

AGENDA

28 JANUARY 2026 – 9:00 AM
 McNAMARA BOARDROOM

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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
Dennis McLeod – Acting Director of People, Safety & Governance
Jackie Coleman – Executive Support Officer

School Students

1.2 APOLOGIES

Nil

1.3 LEAVE OF ABSENCE

1.4 CONFIRMATION OF MINUTES

That the Minutes of the Ordinary Meeting of Council held 11 December 2025 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 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 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 Councillor's 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.

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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

The family of Leroy Mick

The family of Joyce Corney

1.8 RECOGNITIONS

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 REVIEW OF FEBRUARY 2023 AUCTION OF COUNCIL OWNED RESIDENTIAL LOTS

Executive Summary

In February 2023 Council sold by auction 47 residential allotments across three Flinders Shire townships:-

- Hughenden -30 lots
- Prairie -6 lots
- Torrens Creek-11 lots

The primary motivation for the auction was to try to stimulate the construction of additional homes in the Shire.

Given this objective the contracts of sale included special conditions requiring construction within prescribed timeframes and the potential for quite onerous penalties if these timeframes were not met.

This report details the history of developments on the lots since the sale and considers whether the Special Conditions should be retained.

Background

Summary of Special Conditions of Sale

The buyer must commence construction of the development within 12 months of the date of settlement and complete construction, evidenced by a certificate of Occupancy, within 24 months of the date of settlement.

If either of these 2 milestones are not met, Council at its absolute discretion may require the Buyer to transfer the land back to Council, free of encumbrances and for nil consideration.

The buyer may seek up to two extensions each of 24 months to these deadlines provided the Buyer can provide proof of either financial hardship or builder or tradesperson unavailability.

The Buyer shall not sell the property without taking actions to legally ensure the new purchaser will be bound by the Special Conditions of the Contract.

The table details the stages of development for the 47 allotments sold in February 2023

Township	Lots Sold	Houses Built	Extensions granted	Lots Amalgamated	Lots in Default
Hughenden	30	4	5	2	20
Prairie	6	-	4	-	2
Torrens Creek	11	-	-	-	11
Total	47	4	9	2	33

Flinders Rural more recently advised that there has been increased interest in vacant residential lots. Several lots from the February 2023 auction are listed for re-sale however the Special Conditions may be hampering the sales.

In summary whilst the reasoning behind the Special Conditions is valid, they have not generated the outcome hoped for.

Only 4 houses have been constructed.

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33 lots are in default of the Special Conditions and yet the owners have not seen the urgency in seeking an extension in order to avoid the loss of the property.

Equally Council has not taken any deliberative steps to excise their rights by enforcing the Special Conditions.

Note: Clause 6.1 of the Special Conditions provides that Council has the sole benefit of the Special Conditions and may decide whether or not to enforce them.

Given the apparent lack of impact of the conditions and the continuing difficult construction environment (cost and availability) it is recommended that Council resolve not to enforce the special conditions.

Officer's Recommendation - That the report by the Interim CEO regarding the sale of 47 lots in February 2023 be noted and that Council:

1. resolve pursuant to Clause 6.1 (a) of the Contract of Sale Special Conditions not to enforce the Special Conditions 2 to 6.
2. That the current owners of the lots where construction has not commenced be advised of Council's decision not to enforce the special conditions.

2.01.02 ADOPTION OF CORPORATE PLAN 2025-2030

Executive Summary

This report addresses the adoption by Council of a corporate plan covering the 5 Financial years from 1st July 2025 to 30th June 2030.

The Plan (attached) outlines the Council's vision, strategic priorities, and actions that will guide our decisions and resource allocation over the next five years.

Background

The Local Government Regulations 2012 prescribe that a Council must prepare a 5-year corporate plan for each period of 5 financial years.

The Plan must be adopted in sufficient time to allow a budget and annual operational plan, consistent with the Corporate Plan, to be adopted for the first financial year that is covered by the plan.

The Corporate Plan must outline the Council's strategic direction and state the performance indicators for measuring the Council's progress in achieving its vision for the future of the Shire.

Note: Council may by resolution amend its 5-year corporate plan at any time.

Process

Council engaged the services of Allegra Consulting who assisted in the preparation of a draft Plan.

The Draft Plan was placed on the Council's web page and public submissions sought.

The document now presented for adoption is the outcome of that process, consultations and deliberations.

Council should note that contrary to the Local Government Regulations 2012, the 5-year Plan was not adopted prior to the adoption of the 2025/26 Budget.

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The Plan has not addressed the performance indicators for measuring the Council's progress in achieving its vision for the future of the Shire. As the Regulations allow for amendments to the Plan it is suggested the CEO be requested to develop appropriate Performance Measures to be added to the Plan at a later date.

Officer's Recommendation -

1. That the Corporate Plan 2025-2030 as presented be adopted.
2. That the CEO develop a suite of Corporate Plan Performance Measures that may be suitable for later inclusion by Council resolution in the Corporate Plan 2025-2030 .

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2.01.03 ADOPTION OF OPERATIONAL PLAN 2025/2026

Executive Summary

This report addresses the adoption by Council of the Annual Operational Plan for the 2025/26 Financial year.

Background

The Local Government Regulations 2012 prescribe that Council must prepare and adopt an annual operational plan for each financial year.

The Plan must be consistent with the Annual budget, state how Council will progress the implementation of the 5-year corporate plan during the period of the annual operational plan and how Council will manage operational risk.

The Regulations prescribe that Council must discharge its responsibilities in a way that is consistent with its annual operational plan.

Council may by resolution amend its annual operational plan at any time before the end of the financial year.

Reporting Obligations

The CEO is required by regulation to present written assessment of the Council's progress towards implementing the annual operational plan at regular intervals of not more than 3 months.

Future Timings

It is apparent that compliance with the regulations, adherence to the prescribed Report framework (Corporate Plan, Annual Operational Plan, Annual Budget) and the appropriate discharge of Council's responsibilities is only possible if the Annual Operational Plan is adopted prior to or at least as part of the annual budgeting process.

The Plan, as presented has been prepared again with the assistance of Allegra Consulting and with the input from Council's previous CEO and the Directors.

In accordance with the Regulations, it is consistent with the Corporate Plan 2025-2030 and the 2025/2026 Annual Budget.

Officer's Recommendation – That the Annual Operational Report for the 2025/2026 Financial year as presented be adopted.

That for future financial years the adoption of the Annual Operational Plan be considered as part of the annual budget process.

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2.01.04

COMMUNITY ENERGY UPGRADES FUND- ROUND 2

Background

In December 2025, Council formally signed off on the funding agreement for the installation of solar panels to the following Council facilities:

Location	Proposed Project Cost	Proposed Annual Savings	Payback Period (years)
Hughenden Ctr for the Aged	\$ 33,900.48	\$ 17,530.00	2 yrs 1 mth
Library/CUC	\$ 22,626.54	\$ 5,465.00	3 yrs 8 mths
Workers Accommodation/Staff Houses	\$ 95,155.02	\$ 19,172.00	5 yrs 11 mths
Flinders Discovery Centre	\$106,883.56	\$ 18,242.00	7 yrs
Flinders Shire Council Office	\$ 97,519.17	\$ 14,755.00	6 yrs 4 mths
Council Depot	\$106,100.85	\$ 18,965.00	6 yrs 8 mths
Solar Heating & Power Installation at Hughenden Pool	\$ 51,868.76	\$ 11,715.00	5 yrs 1 mth
Total Costs	\$514,054.38		
50% Council Contribution	\$257,027.19		

In commencing to implement the project clarification is sought in regard to the listing of Workers Accommodation/staff houses.

The budget of \$95155.02 related solely to the Workers accommodation. When originally agreeing to the funding application in May 2025 Councillors added staff Houses to the Workers Accommodation listing.

In determining the prefer breakdown of expenditure between the workers accommodation and Council houses it is argued that the greatest benefit derives from allocating the total budget to the Workers Accommodation.

As at 31 December 2025 electricity expenditure for the workers accommodation was \$41,920 (6 months). Estimated annual savings associated with workers' accommodation is approximately \$19,172.

Whilst Councillors indicated a preference towards Council houses, the budget would extend to only 4 houses and the stated pay back period would not apply as the financial benefit would accrue to the staff member rather than the Council. A bonus to the fortunate few staff as opposed to a broader Community return.

Some concern was originally expressed around possible potential waste should the Leisure Precinct Masterplan recommend the relocation of the Workers Accommodation to a Greenfields site. Building advice is the panels are capably of relocation without impacting on their effectiveness.

Officer's Recommendation - That in regard to the installation of solar panels under the joint funded Council/ Community Energy Upgrades Program Council nominate the workers Accommodation building as having priority over staff housing given the reasons detailed in the CEO's Report.

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2.01.05 FORTHCOMING REPRESENTATIONS TO STATE AND FEDERAL GOVERNMENTS

Introduction

Advocacy is one of our 6 Pillars of our Corporate Plan. Our priorities include:

- Raising the Shire's profile through State Government relationships
- Advocating for improved funding for critical infrastructure
- Active participation in external forums to promote the Shire

There are a number of upcoming events and meetings where the Shire's involvement is considered essential:

- NWQROC Deputations to Canberra 31st March to 1st April 2026
- LGAQ's Annual Civic Leaders Program – 25 & 26th March 2026
- NWQROC Brisbane delegations 5th & 6th March 2026
- Proposed deputations to Ministers of Local Government and Housing to advocate on water and housing issues

This report seeks Council's endorsement for the Mayor and/or her delegate(s) to be afforded Council facilities to represent Flinders Shire Council at these functions.

Officer's Recommendation - That the Mayor and/or her delegate(s) be authorised to represent Council at the forthcoming deputations and meetings as detailed in the CEO's report.

2.01.06 ADVOCACY-COUNCIL SUPPORT FOR MAYOR IN HER ADVOCACY ROLE

Introduction

This report reviews the level of Council's financial support offered to the mayor in fulfilling her advocacy role on behalf of Council.

As part of her role in advocating on behalf of the Shire, the Mayor is regularly required to travel by air to Townsville, Brisbane and occasionally Canberra.

Given the current stage of her young family she is unable to leave her one-year-old daughter for any length of time and hence in fulfilling her advocacy duties she has been required from her own finances to meet the costs of air travel for both her daughter and her career.

The Rationale of Equal Opportunity

Councils across Australia have positive obligations under equal opportunity and anti-discrimination legislation to ensure people can participate in public life without disadvantage arising from protected attributes, including sex, pregnancy, and family or caring responsibilities.

Equality means treating everyone the same. In practice, this involves applying uniform rules or entitlements regardless of individual circumstances—for example, providing the same meeting schedules, travel allowances, or facilities to all participants. While equality can promote consistency and neutrality, it assumes that everyone starts from the same position and faces the same barriers to participation.

