Replaced)
1176 – Circle Drive – Replaced

Budget: Workshop Expenses –



Community Development Report – July 2024

Touring Arts

We have 1 upcoming performances for the month of August.

The Jillaroos

Recommended Ages: Adults

Show Run Time: 55 minutes

Promo Video: <https://www.dropbox.com/scl/fi/idiscxliqfowa8d8aeqfx/The-Jillaroos-Show-Reel.mp4?rlkey=d2r74pho78j3wbi1gj0ts9sm5&e=1&dl=0>

A little about the show –

The unlikely signing trio known as The Jillaroos has been wooing locals across Outback Queensland in Australia since the Ettamogah Pub in 1857.

Their performance dreams are to one day quit working on the land and provide an intimate performance for Chris Hemsworth at the Sydney Opera House.

Under-achievers since their humble beginnings these three true-blue sheilas capture the essence of the Aussie spirit and outback with their well-known collection of Australian songs. Synonymous with country style you'll be dazzled by The Jillaroos in their (hopefully clean) outback uniform of jeans, checked shirts, Akubra's and daisy roots (boots), and convinced by the end of performance that a Jillaroo is most certainly a better looking version of a Jackaroo with brains and half a set of vocal chords.

Active Women and Girls – Round 1

Council have been successful in securing funding through the Department of Tourism and Sport for the Active Women and Girls Program. Council will receive \$25,000 to support the below projects.

1. Enrol local female athletes, coaches, officials, or club volunteers to participate in the Play Like a Girl program. The program delivers online leadership classes for participants 14 years and over for a 5-week period, aiming to inspire and develop participants personal and professional skills for the sporting community.
2. Upgrading equipment in parent rooms in our sporting facilities. This will include feeding chairs, creating a safe and welcoming space for mothers that wish to feed their babies whilst participating in sporting activities.
3. Delivering a women and girl friendly program to motivate wellbeing through physical movement.

FLINDERS SHIRE PUBLIC LIBRARY

Community Outreach and Events

Kindy Visits

Kindy kids continuing to visit each Tuesday when the Centre is able to attend. The children browse the books, learn about borrowing and have a book read to them. We had 7 children attend over 1 sessions during June.

School Holidays

The school holiday program was well received with children who normally don't access the school holiday program attending the STEM Mechanics sessions showing the importance of offered a varied program.

NAIDOC Week

We will be attending the Community NAIDOC Celebrations at Hughenden State School on 19 July.

Staffing

We are currently recruiting for 2 positions within the Library – Library Officer and Programming Officer. Library Officer will oversee the day to day operations of the Library and the Programming Officer will have the responsibility of developing and delivering programs across the Library such as F5F, school holidays, digital and literacy sessions and other events as required.

Other

- Sim card activations for tourists – 4. This is a common Library request during tourist season, as many of the tourists arriving in the community however phone suppliers which are not Telstra or Optus. They require assistance in obtaining a new SIM and the process which follows.
- Air con in study room replaced
- White Card training box utilised for 2 people plus Hughenden State School.

Usage Statistics - 1 June to 30 June 2024

<i>Activity</i>	<i>Details – (24 day report period)</i>	<i>Average</i>
Door Tally	1172 Patrons	47 patrons / day
Loans - Electronic	Quarter 3 23/24* – 781 <small>*calculated from SLQ stats each quarter</small>	260 per month
Loans – Physical Items	209	9 loans/day
Loans - Physical returns	251	10 returns /day
Seniors Morning Tea	23 patrons over 2 sessions	12 average per session
First 5 Forever	28 over 3 sessions	9 average per session
History Enquiries	1	
IT Assistance	10 hours	24 mins per day
Computer Use	21 hours	

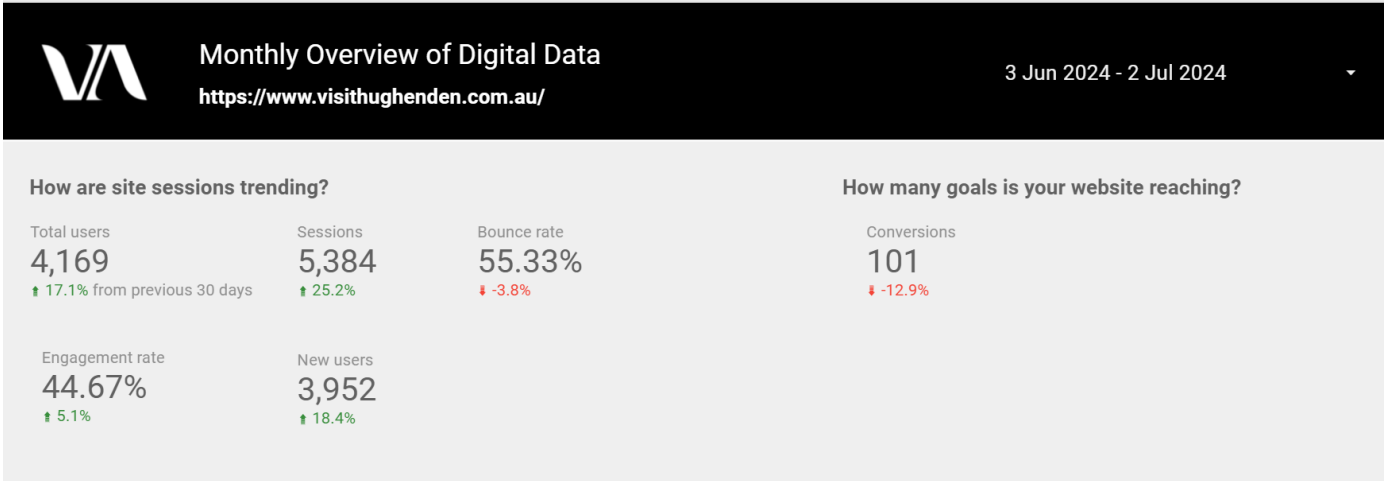
WIFI – Quiet Space	40 hours	
History / Study Room Use	5 days	
Books read in Library	17 hours	
Memberships - New	8 new members	