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Equity, by contrast, recognises that people experience different structural, physical, and social barriers, and therefore require different forms of support to participate on equal terms. Equity is concerned with fairness in outcomes rather than identical treatment. It focuses on providing people with what they need to have the same opportunity to participate, contribute, and succeed.

Providing childcare support for a parent, or accessible infrastructure for a person with disability, does not confer an advantage. Rather, these measures remove barriers that would otherwise exclude people because of protected attributes. By responding to different needs with proportionate and reasonable supports, organisations ensure that everyone has a genuinely equal opportunity to participate in public life.

For these reasons, many councils now explicitly commit to access, equity, and inclusion, recognising that services, programs, and decision-making processes must respond to diverse needs and avoid unintentionally compounding disadvantage. Applying these principles to elected members requires acknowledging that women and people with primary caring responsibilities face well-documented structural barriers to entering and remaining in political office. Reasonable and transparent supports—such as covering necessary travel costs for a young child and carer—are therefore an equity measure that enables full participation, rather than a personal benefit.

Level of Support

Given the Mayors primary careers responsibility, she is only able to adequately fulfil her advocacy role for Council by making a significant regular financial contribution from her own resources—a contribution not otherwise required or expected by previous mayors not faced with the same circumstances.

Officer's Recommendation - In order to remove an inequitable barrier for the Mayor in fulfilling her Council Advocacy role, Council agree, where it may be required, to meet the cost of air fares for her one year old daughter and nominated carer to travel with the Mayor to meetings, deputations and functions where the Mayors attendance has been authorised by Council.

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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 31 December 2025:

1. Statement of Comprehensive Income	
Total Recurrent Revenue	14,132,354
Total Recurrent Expenditure	17,826,462
Net Operating Result - Surplus/(Deficit)	(3,694,108)
Total Capital Income	1,787,641
Total Capital Expense	-
Net Result - Surplus/(Deficit)	(1,906,467)
2. Statement of Financial Position	
Total Current Assets	48,076,340
Total Non-Current Assets	261,907,371
Total Assets	309,983,712
Total Current Liabilities	5,537,091
Total Non-Current Liabilities	8,748,149
Total Liabilities	14,285,240
Net Community Assets	295,698,471
Asset Revaluation Surplus	105,465,322
Retained Surplus/(Deficiency)	190,233,149
Total Community Equity	295,698,471
3. Cash Flow Statement	
Cash at the beginning of the period	47,725,314
Total Payments Received	16,945,272
Total Payments Made	(22,302,019)
Cash at the end of the period	42,368,567

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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 31 December 2025.

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

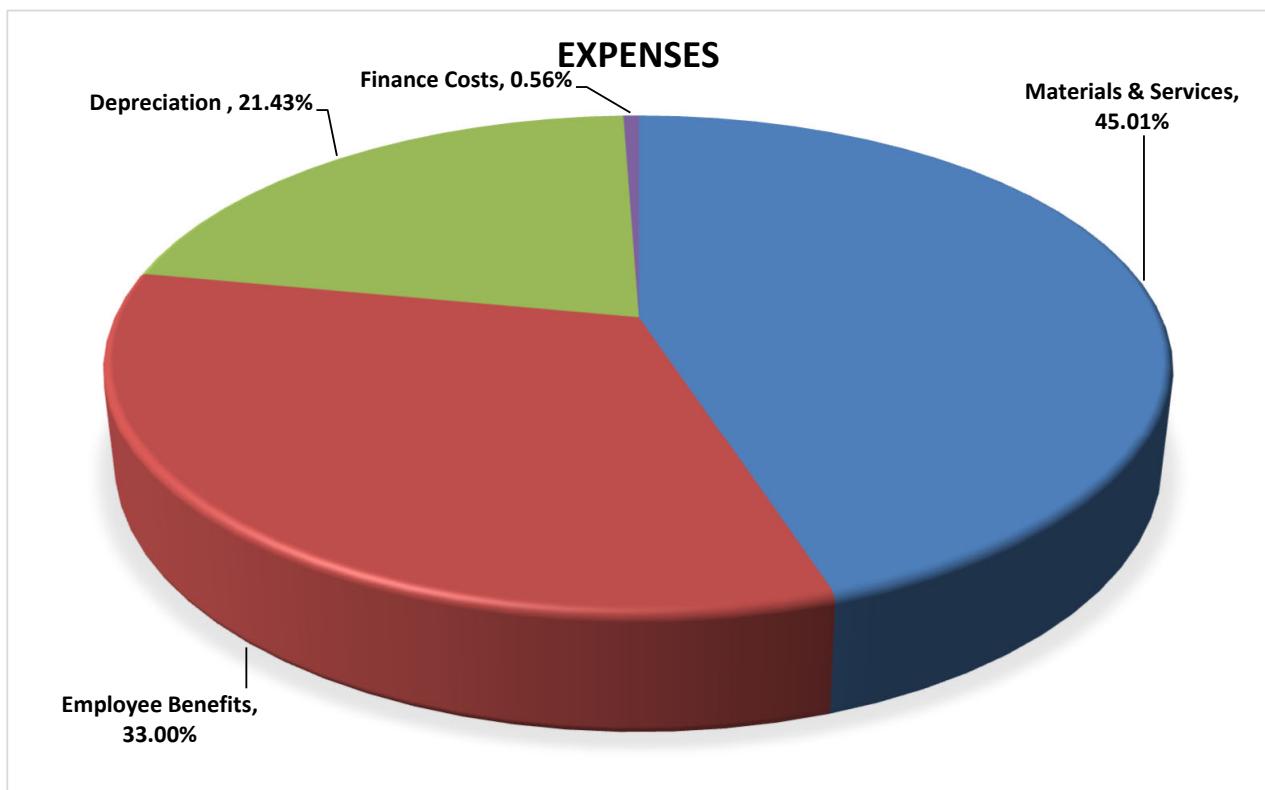
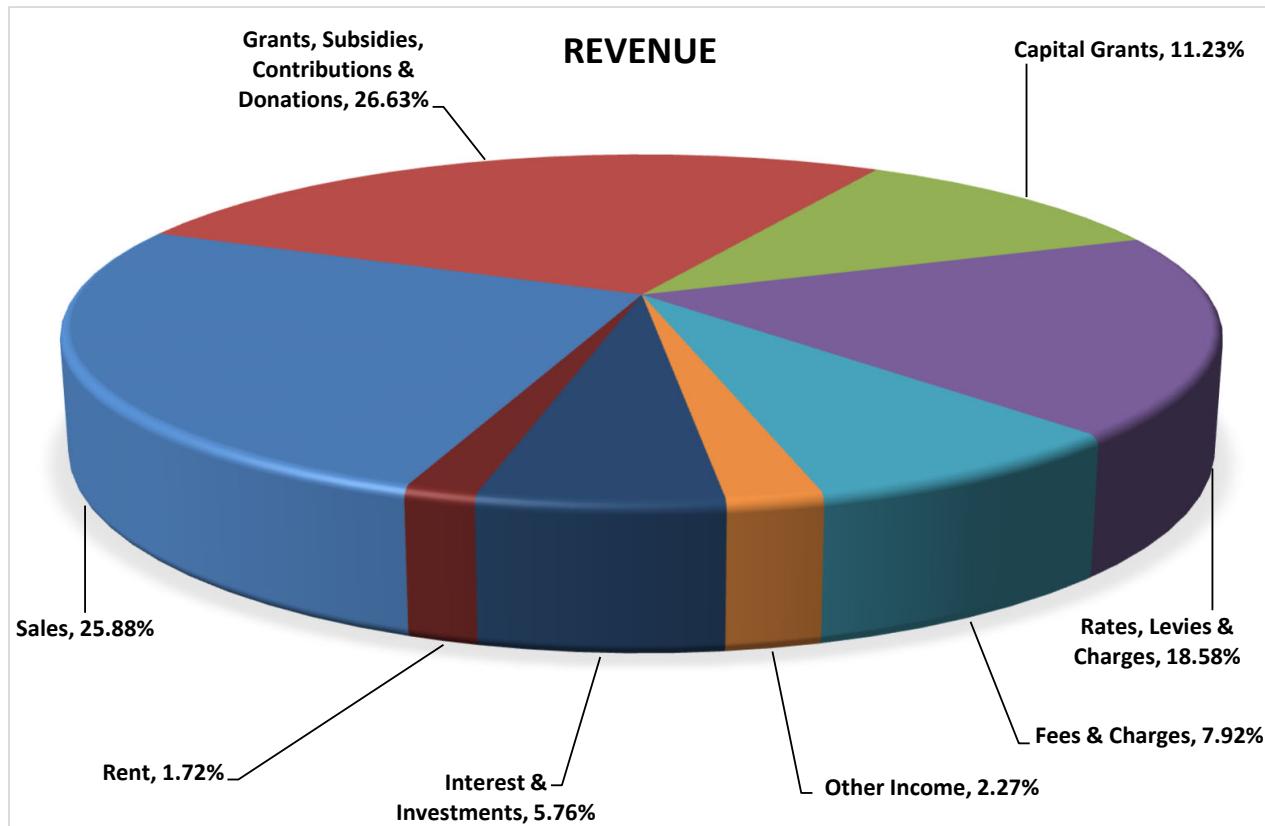
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Flinders Shire Council
Financial Report
for the period ended 31 December 2025

Flinders Shire Council
Statement of Comprehensive Income
for the period ended 31 December 2025

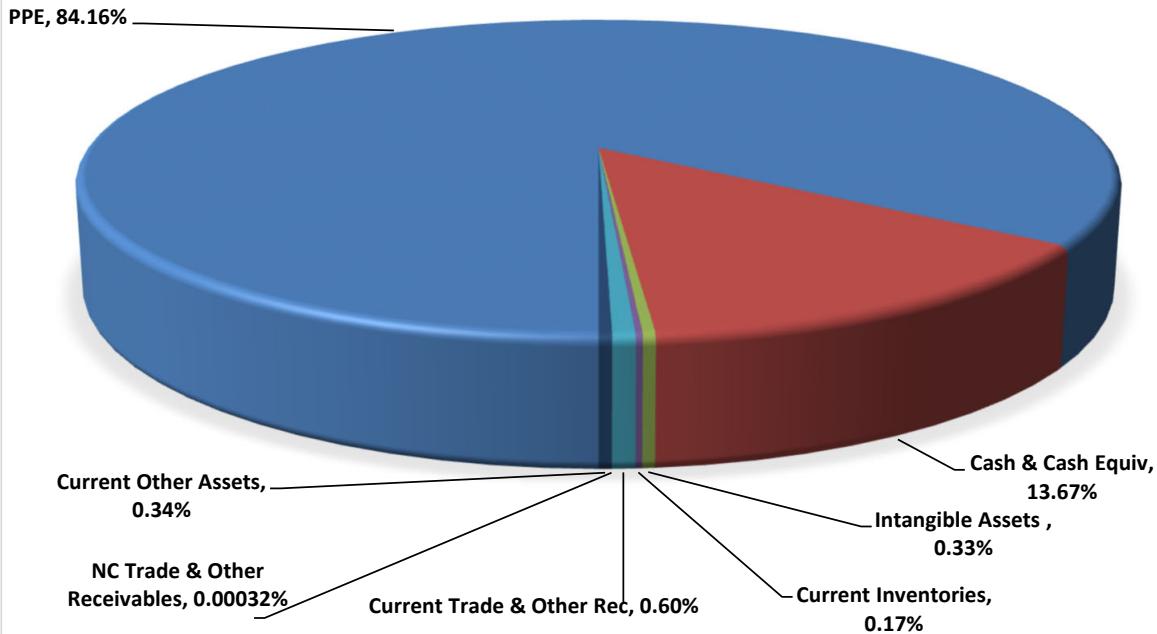
	2026	Budget 25/26	Variance	2025
	\$	\$	%	\$
Income				
Revenue				
Recurrent revenue				
Rates, levies and charges	2,958,050	5,840,821	51%	5,469,403
Fees and charges	1,261,068	2,272,803	55%	3,175,408
Sales revenue	4,120,081	3,472,800	119%	6,292,679
Grants, subsidies, contributions and donations	4,240,119	17,635,034	24%	19,278,516
Total recurrent revenue	12,579,318	29,221,457		34,216,005
Rental income	273,330	518,130	53%	519,725
Interest received	917,595	1,879,126	49%	2,124,410
Other income	362,111	486,838	74%	2,430,730
Total operating revenue	14,132,354	32,105,551		39,290,871
Capital revenue				
Grants, subsidies, contributions and donations	1,787,641	4,717,796	38%	3,095,447
Other capital income	-	-		174,810
Total capital revenue	1,787,641	4,717,796		3,270,257
Total income	15,919,995	36,823,347		42,561,128
Expenses				
Recurrent expenses				
Employee benefits	5,883,208	14,894,648	39%	11,757,105
Materials and services	8,023,613	16,897,163	47%	15,538,020
Finance costs	99,974	188,585	53%	317,883
Depreciation and amortisation				
Property, plant and equipment	3,819,666	7,053,102	54%	7,039,775
	17,826,462	39,033,497		34,652,783
Capital expenses				707,448
Total expenses	17,826,462	39,033,497	46%	35,360,230
Net result	(1,906,467)	(2,210,151)	86%	7,200,897
Other comprehensive income				
Items that will not be reclassified to net result				
Increase / (decrease) in asset revaluation surplus	-	-	-	7,694,325
Total other comprehensive income for the year	-	-	-	7,694,325
Total comprehensive income for the year	(1,906,467)	(2,210,151)	86%	14,895,222



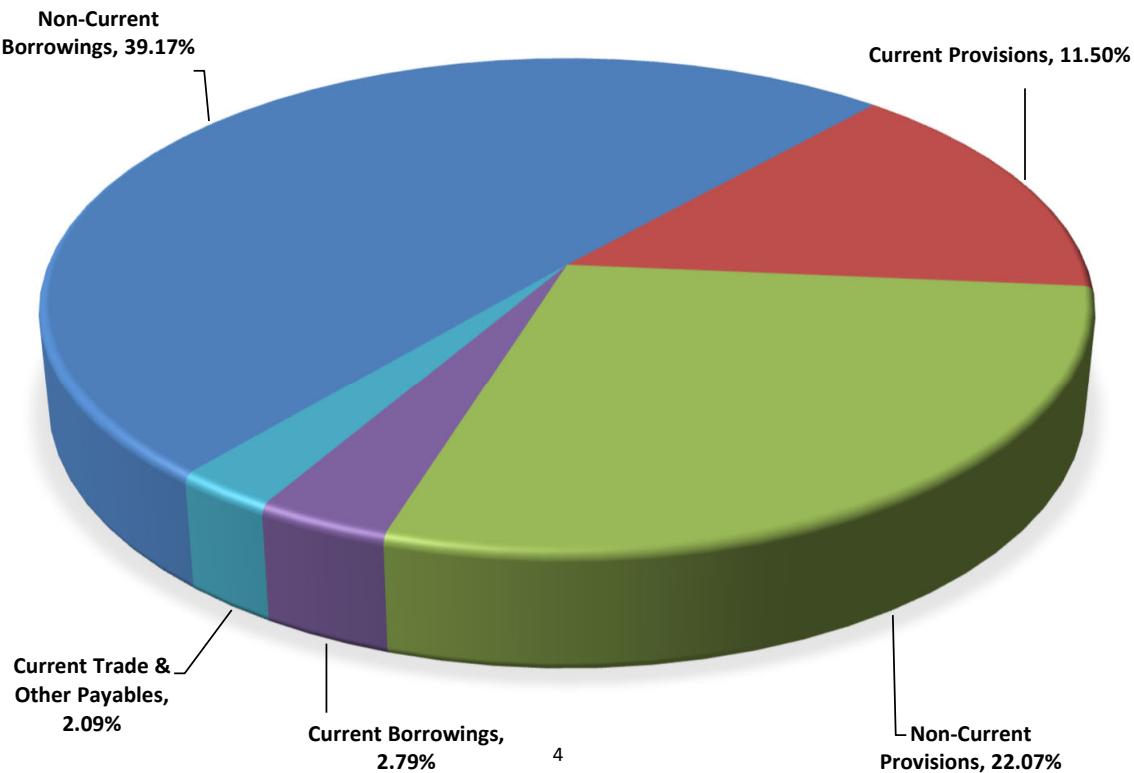
Flinders Shire Council
Statement of Financial Position
for the period ended 31 December 2025

	2026 \$	Budget 25/26 \$	Variance %	2025 \$
Current assets				
Cash and cash equivalents	42,368,567	42,403,856	100%	47,725,314
Receivables	1,866,474	3,044,352	61%	2,891,752
Inventories	539,385	547,515	99%	423,704
Contract assets	2,238,145	-		2,238,145
Other assets	1,063,769	1,234,755	86%	347,395
Total current assets	48,076,340	47,230,479	102%	53,626,310
Non-current assets				
Receivables	1,000	1,400	71%	1,000
Property, plant and equipment	260,883,971	256,921,898	102%	262,335,589
Intangible assets	1,022,400	1,022,400	100%	1,022,400
Total non-current assets	261,907,371	257,945,698	102%	263,358,989
Total assets	309,983,712	305,176,177	102%	316,985,299
Current liabilities				
Payables	298,789	2,381,958	13%	4,982,268
Contract liabilities	3,196,869	-	0%	3,196,869
Borrowings	397,968	722,661	55%	707,370
Provisions	1,643,464	2,094,060	78%	1,643,464
Total current liabilities	5,537,091	5,198,679	107%	10,529,971
Non-current liabilities				
Borrowings	5,595,589	5,943,000	94%	5,697,829
Provisions	3,152,561	2,855,650	110%	3,152,560
Total non-current liabilities	8,748,149	8,798,650	99%	8,850,389
Total liabilities	14,285,240	13,997,329	102%	19,380,360
Net community assets	295,698,471	291,178,847	102%	297,604,938
Community equity				
Asset revaluation surplus	105,465,322	97,770,997	108%	105,465,322
Retained surplus	190,233,149	193,407,850	98%	192,139,616
Total community equity	295,698,471	291,178,847	102%	297,604,938