Tourism & Event Report July 2024

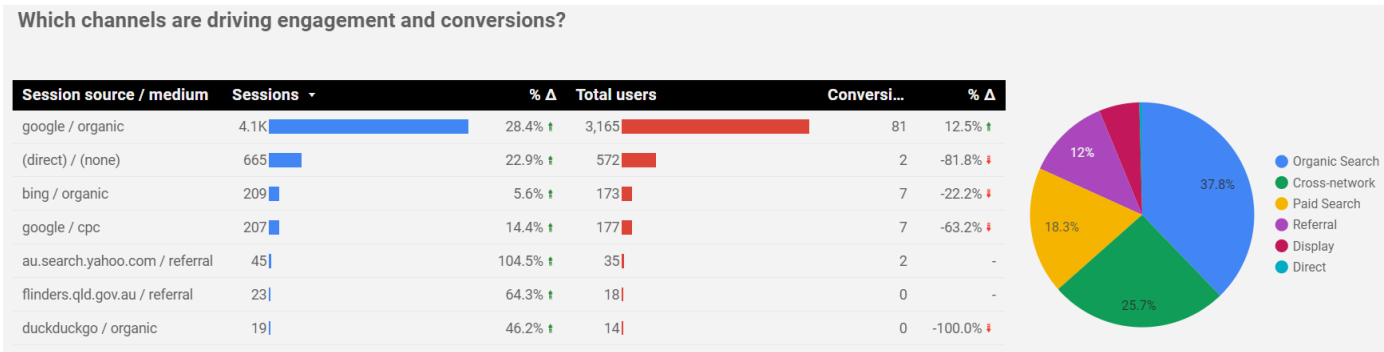
Digital Marketing Report June 2024

Website statistics

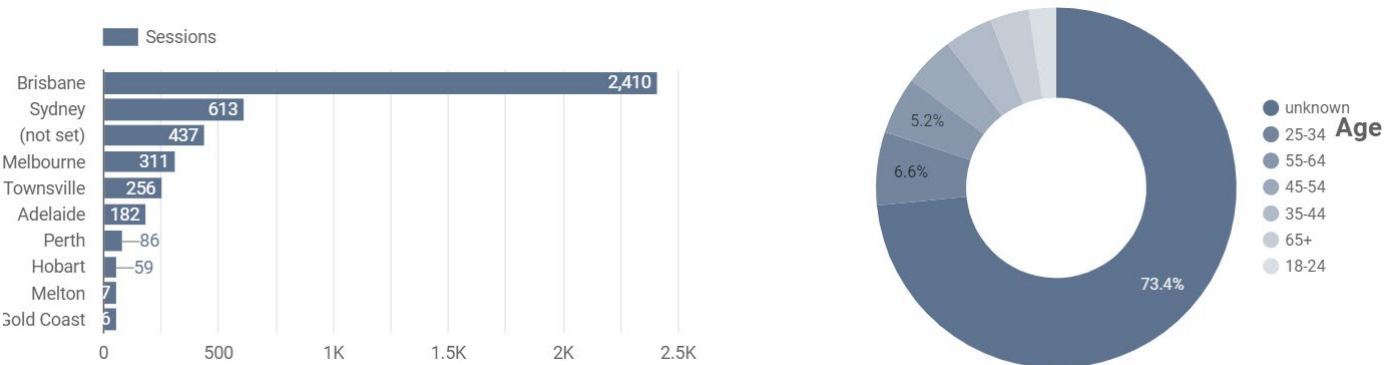
- Visit Hughenden website is still tracking well for the month of June with user numbers increasing and engagement rate also tracking well. .



June



Users are very consistent to last month.



Dinosaur interest is on the rise with a 125% increase in key search words.

How are your Organic rankings going?

Clicks	Average Position	Impressions	Site CTR
4,042	14.34	94,501	4.28%
↑ 9.5%	↑ 8.1%	↓ -16.8%	↑ 31.6%

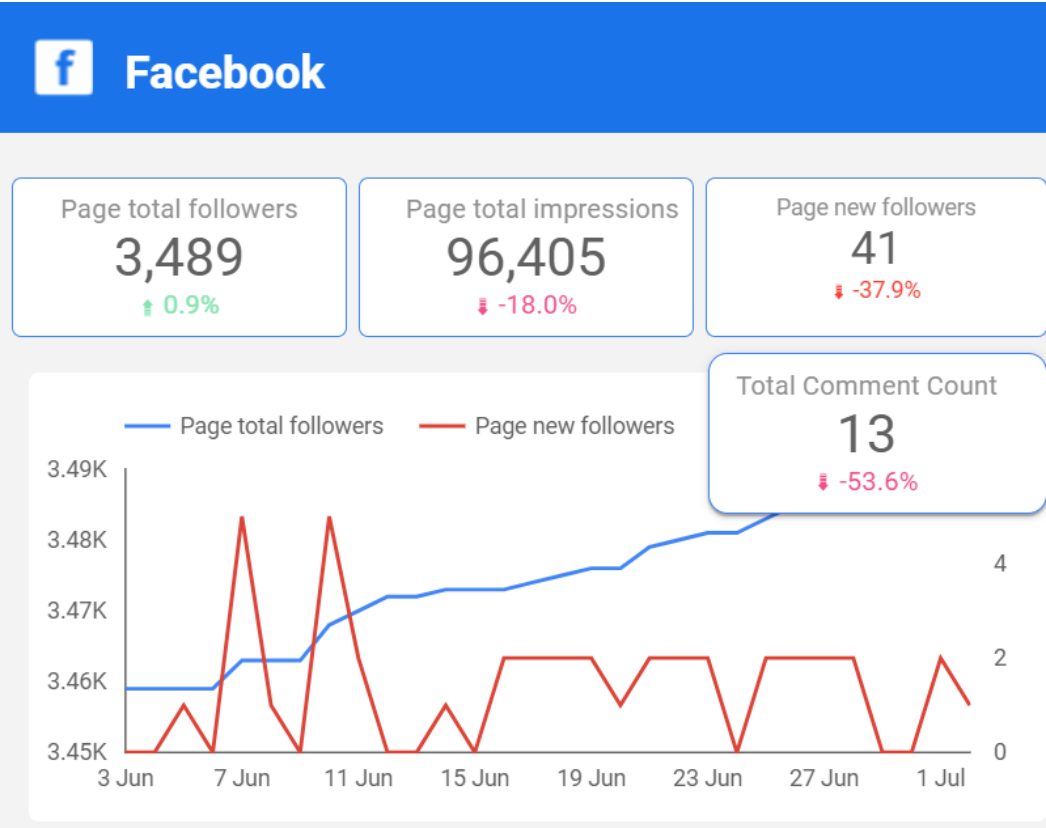
What keywords are people searching for?

	Query	Clicks ▾	% Δ	Impressions	% Δ
1.	hughenden	515	21.5% ↑	4,304	6.9% ↑
2.	porcupine gorge	133	10.8% ↑	1,874	4.4% ↑
3.	flinders discovery centre	82	90.7% ↑	342	30.0% ↑
4.	hughenden qld	55	-22.5% ↓	465	-3.1% ↓
5.	things to do in hughenden	53	-27.4% ↓	245	-24.1% ↓
6.	hughenden dinosaurs	45	125.0% ↑	142	91.9% ↑
7.	torrens creek	42	16.7% ↑	553	6.6% ↑