TOTAL ASSETS



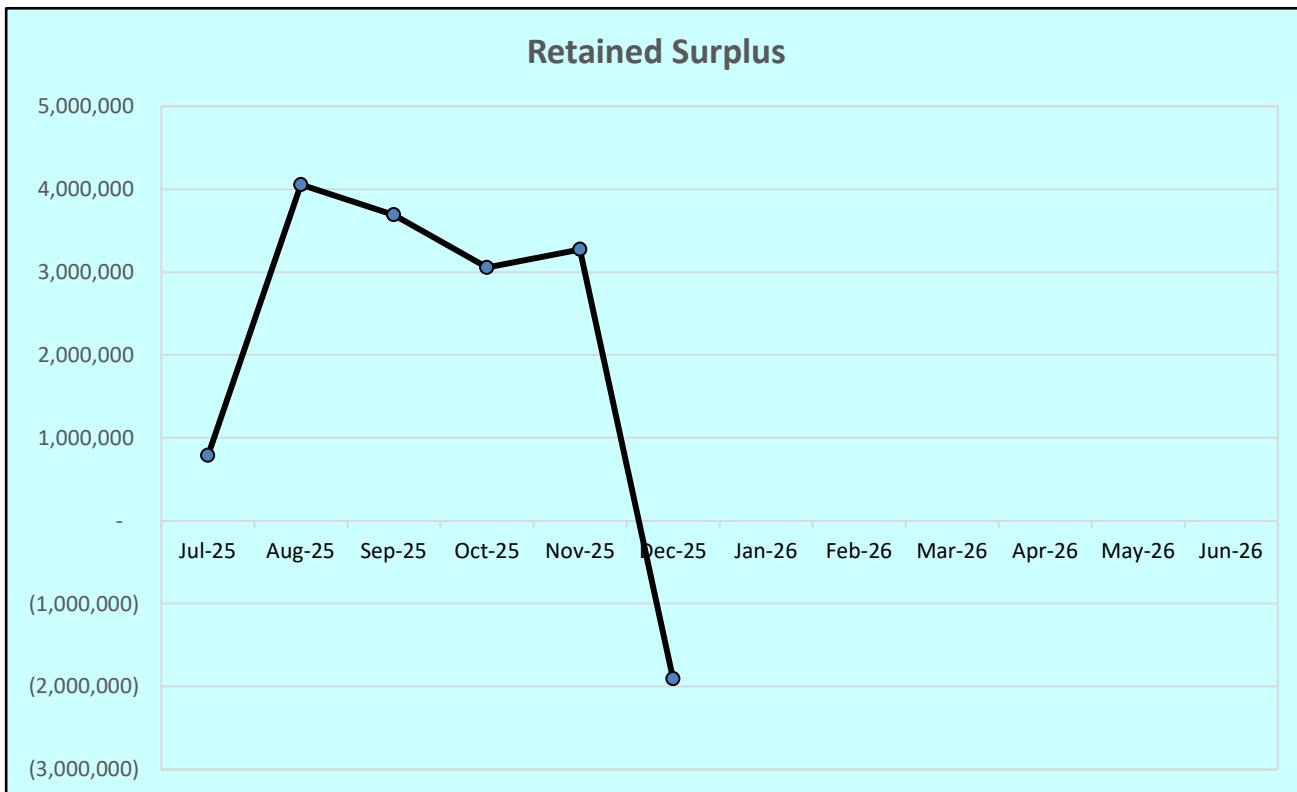
TOTAL LIABILITIES



Flinders Shire Council

Statement of Changes in Equity
for the period ended 31 December 2025

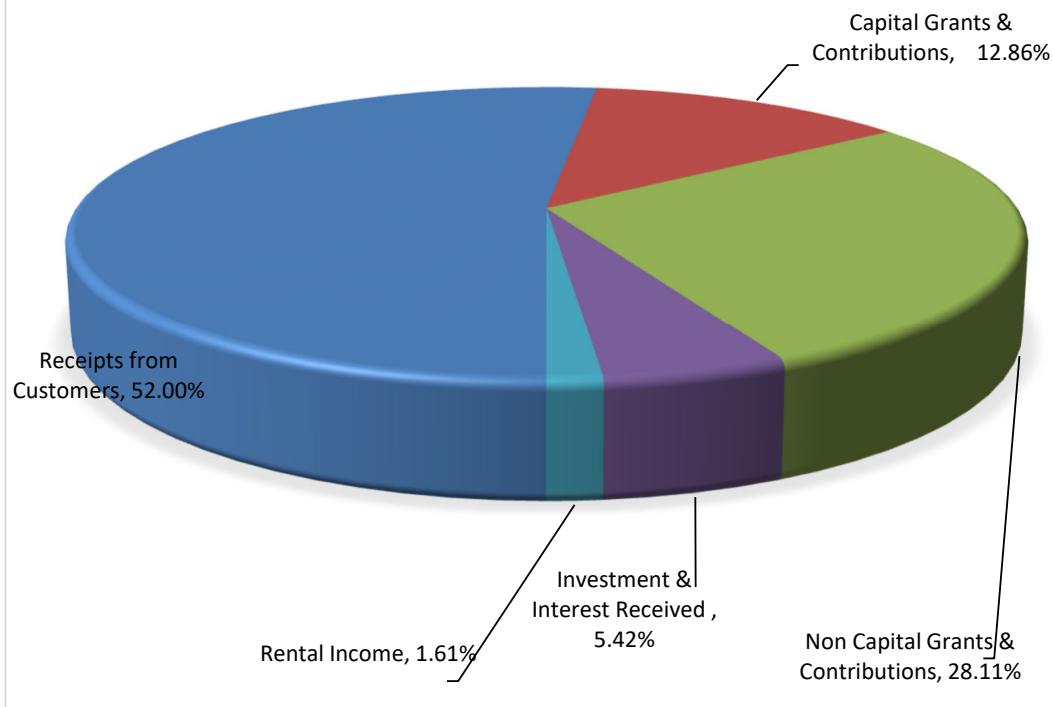
	Asset revaluation surplus \$	Retained surplus \$	Total \$
Balance as at 1 July 2025	105,465,322	192,139,616	297,604,938
Net result	-	(1,906,467)	(1,906,467)
Other comprehensive income for the year			
Increase / (decrease) in asset revaluation surplus	-	-	-
Total comprehensive income for the year	-	(1,906,467)	(1,906,467)
Balance as at 31 December 2025	105,465,322	190,233,149	295,698,471
Balance as at 1 July 2024	97,770,997	184,938,718	282,709,716
Net result	-	7,200,897	7,200,897
Other comprehensive income for the year			
Increase / (decrease) in asset revaluation surplus	7,694,325	-	7,694,325
Total comprehensive income for the year	7,694,325	7,200,897	14,895,222
Balance as at 30 June 2025	105,465,322	192,139,616	297,604,938



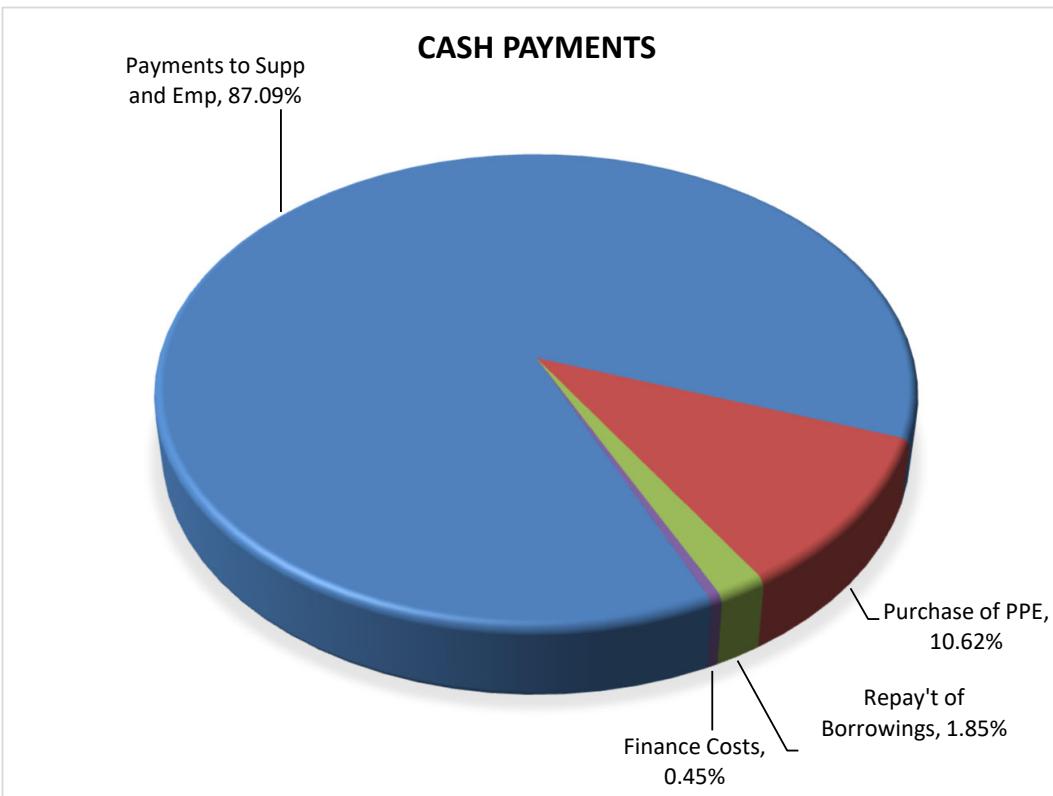
Flinders Shire Council
Statement of Cash Flows
for the period ended 31 December 2025

	2026 \$	2025 \$
Cash flows from operating activities		
Receipts from customers	8,812,184	15,655,311
Payments to suppliers and employees	(19,422,355)	(25,293,564)
	(10,610,171)	(9,638,253)
Interest received	917,595	2,124,410
Rental Income	273,330	519,725
Recurrent grants, subsidies, contributions and donations	4,762,956	20,043,117
Borrowing costs	(99,974)	(317,883)
Net cash inflow (outflow) from operating activities	(4,756,265)	12,731,116
Cash flows from investing activities		
Payments for property, plant and equipment	(2,368,048)	(7,904,426)
Grants, subsidies, contributions and donations - Capital	2,179,208	5,055,101
Proceeds from sale of property plant and equipment	-	445,903
Net cash inflow (outflow) from investing activities	(188,840)	(2,403,423)
Cash flows from financing activities		
Proceeds from borrowings	-	-
Repayment of borrowings	(411,642)	(792,838)
Net cash inflow (outflow) from financing activities	(411,642)	(792,838)
Net increase (decrease) in cash and cash equivalent held	(5,356,747)	9,534,856
Cash and cash equivalents at the beginning of the financial year	47,725,314	38,190,458
Cash and cash equivalents at end of the financial year	42,368,567	47,725,314

CASH RECEIPTS



CASH PAYMENTS



Flinders Shire Council
Unrestricted Cash Reconciliation
for the period ended 31 December 2025

Cash Balance	42,368,567
Less:	
Current Liabilities	2,340,221
Non-Current Provisions	3,152,561
Unspent Grant Funding	4,136,272
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	<u>20,739,513</u>

AGENDA
28 JANUARY 2026 – 9:00 AM
McNAMARA BOARDROOM

2.03 ENGINEERING

- Nil Required

2.04 COMMUNITY SERVICES AND WELLBEING

2.04.01 APPLICATION - COMMUNITY GRANT PROGRAM – BUSINESS INCENTIVE GRANT

Grant Overview

The Flinders Shire Business Incentive Program is an initiative to attract new investments, to support revitalisation of local Businesses, generate investment and create employment opportunities across the Flinders Shire region. The goals of this program are to increase the economic opportunities for businesses through increased patronage, support new investments that generate economic benefit to the region, support the preservation and improvement of buildings and make more attractive commercial streetscapes across townships in the Shire.

Allocated Budget: \$25,000.00

Remaining Budget: \$25,000.00

Background

Council has received a Business Incentives Grant application from Beef Peddler requesting an allocation of gravel for the total amount of \$2,000.00 to support the preparation and levelling of the existing block at 7 Richmond Hill Drive. The project includes spreading and compacting gravel to create an all-weather turnaround area and a portion of the gravel will be used to form a stable foundation pad for the construction of a new maintenance and servicing shed.

Organisation	Project Description	Business Type	Amount Requested
Beef Peddler	Council Product - Gravel	Sole Trader <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 \$2,000.00 over 5 years. 	\$2,000.00 (This totals to 1132.07 tonne of gravel)

AGENDA

28 JANUARY 2026 – 9:00 AM

McNAMARA BOARDROOM

Officer's Recommendation - That Council approve the request from Beef Peddler to obtain gravel with the following conditions:

- Must be utilised for preparing and levelling of an all-weather turnaround area and to form a stable foundation pad for the construction of a new maintenance and servicing shed
- Gravel must be taken from within the bounds of the Aerodrome Pit as given in Flinders Shire Council's Quarry Management Plan
- The applicant 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 1132.07 tonnes. Any unused gravel to be returned to Council at the applicant's expense
- The applicant 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

2.04.02

LETTER OF SUPPORT REQUEST - SEASONAL MOBILITY AND STAFF ACCOMMODATION EXCHANGE

Background

Council received an email request from Queensland Tourism Industry Council (QTIC) to seek Council's support for a proposed workforce initiative under development: the Seasonal Mobility and Staff Accommodation Exchange (SMASE).

Regional tourism destinations continue to face acute seasonal workforce shortages, driven by limited access to short-term accommodation, transport constraints and the cost of worker relocation. These challenges are often most pronounced in regional and remote areas.

SMASE has been designed as a place-based solution, with regional priorities embedded through pilot hubs in destinations experiencing the greatest seasonal workforce pressure. Each pilot region would undertake local mapping of workforce demand, accommodation availability and transport routes to ensure the model reflects regional realities and complements existing local strategies.

The program would support:

- A digital exchange connecting employers, workers and accommodation
- Verified short-term accommodation brokerage
- Coordinated transport and relocation support
- Regional pilot delivery with local partners
- Pastoral care to support retention

QTIC is seeking Council support to strengthen the proposal and demonstrate regional demand. This letter should outline the proposed partnership and confirm your organisation's commitment to entering into a formal partnership agreement should the application be successful. This could include a letter of support, participation as a pilot partner, or input into regional workforce and accommodation mapping.

Officer's Recommendation - That Council endorse issuing a letter of support to Queensland Tourism Industry Council (QTIC) for their funding submission, outlining Councils' commitment to participate as a pilot partner and provide input into regional workforce and accommodation mapping.