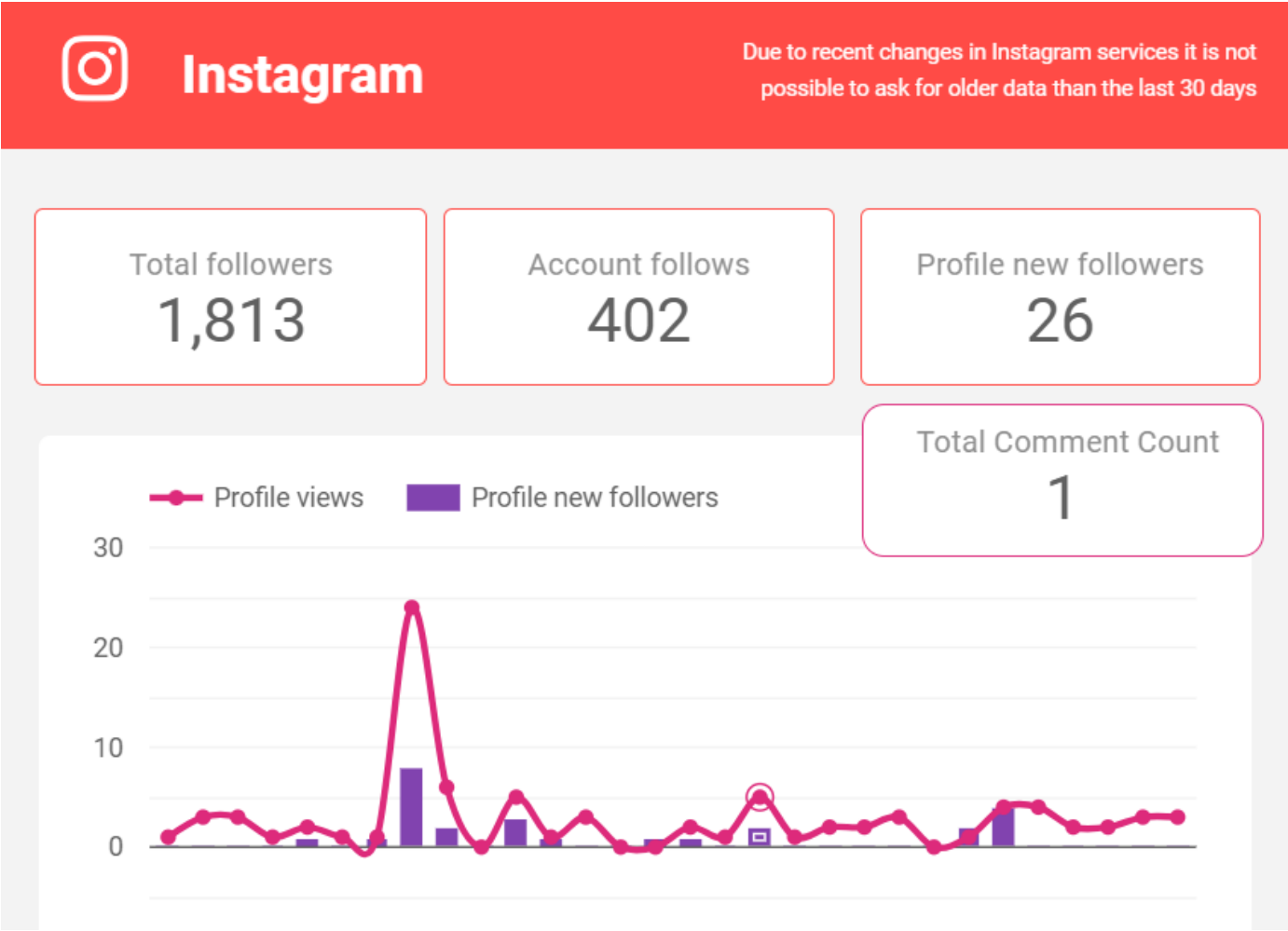


Social Media Accounts

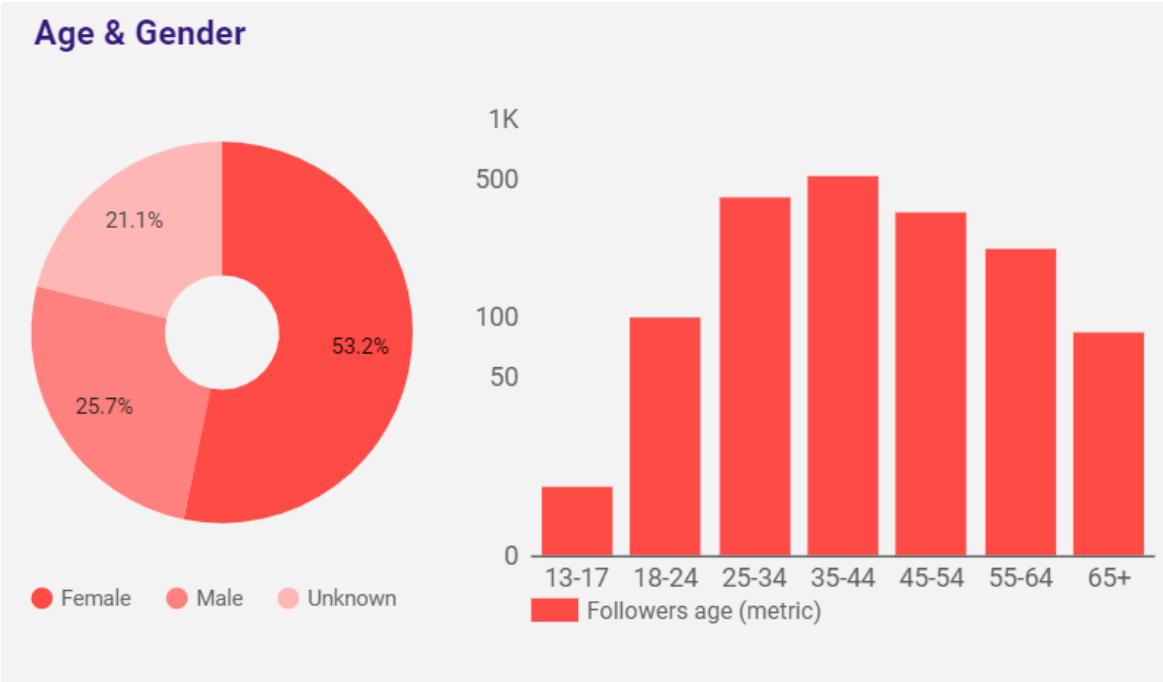
Facebook total followers continues to track in the right direction of a steady upward trend.






Instagram



Our Instagram account has a younger audience engagement.



Top three posts

Instagram Posts Report							
Post image	Post caption	Post date	Post reach	Post likes	Post comments count	Post saves	Post engagement
	What a day looks like at our new Discovery Centre! ❤️ #visithughenden #hughenden #HughendenOutback #ExploreAustralia #thisisqueenland #visitqld #outbackqueensland	6 Jun 2024	302	30	0	2	33
	Just outside Hughenden you'll find an off road enthusiast dream. Untamed landscapes, sweeping plains, and rugged terrain are waiting to be discovered as you explore the beautiful byways surrounding Hughenden. Head over to our website to learn more about these amazing drives. #VisitHughenden	9 Jun 2024	232	34	0	3	39
	Millions of years in the making! ⌚ Porcupine Gorge whispers tales of ancient times. The flowing water has carved through layers of rock formed over 200 million years! Explore this natural wonder & discover a timeline etched in stone.	26 Jun 2024	162	23	1	1	26

Reels for the month

Topics

- Local pubs - <https://www.facebook.com/reel/>
- Darby the dinosaur - <https://www.facebook.com/reel/2865846246896932>
- Station life - <https://www.facebook.com/reel/2546614242178999>
- Festival highlights - <https://www.instagram.com/reel/C8EWWdEt8W9/>

Newsletter story for June – Rugby 7’s

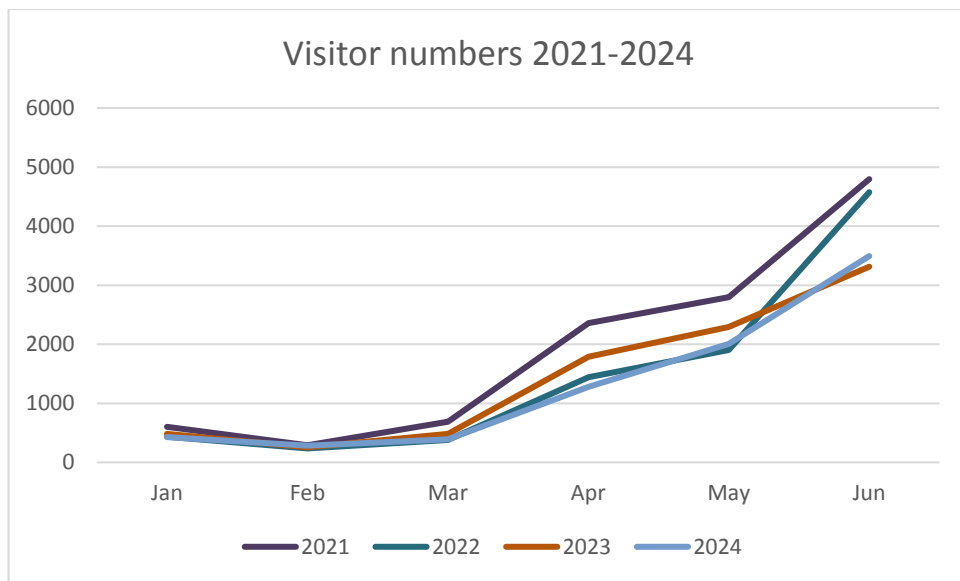


Flinders Discovery Centre (FDC)

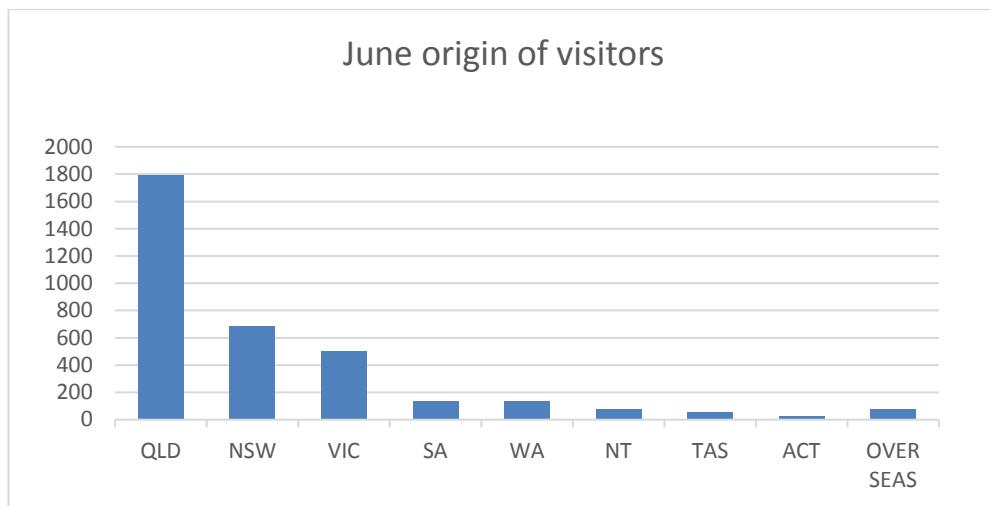
May FDC Visitor Statistics

Walk-in visitors : 3492 Adults: 2836 Children : 657

It has been a slower start to the visitor season but finally the visitors have arrived, with close to 1500 more visitors in town than last month. The school holidays generate higher numbers of families even two weeks either side of the holidays as we see more families breaking a week earlier than the term finish. May children count 207 compared to June of 657.



June has seen an increase in tourism numbers from NSW and Victoria as the winter months set in.

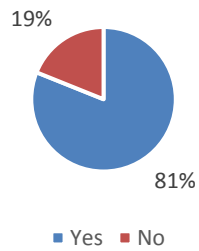


Free RV Site

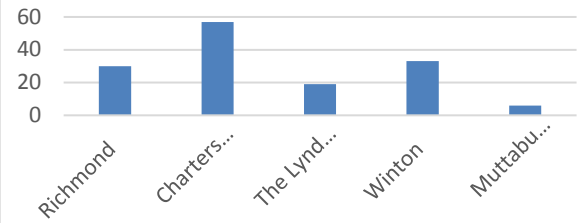
There were 674 permits issued and 1254 nights stayed for the month of June. The overflow camping area opened late June as the Allan Terry Caravan Park reached capacity.

FDC Survey (May Results)

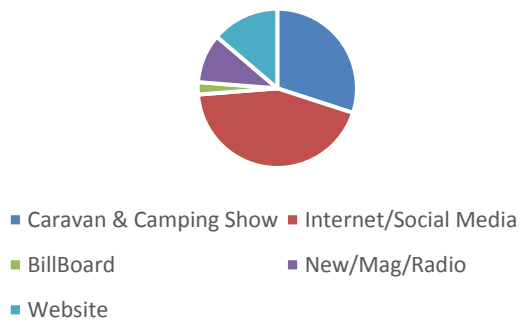
Is this your first visit to
Hughenden?