AGENDA

28 JANUARY 2026 – 9:00 AM

McNAMARA BOARDROOM



2.05 PEOPLE, SAFETY AND GOVERNANCE

2.05.01 ADOPTION OF LOCAL DISASTER MANAGEMENT PLAN

Executive Summary

The Local Disaster Management Plan has been reviewed and approved by the core members of the Local Disaster Management Group (LDMG) and now requires adoption by Council.

Background

Section 57 of the *Disaster Management Act 2003* requires a local government to prepare a local disaster management plan for disaster management in the local government's area, and section 59(2) requires the local government to review the effectiveness of the plan at least once a year.

Discussion

The Local Disaster Management Plan was initially developed in 2013 and has been reviewed annually since then.

The latest version has been progressively reviewed during 2025, taking note of changes to membership of the LDMG.

Note that the amendments are administrative in nature and include updates to:

- delegate appointments.
- Local Recovery Group membership; and
- sub-group membership

The plan is now presented for adoption by Council.

Statutory/Compliance Matters

- Disaster Management Act 2003

Financial / Budget Implications

N/A

Consultation/engagement

- Core members of the LDMG

Risk Implications

Having a Local Disaster Management Plan that is consistent with the disaster management standards and disaster management guidelines will enable effective coordination of disaster operations and activities in the Flinders local government area.

Officer's Recommendation - That Council adopt the reviewed Local Disaster Management Plan, as presented.

Flinders Local Disaster Management Plan



Flinders River 2019

Foreword

Foreword from the chair of the Local Disaster Management Group

Like many regions across Australia, the Flinders Shire has faced its share of natural disasters in recent years, including flooding, severe storms, and the impact of Cyclone Yasi in 2011 and the 2019 Monsoonal floods. With the wet season occurring from November to April, our community remains vigilant, aware of the potential for severe weather, flooding, and isolation.

Thanks to proactive planning and preparation by the Flinders Shire Council and the Local Disaster Management Group (LDMG), we have been able to respond effectively to these challenges. The Local Disaster Management Plan formalizes our practices and assists the LDMG in preparing for and responding to events, serving as a crucial tool for both the group and the wider community.

To ensure continued readiness for disaster response, we conduct training and simulation exercises for the LDMG and emergency crews. We have also implemented the Guardian information management system to facilitate record-keeping and ensure efficient coordination during disaster events.

Public awareness campaigns are regularly conducted to inform residents and visitors about disaster risks and preparedness measures. Additionally, our Local Disaster Management Plan is reviewed regularly to ensure its relevance and compliance with legislation.

This plan serves as a valuable resource for the community to assist in personal planning and actions during disasters. Residents are reminded to take steps to protect themselves, such as stocking up on essential supplies in case of isolation and pre-arranging self-evacuation if authorities recommend it, as we do not have certified cyclone shelters.

During disaster events, updates are provided on local community radio ABC and Council's website, dashboard, and Facebook page. For assistance during a natural disaster, residents can contact the SES hotline at 132 500 or 000 in life-threatening emergencies.

As we look ahead to 2026, let us remain vigilant, prepared, and committed to the safety and well-being of our community.

Cr Kate Peddle

Mayor, Flinders Shire Council

Endorsement

This Local Disaster Management Plan (LDMP) has been developed for the Flinders Local Government Area (LGA) and subsequently approved by the Flinders Local Disaster Management Group (LDMG). When the LDMG approves the LDMP, it is considered to be live.

.....
Melanie Wicks

Deputy Local Disaster Coordinator

Flinders Local Disaster Management Group

Date: 19 December 2025

.....
Cr. Kate Peddle

Chair

Flinders Local Disaster Management Group

Date: 19 December 2025

The functions of the local government were advised in accordance with *the Disaster Management Act 2003* (DM Act) (s80). This plan was formally adopted by the Flinders Shire Council at the Council Meeting (28 January 2026) through resolution.

.....
Cr. Kate Peddle

Mayor

Flinders Shire Council

Date:

.....
Bruce Davidson

Interim Chief Executive Officer

Flinders Shire Council

Date:

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Consultation

An initial draft will be developed and reviewed in consultation with the LDMG Chair, Local Disaster Coordinator (LDC), Disaster Management Officer (DMO) and Queensland Police Service (QPS, Emergency Management and Coordination Command (EMCC), Emergency Management Coordinator (EMC).

This plan will be further developed with consultation, review and feedback from the entire LDMG and associated Disaster Management (DM) stakeholders.

In accordance with the DM Act (s 59), the LDMP and any associated Sub Plans must be reviewed when the local government considers appropriate, such as but not limited to:

- A change in the LGA risk
- A change in the LGA community
- Direction from the LDMG or feedback from an external review/report

The local government must review the effectiveness of the plan at least annually, methods to achieve this can be such as but not limited to:

- A disaster event/s
- Scheduled exercise (desktop or physical)
- Workgroups
- Training
- Debriefs after disaster operations (Response or Recovery)
- Direction by the LDMG or external review

Document Control

The LDMP is a controlled document. The controller of the document is the Flinders Shire Council Chief Executive Officer (CEO) being the LDMG, LDC. Any proposed amendments to this plan are be forwarded in writing to the CEO/LDC unless advised otherwise:

Chief Executive Officer

Flinders Shire Council

P.O BOX 274

Hughenden Q 4821

Email: ceo@flinders@qld.gov.au

Approval of Amendments

The LDC may approve minor amendments to this document, such as grammatical or name changes. Any changes above minor amendments or involving process or intent of the document must be approved by the Flinders LDMG. This may require feedback from lead or primary agencies.

Amendment Table

This amendment table must record all changes above minor amendments.

Amendment		Plan Update		
No/ Ref	Issue Date	Inserted by	Action	Date
1.1	August 13		Adoption of new plan at August 2013 Council Meeting	August 2013
1.2	October 14	M Keating & W Preedy	Annual Review	
1.3	December 15	M Keating & W Preedy	Annual Review and update	Nov/Dec 2015
1.4	December 15	M Keating	Adoption of new plan at August 2015 council meeting	10/12/2015
1.5	August 2016	M Keating	Annual Review and update	August 2016
1.6	August 2016	M Keating	Adoption of new plan at September 2016 council meeting	September 2016
1.7	August 2016	M Keating	IGEM Review	2017
1.8	November 2017	M Keating	Annual review and update	August/September 2017
1.9	November 2018	M Keating	Update against new QLD Disaster Management guideline	November/ December 2018
1.10	November 2018	M Keating	Adoption of new plan at December council meeting	11 December 2018
1.11	June 2020	LDMG and Specialist advisors	Review	
1.12	December 2020	M Keating	Endorsement and Adoption at LDMG	2 December 2020
1.13	December 2020	M Keating	Endorsement and Adoption at LDMG	7 December 2020
1.14	December 2021	LDMG and Specialist advisors	Review	8 December 2021
1.15	November 2023	S Haydon/ EMC Andy Pethybridge	Reformat and Update	March 2024
1.16	March 2024	LDMG members	Consultation from LDMG members	24 March 2024
1.17	August 2024	B Smith	Finalise draft for Council adoption	24 September 2024

Amendment		Plan Update		
1.18	January 2026	B Smith	<ul style="list-style-type: none"> • delegate appointments. • Local Recovery Group membership; • sub-group membership 	9 January 2026

Distribution

This plan will be available on websites such as the Flinders Shire Council (www.flinders.qld.gov.au) and Queensland Government Disaster Management/Our Partners (www.disaster.qld.gov.au). A hard copy will be available through the LDC. The LDMG will be advised of the LDMP and any updates.

References

To assist with disaster management, the primary references are such as but not limited to:

- Queensland Disaster Management website – www.disaster.qld.gov.au
- Queensland Police website – www.police.qld.gov.au
- Queensland Reconstruction Authority (QRA) website – www.qra.qld.gov.au
- Queensland Government Inspector-General Emergency Management – www.igem.qld.gov.au
- The following are available through the Queensland Disaster Management website:
 - [Disaster Management Act 2003](#)
 - [Disaster Management Regulation 2014](#)
 - [Queensland Disaster Management 2016 Strategic Policy Statement](#)
 - [Interim Queensland State Disaster Management Plan 2024-25](#)
 - [Amendment Schedule Interim State Disaster Management Plan 2024-2025](#)
 - [Queensland Recovery Plan \(Sub Plan to the State Disaster Management Plan\)](#)
 - [Queensland Bushfire Plan \(Sub Plan to the State Disaster Management Plan\)](#)
 - [Townsville District Disaster Management Plan](#)
 - [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines](#)

Authority to Plan and Policy

The [Disaster Management Act 2003 \(DM Act\)](#) and the [Disaster Management Regulation 2014](#) (the Regulation) form the legislative basis for disaster management. The DM Act (s57) requires a plan for disaster management in the LGA. This plan is prepared in accordance with the disaster management authorising environment as detailed in **Figure 1**.

The documents are such as but not limited to:

[Queensland Disaster Management 2016 Strategic Policy Statement](#) in accordance with the DM Act (s18(a) and 49(2)(a)) forms the strategic policy framework for disaster management:

Objectives:

- Strive to safeguard people, property and the environment from disaster impacts.
- Empower and support local communities to manage disaster risks, respond to events and be more resilient.

Strategies:

- Ensure disaster operation capabilities are responsive and effective.
- Build capacity, skills and knowledge to enable adaptation to changing environments.
- Effectively collaborate and share responsibilities for disaster management across all levels of government, industry and communities
- Effectively communicate to engage all stakeholders in disaster management.
- Incorporate risk-based planning into disaster management decision making.
- Continuously improve disaster management through implementation of innovation, research and lessons learned.

- [Interim Queensland State Disaster Management Plan 2024-25](#), in accordance with the DM Act (s 49), supports the LDMP.
- [District Disaster Management Plans](#), in accordance with the DM Act (s 53), supports the LDMP.
- [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines](#), in accordance with the DM Act (s 63).
- [Inspector-General Emergency Management, Emergency Management Assurance Framework \(EMAF\)](#), (www.igem.qld.gov.au) the disaster management standard in accordance with the DM Act (s16N(1)). This assists with entities responsible for disaster management in the State in relation to the undertaking of disaster management.