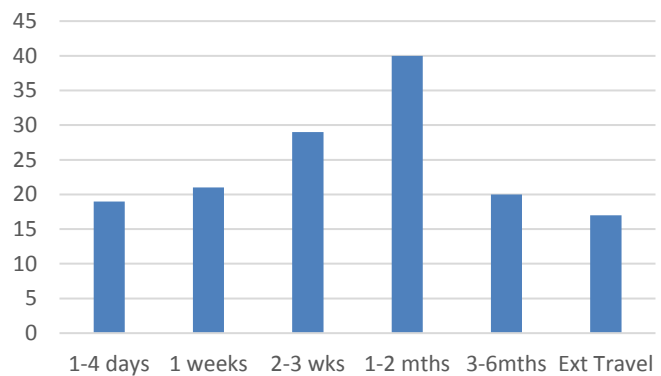
Which direction did you arrive
from?



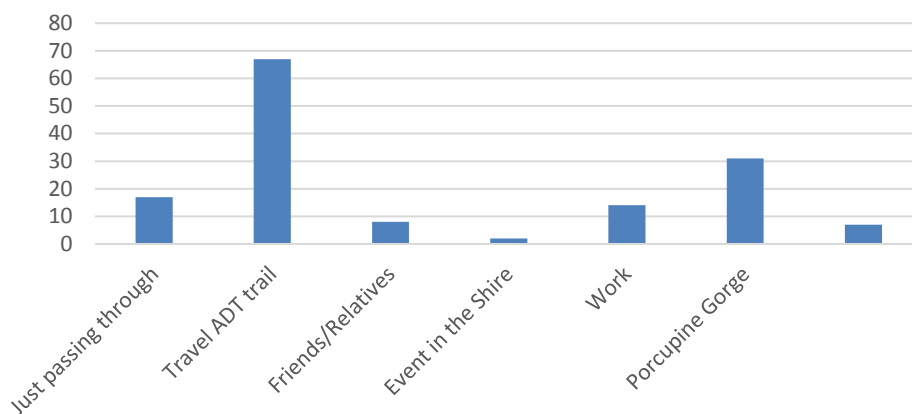
How did you hear about
Hughenden

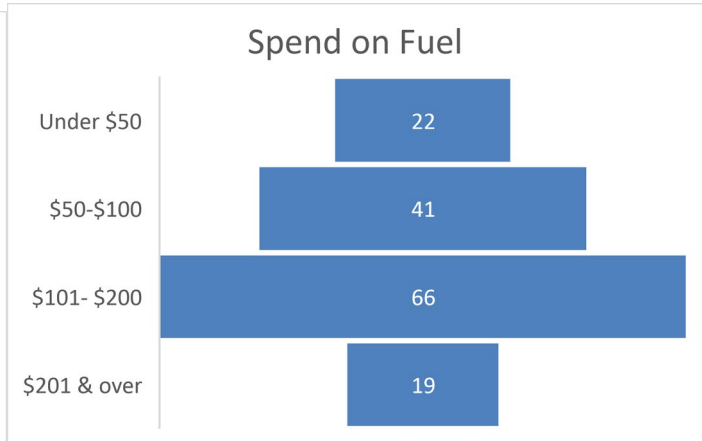
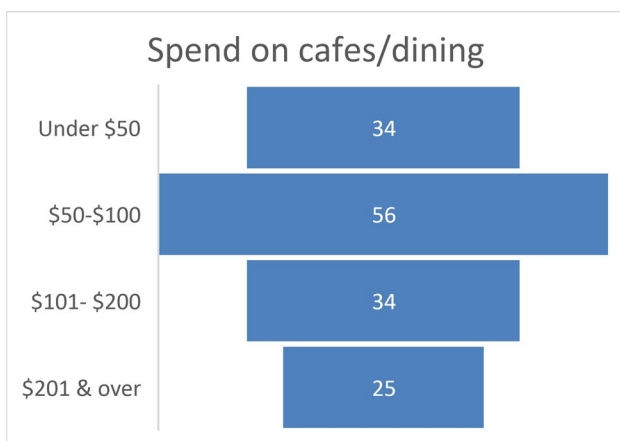
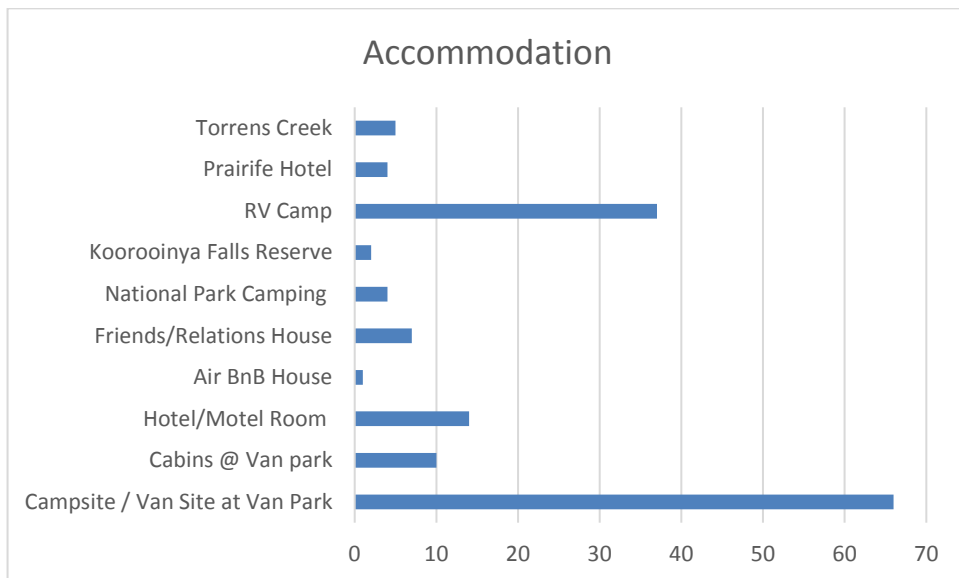
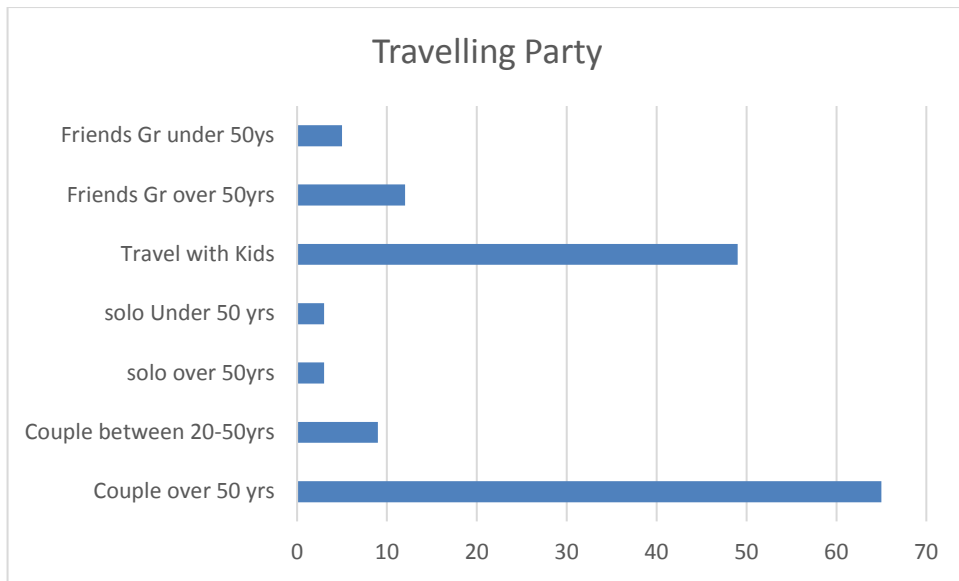


Length of Holiday



Purpose of Visit







FDC General Updates

- 3 new volunteer applications
- 2 bean bags are now installed into the night sky room



Grant Applications

- Work in Progress – signage grant with North West State Development – to replace and update tourism signs in the shire.
- Extension granted on the accessibility grant from TEQ to create a mobility /accessibility map of the Shire that can be downloaded as a PDF.



Tourism Marketing

- Leader board ad with the Grey Nomad Times to run for 6months in their digital newsletter. The add can be changed on a weekly basis.



Tourism Products

- Nil update

OUR COMMUNITY - PROMOTE HEALTH AND WELLBEING

Ensure community has access to high-quality health services and infrastructures that promote healthy lifestyles. The Flinders Shire Council Community Care Program aims to assist the frail and aged people, including those with a disability and their Carers. We provide services to assist those to live independently within the community. Community Care is funded by State and Federal Governments to deliver the following programs for the Flinders Shire community:

- Queensland Community Support Scheme (QCSS)
- Commonwealth Home Support Program (CHSP)
- Home Care Packages, Levels 1, 2, 3 &4 (HCP)
- Veterans Home Care (VHC)
- National Disability Insurance Scheme (NDIS)
- Meals on Wheels (MOW)

Service Delivery:

Table 1: Number of Clients by Service type (as 30/6/2024)

Commonwealth Home Support Program (CHSP)	Total number of clients	76
Home Care Packages	Level 1 (Low care)	0
	Level 2	6
	Level 3	8
	Level 4 (high care)	10
	Clients exited in the past 3 months	1
	Total current clients (HCP)	24
Veterans Home Care (VHC)		1
National Disability Insurance Scheme (NDIS)		5
Queensland Community Support Scheme (QCSS)		2
Community Transport		3
Private Clients		16
Care Finder		18
MOW # of clients using service		168 meals / 12 clients
Total number of clients*		121

*Note: This figure is the total number of individuals which we provide services to, which may differ to the calculation of the total number of clients by service type. This is due to some clients receiving services through multiple funded programs e.g. Care Finder and CHSP.

Outputs & Service Hours (CHSP Program only):

Table 2: CHSP service delivery against contracted outputs exported from SMS Alchemy as at 30/6/2024

	<i>Monthly Contracted Outputs (23-24)</i>	<i>Actual Monthly Outputs (June 2024)</i>	<i>Output target %</i>	<i>Output target % (YTD)</i>
<i>Domestic Assistance</i>	133.32	129	99.98%	97.8%
<i>Home Maintenance</i>	17.53	47.5	280%	269.2%
<i>Meals</i>	178.38	48	28%	21.7%
<i>Personal Care</i>	19.06	29.25	153.5%	230.8%
<i>Nursing</i>	13.04	2	16%	40.9%
<i>Social Support Group</i>	260.87	25	10%	14.8%
<i>Transport</i>	225.39	85.75	38%	24%
<i>Social Support Individual</i>	77.08	0	0%	5.7%

Comments: Request to the Department to update outputs within 2024/25 contract has been accepted, and will better reflect current service delivery (e.g. increasing DA, HM, and PC Services, and reducing outputs for Transport, Social Support, and Meals). Updated contract and outputs commence from 1 July 2024.