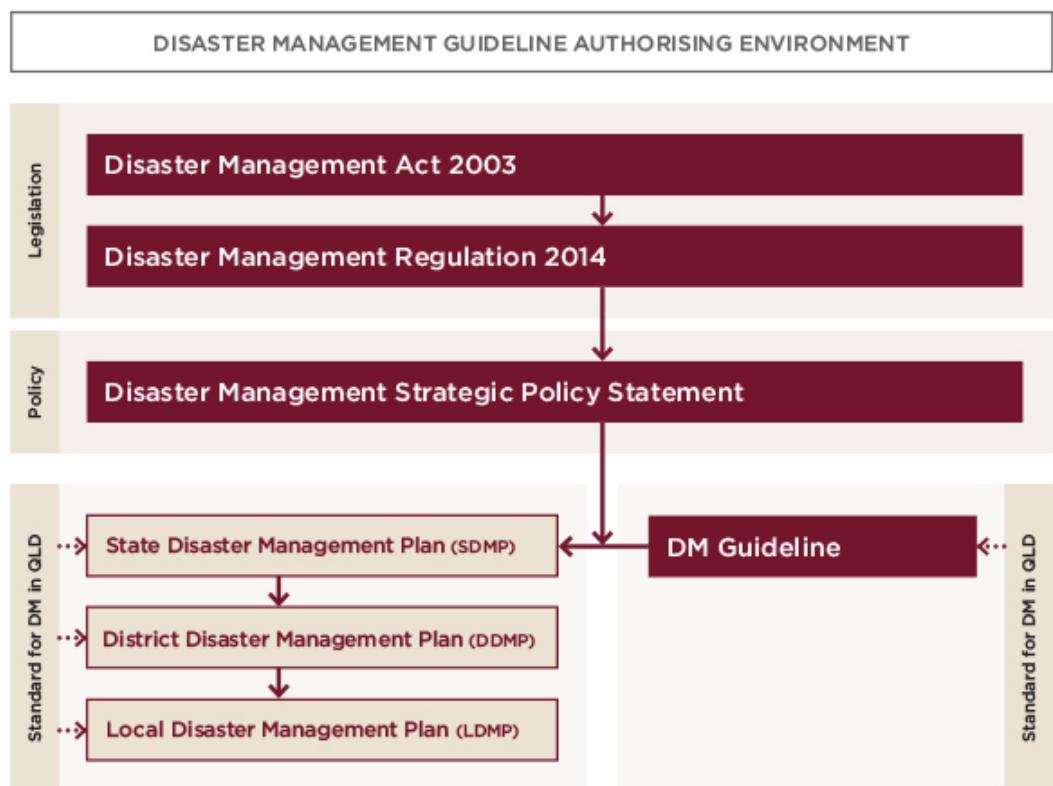


Figure 1 – Disaster management documents authorising environment

Emergency Management Assurance Framework (EMAF)

The LDMG considers the intent of the EMAF and the [Standard for Disaster Management in Queensland](#) (the Standard) to optimise disaster management in the LGA. The EMAF incorporates the Standard, good practice attributes, assurance activities and principles. The standard incorporates shared responsibilities that are considered with indicators and accountabilities (governance, doctrine, people, enablers and continuous improvement) that strive to meet outcomes. The EMAF, the Standard and shared responsibilities with outcomes are detail in **Figure 2-4** respectively and further information is available at Queensland Government, Inspector-General Emergency Management (IGEM) (www.igem.qld.gov.au).

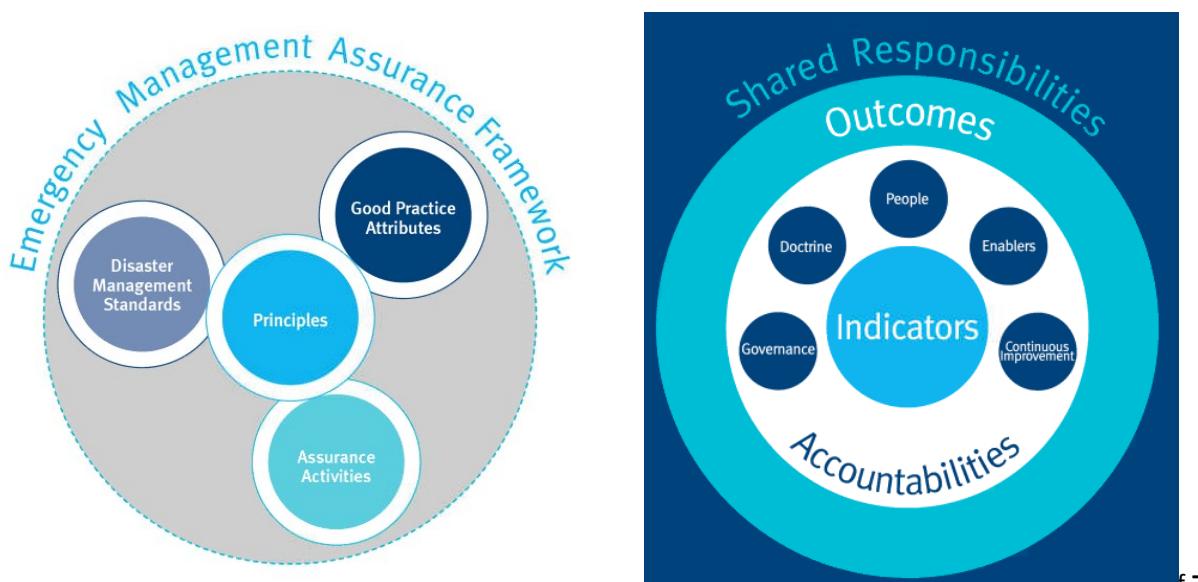


Figure 2 - EMAF

Figure 3 – The Standard

Shared responsibilities

The shared responsibilities, and the outcomes that align to them are listed below. Details, including the accountabilities and their criteria and indicators for each outcome, can be found on the following pages.

Shared responsibilities	Outcomes
Managing risk	Outcome 1 There is a shared understanding of risks for all relevant hazards
	Outcome 2 Risk is managed to reduce the impact of disasters on the community
Planning and plans	Outcome 3 There is a shared understanding of how the impact of disasters will be managed and coordinated
	Outcome 4 Plans outline and detail how the impact of disasters on the community will be reduced
Community engagement	Outcome 5 Entities proactively and openly engage with communities
	Outcome 6 The community makes informed choices about disaster management, and acts on them
Capability integration	Outcome 7 Resources are prioritised and shared with those who need them, when they need them
	Outcome 8 Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community
Operations	Outcome 9 Response operations minimise the negative impacts of an event on the community and provide the support needed for recovery
	Outcome 10 Relief operations minimise the negative impacts of an event on the community and provide the support needed for recovery
	Outcome 11 Recovery operations minimise the negative impacts of an event on the community and provide the support needed for recovery
Collaboration and coordination	Outcome 12 Entities proactively work together in a cooperative environment to achieve better results for the community
	Outcome 13 A collaborative culture exists within disaster management
Common language	Outcome 14 Common language is used by all entities within Queensland's disaster management arrangements

Figure 4 Shared responsibilities with outcomes

Purpose of Plan

This plan details the arrangements within the Flinders LGA to assist with the prevention/mitigation, preparedness, response and recovery. Prior to, during and after a likely or known disaster event/s. This will consider an all hazard approach. The disaster management with authorised, relevant and appropriate stakeholders is important with consideration of risks and application of relevant disaster management plans and support. The disaster operations are detailed in **Figure 5**, that includes response and recovery.

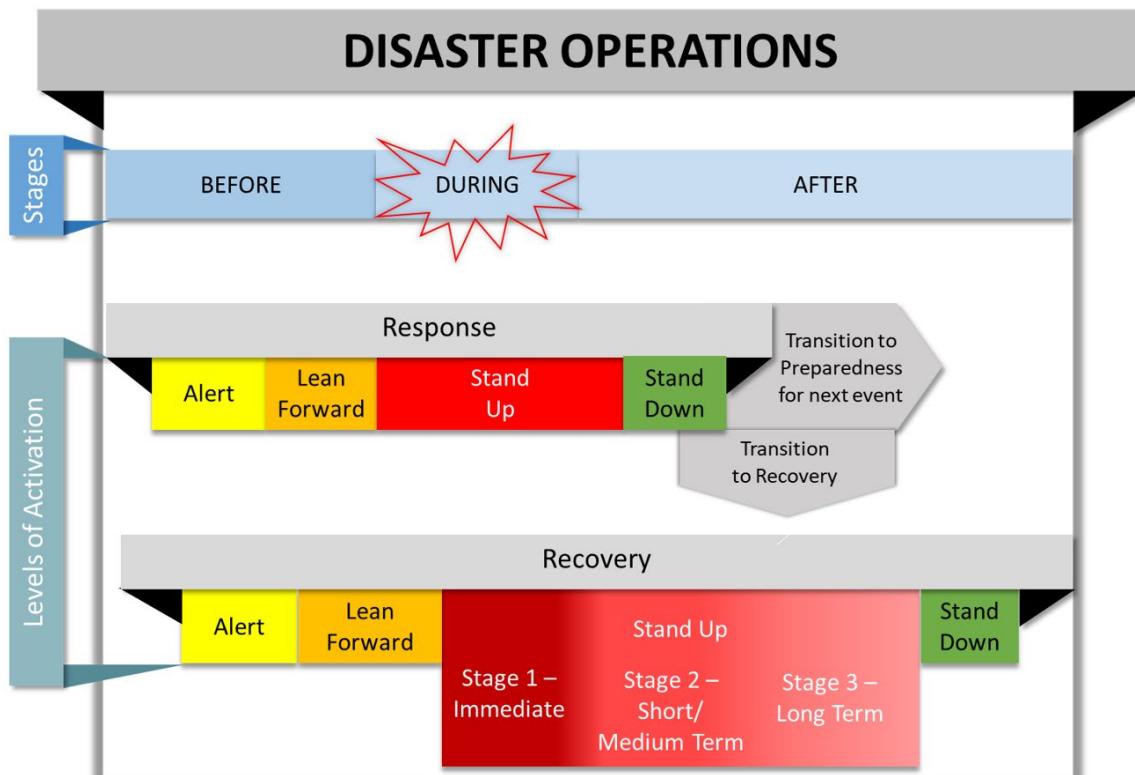


Figure 5 – Disaster Operations

Guiding Principles

All events, whether natural or caused by human activity, should be managed in accordance with any relevant disaster management policy.

Under section the DM Act (s4A), disaster management in Queensland is based on four principles:

- Comprehensive approach
- All hazards approach.
- Local disaster management capability.
- Support by the state group and district groups to local governments.

Comprehensive Approach

The comprehensive approach to disaster management as detailed in **Figure 6**, comprises four phases in the Queensland *Prevention, Preparedness, Response and Recovery Disaster Management Guidelines*, known as PPRR Guidelines. They are a balance between reduction/mitigation of risk, enhancement of community resilience, whilst providing effective response and recovery capabilities:

- Prevention/Mitigation, such as a reduction of a known or expected risks.
- Preparedness, through training, exercises, workgroups and development of plans.
- Response, for an event that may involve triggers.
- Recovery as the result of an event if evidence indicates.

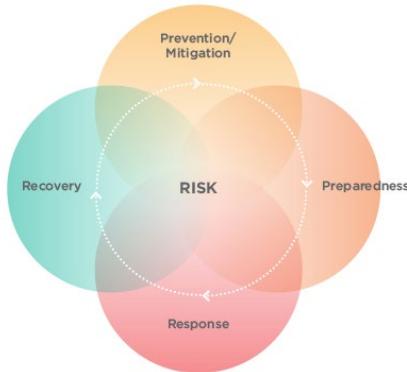


Figure 6 – Comprehensive approach

All Hazards Approach.

The all hazards approach assumes that the functions and activities used to manage one event are likely to be applicable to a range of events, whether natural or caused by human activity.

Hazard and Associated Primary Agencies.

It is important to understand the identified hazard, associated primary/lead agencies and respective plans, that are detailed in **Figure 7**.

Table 7.1 Identified Hazards, Primary Agencies and Relevant Plans

Hazard	Plan	Primary agency
Animal and plant disease	Australian Veterinary Emergency Plan (AUSVETPLAN)	Department of Agriculture and Fisheries
	Australian Aquatic Veterinary Emergency Plan (AQUAVETPLAN)	
	Australian Emergency Plant Pest Response Plan (PLANTPLAN)	
	Biosecurity Emergency Operations Manual	
Biological (human related)	State of Queensland Multi-Agency Response to Chemical, Biological & Radiological Incidents	Queensland Health
Radiological	State of Queensland Multi-Agency Response to Chemical, Biological & Radiological Incidents	Queensland Health
Bushfire	Wildfire Mitigation and Readiness Plans	Queensland Fire Department
Chemical	State of Queensland Multi-Agency Response to Chemical, Biological & Radiological Incidents	Queensland Fire Department
Heatwave	Heatwave Response Plan	Queensland Health
Pandemic	Pandemic Influenza Plan	Queensland Health
	Australian Health Management Plan for Pandemic Influenza	
Ship Sourced Pollution	Queensland Coastal Contingency Action Plan (QCCAP)	Maritime Safety Queensland
Terrorism	Queensland Counter Terrorism Plan	Queensland Police Service

Figure 7 – Identified hazards and associated primary agencies

Disaster Management Roles and Responsibilities

The following roles and responsibilities have been provided by each organisation listed, these lead organisation are most relevant to the Flinders Shire as detailed in the [Interim Queensland State Disaster Management Plan 2024-25](#).

Queensland Fire Department (QFD)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Management Group (SDM Group) member; State Disaster Coordination Group (SDCG) member; State Bushfire Committee, chair

Responsibilities	Role
Relevant legislation: <i>Fire Services Act 1990</i> <i>Disaster Management Act 2003</i>	<ul style="list-style-type: none"> Hazard lead and primary response agency for structural fire, bushfire, and hazardous materials emergencies
<ul style="list-style-type: none"> Primary response agency for structural fire, bushfire and incidents involving chemicals and hazardous materials 	<ul style="list-style-type: none"> Responsible for relevant components of the Chemical, Biological and Radiological hazard (noting Queensland Health's involvement in the Biological and Radiological component)
<ul style="list-style-type: none"> Protection of persons, property and the environment from fire and hazardous materials emergencies 	<ul style="list-style-type: none"> Plays an important role in building safety, assessment, and compliance, which contributes to preparedness for disasters, e.g. earthquakes
<ul style="list-style-type: none"> Prevention of, and response to, fires and other emergencies 	<ul style="list-style-type: none"> Fire and hazardous materials suppression and control Protect persons trapped in a vehicle or building or otherwise endangered Develop and distribute warnings relating to bushfire, structure fires and hazardous materials emergencies Lead the AUS-1 Disaster Assistance Response Team for responding to disasters internationally and within Australia Provide specialist rescue capability – including Urban Search and Rescue and Technical Rescue, Swiftwater Rescue
<ul style="list-style-type: none"> Declaration of State of Fire Emergency 	<ul style="list-style-type: none"> Undertake and coordinate bushfire mitigation activities Coordination of air operations Management of permit to light system
<ul style="list-style-type: none"> Support communities or other entities prepare for, respond to, and enhance resilience to, bushfires, disasters, and other events 	<ul style="list-style-type: none"> Invoking fire bans Community engagement Promote fire prevention and fire control and safety and other procedures for fire and hazardous materials emergencies.
<ul style="list-style-type: none"> Cooperate with other entities providing emergency services 	<ul style="list-style-type: none"> Coordination of pre-season briefings relating to bushfire Support the response to severe weather and other disaster events Undertake initial damage assessments following disaster events Provide advice in relation to chemical analysis and atmospheric monitoring at relevant incidents Provide mass and technical decontamination capability Provide advice and support regarding disaster management and disaster operations as it relates to bushfires, structure fires and hazardous materials emergencies to disaster management groups
Emergency powers	
Queensland Fire Department utilises a range of powers to manage disasters and emergencies. These powers are contained within the <i>Fire Services Act 1990</i>	
<ul style="list-style-type: none"> Fire officers as defined under the <i>Fire Services Act 1990</i> may also exercise declared disaster officer powers under s.77 of the <i>Disaster Management Act 2003</i>. 	

Telstra

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
	<ul style="list-style-type: none"> Support all disaster management levels before, during and after disaster (e.g. information in relation to communications outages/repairs)

Royal Society for the Prevention of Cruelty to Animals (Qld) Ltd (RSPCA)

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
<p>Relevant Legislation: <i>Animal Care and Protection Act 2001</i></p> <ul style="list-style-type: none"> Investigate and enforce compliance with the <i>Animal Care and Protection Act 2001</i> 	<ul style="list-style-type: none"> Provide situational awareness and operational intelligence in relation to animal welfare Monitor the responsible care of animals, provide standards of care for animals, and protect animals from unjustifiable, unnecessary, or unreasonable pain Collaborate with stakeholders with shared responsibilities to ensure effective prevention, preparedness, response and recovery strategies and priorities for disaster management within a community Assist in identifying and addressing immediate, medium, and long-term animal welfare recovery needs to enhance the capacity of the local community to recover from a disaster

The Salvation Army

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Emergency Services

Responsibilities	Role
<ul style="list-style-type: none"> Standing offer arrangement (SOA) for Disaster Recovery: Human and Social Services 	<ul style="list-style-type: none"> Provide physical, emotional, and spiritual support to all members of the Australian community by meeting them at their point of need Provide disaster affected people and emergency service workers with emergency catering services (response and relief) Support evacuation centres, when requested, by activating Salvation Army Emergency Services Response volunteers and equipment to: <ul style="list-style-type: none"> provide/manage emergency catering (refreshments and meals) endeavour to identify safe and suitable food options Provide a safe environment to take time out and be a reassuring presence Support emergency response organisations when requested, by providing emergency catering options in the field Support all levels of government as needed to provide advice, manage, or coordinate emergency catering in any setting Collaborate with governments and key agencies to design recovery initiatives Support Community Recovery initiatives where appropriate by activating our Disaster Recovery volunteers and key personnel Consult and collaborate with local communities to identify needs and co-design initiatives to support physical, emotional, and spiritual support Provide individuals and communities with support or referral pathways that will restore the essentials necessary to reclaim their wellbeing (recovery) Work collaboratively with all agencies to identify suitable activities to support the overall event requirements

Queensland Reconstruction Authority (QRA)

	<ul style="list-style-type: none"> Develop the Queensland Recovery Plan, coordinating recovery across all levels of government, FRRGs and the community Conduct reconstruction monitoring during the recovery phase of a disaster Lead in Queensland for the jointly funded Australian and Queensland Governments' Disaster Recovery Funding Arrangements and the Queensland funded State Disaster Relief Arrangements coordination Provide the Secretariat function to the State Recovery and Resilience Group (SRRG)
<p>Resilience</p> <p>QRA is the State's lead agency responsible for disaster resilience in Queensland:</p> <ul style="list-style-type: none"> s.10(1)(iv) coordinate the development and implementation of whole-of-government policies for improving the resilience of communities for potential disasters through, for example, the betterment of the community s.10(1)(e) administer, coordinate and distribute financial assistance for communities in relation to mitigating against, recovering from or improving resilience for disasters 	<p>Resilience</p> <ul style="list-style-type: none"> Drive and coordinate action to enhance the resilience of Queensland communities and encourage the embedding of resilience across all phases of disaster management Administer, coordinate and distribute disaster resilience funding programs on behalf of Queensland Develop and coordinate the Queensland Strategy for Disaster Resilience, which promotes a systems approach to resilience, and provides an overarching framework to guide how State agencies collaboratively deliver disaster resilience commitments and actions, based on local and regional needs, to strengthen community resilience Develop Regional Resilience Strategies to ensure every region across Queensland is part of a locally led, regionally-coordinated and State-facilitated blueprint to strengthen disaster resilience Review, maintain and update Local Resilience Action Plans to ensure there is a pipeline of projects for future investments in disaster resilience and mitigation activities
	<p>Preparedness</p> <ul style="list-style-type: none"> Coordinate the Get Ready Queensland program to deliver year-round all hazards resilience building information and initiatives to help Queensland communities prepare for natural disasters Administer the Get Ready Queensland funding program to help local governments to improve their community's resilience

Queensland Reconstruction Authority (QRA)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Management Group (SDM Group) member; State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) Chair; Emergency Relief Working Group (ERWG) chair/member

Responsibilities	Role
Relevant legislation: Queensland Reconstruction Authority Act 2011	The QRA has roles in risk, recovery, resilience, and preparedness
Risk QRA is responsible for leading State-level hazard and risk functions, including carrying out risk assessments for potential disasters, and managing flood risks: <ul style="list-style-type: none"> • s.10(1)(a)(i) coordinate the development and implementation of whole-of-government policies for carrying out risk assessments of potential disasters • s.10(1)(a)(ii): coordinate the development and implementation of whole-of-government policies for managing flood risks • s.10(1)(h) facilitate mitigating against potential disasters, including facilitating the development of a network of flood warning gauges that complies with best practice 	Risk <ul style="list-style-type: none"> • Support community resilience through access to reliable hazard and risk information products and processes to support disaster risk reduction and management practice across Queensland • Collaborate with partners to ensure access to the scientifically-informed and reliable hazard and risk information needed to understand risk and make risk-informed decisions • Coordinate the emergency risk framework in Queensland, including the development and implementation of whole-of-government policies for carrying out risk assessments of potential disasters • Produce the State Disaster Risk Report to inform risk assessments and disaster management plans • Coordinate and develop flood mitigation policy in Queensland • Develop and implement (with agencies and local governments) flood management plans, resilience strategies, flood risk, flood warning and flood communication initiatives to improve safety, build resilience and minimise the impacts of flooding events
Recovery QRA is the lead agency responsible for disaster recovery in Queensland: <ul style="list-style-type: none"> • s.10(1)(a)(iii) Coordinate the development and implementation of whole-of-government policies for ensuring Queensland and its communities effectively and efficiently recover from the impacts of disasters • s.10(1)(b) Decide priorities for community infrastructure and community services needed for the protection, rebuilding and recovery of affected communities • s.10(1)(c) Work closely with affected communities to ensure each community's needs are recognised in the rebuilding and recovery of the communities and improving their resilience • s.10(1)(g) Ensure the protection, rebuilding and recovery of affected communities is: <ul style="list-style-type: none"> (i) effectively and efficiently carried out; and (ii) appropriate, having regard to the nature of the disaster • s.10(1)(d) Collect and collate information about community services, and community infrastructure and other property, damaged or otherwise affected by a disaster • s.10(1)(e) coordinate and distribute financial assistance for communities in relation to mitigating against, recovering from or improving resilience for disasters 	Recovery <ul style="list-style-type: none"> • Coordinate and develop disaster recovery policy in Queensland • Lead and coordinate recovery planning for specific disaster events • Develop event-specific State recovery and resilience plans as required to ensure the efficient and effective coordination of recovery and reconstruction following disasters • Facilitate jurisdictional liaison between the National Emergency Management Agency and relevant State government agencies on recovery funding and planning • Support the State Recovery Policy and Planning Coordinator and State Recovery Coordinator to complete their recovery roles, and support the transition from response coordination to recovery coordination • Maintain the State Recovery Coordinator Guide and Register • Support local governments and local recovery groups to implement recovery efforts • Support District Disaster Management Groups and District Recovery Groups to plan for and implement recovery efforts • Provide advice and support in relation to recovery operations to disaster management groups (in collaboration with other State agencies) • Support the delivery of recovery and reconstruction projects • Work with relevant State agencies and local governments assisting with assessment, monitoring, and reporting associated with recovery, including the reconstruction of essential public assets • Coordinate and integrate efforts and communications between and across all Functional Recovery and Resilience Groups (FRRGs) to achieve whole of community outcomes/activities, and coordinate FRRG reporting