HCP Surplus Funds (held by Flinders Shire Council)

Prior to September 2021, Council would retain total monthly package income for all Home Care Package clients. This resulted in Council holding all surplus funds within Council accounts. From September 2021, payment arrangement for Home Care Package clients was changed, whereby Council could opt in to return all funds held, or alternatively hold onto the funds until the clients depart the service. Surplus funds are now retained by the Government within their Home Care Account. The total value of this liability to Council has been significantly reduced over this time as 'Opt Out' clients spend their balances, or depart the service.

As of 30 June 2024, HCP Surplus funds held by Council is \$169,584.80

FLINDERS SHIRE COUNCIL

JULY 2024 COUNCIL

Care Planning & Service Delivery

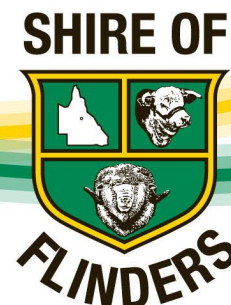


Table 3: Number of care plans due for review in August 2024

Number of Care Plans due for review in August 2024	17
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Table 4: Unfilled shifts in June 2024

Total unfilled shifts (hrs)	78
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Comment: Out of town services have recommenced in June; significantly reducing the number of unfilled shift hours compared to May 2024. Unfilled shift hours for this month due to staff leave.

Governance:

	Report type	Number/KPI	Status (# resolved; # ongoing) / Comments
Complaints/Feedback/Incidents	Reported Incidents (June 2024)	7	0 Reported to SIRS 7 Closed 0 investigation/actions in progress
	Total Incidents (Skytrust)	Open: 5 Closed: 64 Total: 69	69 in total (from June 2023)
	Reported Complaints & Feedback (June 2024)	5	4 Closed 1 actions in progress
	Total Complaints & Feedback (2024)	Open: 1 Closed: 12 Total: 13	
Continuous Improvement	Number of continuous improvements (June 2024)	9	
	Total CQI (2023/24)	Open: 5 In progress: 8 Closed: 8 Total: 21	

Comments: Council completed an internal review of service against the Aged Care Quality and Safety Standards. Actions from the review have been added to the CQI plan. Notification received from the Aged Care Quality and Safety Commission that the service will have a routine audit within the next four months.

High risk & Vulnerable Clients

FSC has conducted a review of all clients against key risk factors, and provided a summary within **Table 4**. These risks are managed and reviewed on a regular basis through the client care plan. The ACQSC defines consumers who are High Risk with the below categories:

- Live on their own
- Are socially isolated or lack close relationships
- Have few or no family or friends who 'check in' on them
- Have cognitive impairment and are unable to problem solve or 'speak up'
- Have communication difficulties
- Have limited mobility
- Are highly dependent on their caregiver; and
- Have only one carer.

Table 4: Summary of clients & risk factors identified

	Low Risk (0-2 Factors)	Medium Risk (3-4 Factors)	High Risk (5-8 Factors)
Number of Clients	62	19	10

Comments: Living alone is the most prevalent risk factor for clients; followed by limited mobility and only one carer. Register will be reviewed ongoing as client needs change, and risks managed on an individual client basis through care planning process.

Human resources:

Staff and training:

Total Staff	<ul style="list-style-type: none"> • Admin Office – 4 • Support Staff – 10
Comments:	<ul style="list-style-type: none"> • Open EOI for Community Care Support Workers
Training completed (June)	<ul style="list-style-type: none"> • 18 June – Fire Safety in the Home • 25 June – Food Handling
Training to be completed (confirmed or planned)	<ul style="list-style-type: none"> • 2 July – Professional Boundaries & Aged Care Code of Conduct • 9 July – Infection Control • 16 July – Personal Safety in Home Care • 23 July - Looking after back & transporting safely (Bodyfix) • 30 July – How to Document in Home Care • 6 August – Manual Handling (new staff only) • 14/8/2024 - Recognising Elder Abuse & Privacy & Confidentiality • TBC – CPR & First Aid Refresher • TBC – Medication Assist (refresher)



General Information:

- Monthly visits with clients with July Birthdays currently being scheduled. These one-on-one meetings provide valuable feedback to the DCSW and CCTL on the service. Standardised feedback form and questions are being asked at these meetings.
- Service has been approved for participation in Business Advisory Service (free to participate) to support with Governance and Business Sustainability. Participation to commence from July 2024. Focus to be on training, service planning and business continuity planning.

AGENDA

24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



5. PROPOSED MEETING CALENDAR

DATE	TIME	MEETING VENUE	TOPIC
Monday 15 January 2024	9:00am – 2:00pm	Council Chambers	Briefing
Tuesday 16 January 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Monday 19 February 2024	9:00am – 2:00pm	Council Chambers	Briefing
Tuesday 20 February 2024	9:00am – 12:20pm	Council Chambers	Council Meeting
Monday 18 March 2024	9:00am – 2:00pm	Council Chambers	Briefing
Tuesday 19 March 2024	9:00am – 12:20pm	Council Chambers	Council Meeting
Wednesday 17 April 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 24 April 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 15 May 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 22 May 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 19 June 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 26 June 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 17 July 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 24 July 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 21 August 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 28 August 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 18 September 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 25 September 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 16 October 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 23 October 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 20 November 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 27 November 2024	9:00am – 12:30pm	Council Chambers	Council Meeting
Wednesday 11 December 2024	9:00am – 2:00pm	Council Chambers	Briefing
Wednesday 18 December 2024	9:00am – 12:30pm	Council Chambers	Council Meeting

AGENDA
24 JULY 2024 – 9:00 AM
McNAMARA BOARDROOM



The meeting closed at

Kate Peddle
Mayor
Flinders Shire Council