Queensland Police Service (QPS)

State Emergency Service (SES)

Relevant Legislation:

[s7 State Emergency Service Act 2024](#)

- Perform rescue or similar operations in an emergency situation
- Perform search operations in an emergency or similar situation
- Perform activities in response to a severe weather event
- Perform other activities to help communities or other entities prepare for, respond to, recover from, and enhance resilience to, an event or a disaster
- Provide services, and give help reasonably requested, in an emergency or another situation, as required of a member of the SES under any Act or law or the reasonable expectations of the community

- Help injured persons, as well as protect persons, property or the environment from danger or potential danger in emergency situations. This includes operations for road crashes, vertical rescue, or assistance to other entities responding to an emergency
- Assist in searches for missing persons or evidence
- Provide storm and water damage operations to support residents and critical community services
- Conduct operational preparedness and resilience activities with community and agencies such as community engagement, exercises, agency liaison and joint planning
- Support multi-agency response and recovery activities within SES capability
- Provide operational support in emergencies and public events including, but not limited to, welfare, evacuations and evacuation centres support, cyclone shelter support, public event support, fire ground support, air base operations and management (bushfire), traffic management, communications, resupply, incident management, or lighting

Marine Rescue Queensland (MRQ)

Relevant Legislation:

[Marine Rescue Queensland 2024 Act](#)

- Perform marine search and rescue operations
- Provide marine assistance to persons or vessels in difficulty
- Provide other marine assistance to any entity in the performance of its functions and to the community if the assistance is reasonably requested and another entity is not reasonably able to assist
- Support other entities providing emergency services to help communities respond to and recover from an event or a disaster
- Provide services or assistance by a member of MRQ if required under any Act or law or the reasonable expectations of the community

- Provide marine search and rescue services to the boating public in Queensland

Queensland Police Service (QPS)

State disaster management group membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Management Group (SDM Group) member, State Disaster Coordination Group (SDCG) chair, State Recovery and Resilience Group (SRRG) member; Emergency Relief Working Group (ERWG) chair/member

Responsibilities	Role
<p>Relevant Legislation:</p> <p><i>Disaster Management Act 2003</i></p> <p><i>Police Service Administration Act 1990</i></p> <p>s2.3 The functions of the police service are the following—</p> <p>(a) the preservation of peace and good order—</p> <p>(i) in all areas of the State; and</p> <p>(b) the protection of all communities in the State;</p> <p>(e) the upholding of the law generally;</p> <p>(g) the provision of the services, and the rendering of help reasonably sought, in an emergency or otherwise, as are—</p> <p>(i) required of officers under any Act or law or the reasonable expectations of the community; or</p> <p>(ii) reasonably sought of officers by members of the community;</p> <p><i>Police Powers and Responsibilities Act 2000</i></p> <p><i>Coroners Act 2003</i></p> <p>s.15 Help in investigation</p> <p>(2) The duty of a police officer to help a coroner is stated in the <i>Police Powers and Responsibilities Act 2000</i>, section 794.</p> <p><i>Marine Rescue Queensland 2024 Act</i></p> <p>Functions of Commissioner</p> <p>s.9 The commissioner's functions relating to MRQ are—</p> <p>(c) the giving of directions and guidance to the MRQ chief officer, MRQ unit commanders, MRQ coordinators and other MRQ members; and</p> <p>(d) the performance of any other function relating to MRQ that is given to the commissioner under this or another Act.</p> <p><i>State Emergency Service Act 2024</i></p> <p>Functions of Commissioner and related matters</p> <p>s. 9 The commissioner's functions relating to the State Emergency Service (SES) are—</p> <p>(e) the giving of directions and guidance to the SES chief officer, local controllers, SES commanders and SES members; and</p> <p>(f) the performance of any other function relating to the SES that is given to the commissioner under this Act or another Act.</p>	<ul style="list-style-type: none"> ▪ Administer of the <i>Disaster Management Act 2003</i> and <i>Disaster Management Regulation 2014</i> ▪ Exercise the functions and powers of the Police Commissioner in accordance with any relevant legislation ▪ Exercise the functions and powers of the State Disaster Coordinator in accordance with the <i>Disaster Management Act 2003</i> ▪ Provide executive support to the QDMC, SDM Group and SDCG ▪ Provide the chair and executive support to district disaster management groups ▪ Provide advice and support regarding disaster management and disaster operations to disaster management groups ▪ Establish and maintain arrangements between the State and the Commonwealth about matters relating to effective disaster management ▪ Prepare and maintain the State Disaster Management Plan (SDMP) and the <i>Prevention, Preparedness, Response and Recovery Disaster Management Guideline</i> ▪ Manage the Queensland <i>Disaster Management Training Framework (QDMTF)</i> ▪ Develop the program cycle of disaster management exercises ▪ Gazette Disaster Management Declarations ▪ Manage the Disaster Management Website ▪ Support stakeholder application of the Australian Warning System ▪ Issue warnings including Emergency Alert ▪ Maintain operational readiness of the State Disaster Coordination Centre (SDCC) ▪ Activate, coordinate and command the operation of the SDCC ▪ Operational responsibility for first response to terrorism ▪ Resupply of essential goods to isolated communities, properties and individuals in partnership with Local Disaster Management Groups (LDMGs) ▪ Manage the registration of directed evacuees and work in partnership with LDMGs and Australian Red Cross ▪ Provide aircraft assets to Whole of Government disaster response via the QGAIIR including: <ul style="list-style-type: none"> ○ supplying coordinators to the State Disaster Coordination Centre aviation cell to support all aircraft deployments ○ deployment of assets ▪ Preserve peace and good order ▪ Traffic management including assistance with road closures and maintenance of road blocks ▪ State Search and Rescue authority and responsible for coordination of search and rescue operations ▪ Disaster Victim Identification

Office of the Inspector-General of Emergency Management (IGEM)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) observer; State Disaster Coordination Group (SDCG) observer; State Recovery and Resilience Group (SRRG) observer.

Responsibilities

Relevant Legislation:

s.16C *Disaster Management Act 2003*

- a. To regularly review and assess the effectiveness of disaster management by the State, including the *Queensland State Disaster Management Plan (SDMP)* and its implementation
- b. To regularly review and assess the effectiveness of disaster management by district groups and local groups, including district and local disaster management plans
- c. Regularly review and assess cooperation between entities responsible for disaster management in the State, including whether the disaster management systems and procedures employed by those entities are compatible and consistent
- d. To make disaster management standards
- e. To regularly review and assess disaster management standards
- f. To review, assess and report on performance by entities responsible for disaster management in the State against the disaster management standards
- g. To work with entities performing emergency services, departments, and the community to identify and improve disaster management capabilities, including volunteer capabilities
- h. Monitor compliance by departments with their disaster management responsibilities
- i. Identify opportunities for cooperative partnerships to improve disaster management outcomes
- j. Report to, and advise, the Minister about issues relating to the functions mentioned in (a) to (i)

Role

- The office is managed by the Inspector-General of Emergency Management in accordance with the *Disaster Management Act 2003*
- Conduct reviews as directed by the Minister responsible for the *Disaster Management Act 2003*
- Conduct capability and thematic reviews against the *Standard for Disaster Management in Queensland*
- Enable confidence in Queensland's emergency management arrangements
- Monitor, evaluate, and report on the progress of implementation of Queensland Government action plans arising from recommendations contained in Office of Inspector-General of Emergency Management reviews.
- Conduct annual assessments of local and district disaster management plans
- Provide independent and valued assurance and insights that enhance Queensland's disaster management arrangements
- Establish the outcomes to be achieved for all entities involved in disaster management, providing the parameters within which disaster management should be conducted across Queensland
- Ensure the *Standard for Disaster Management in Queensland* (the Standard) remains contemporary, through undertaking regular reviews of the standard(s) as deemed necessary by the Inspector-General to ensure relevancy
- Work collaboratively with lead entities to report on progress and finalise recommendations and activities based on the information and evidence supplied by entities
- Facilitate and support lessons management activities to promote a culture of learning and continuous improvement
- Implement the *Queensland Disaster Management Research Framework*
- Work with entities performing emergency services, departments, and the community to identify and improve disaster management capabilities
- Facilitate strategic connections and conversations within and across the disaster management sector, researcher sector, industry, and the community
- Coordinate and deliver regular meetings of the Research Advisory Panel, which provides clear, unambiguous, and strategic direction to support, develop, implement and incorporate research into a culture of learning and continuous improvement, through partnerships, to improve disaster management outcomes
- Make any enquiries deemed necessary in respect to performing and delivering on the functions above, and may ask the public sector unit to give the Inspector-General of Emergency Management the information within a stated reasonable time.

NBN Co

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
	<ul style="list-style-type: none"> • Build and operate a wholesale broadband access network and provides services to retail phone and internet providers • Provide a variety of broadband services including: <ul style="list-style-type: none"> ◦ Fibre to the premises (FTTP) ◦ Fibre to the node (FTTN) ◦ Fibre to the basement (FTTB) ◦ Hybrid fibre co-axial (HFC) ◦ Fixed wireless ◦ Sky Muster Satellite • During emergency events: <ul style="list-style-type: none"> ◦ Provide a liaison officer function to the State Disaster Coordination Centre to provide information and advice on the impacts of emergency events on telecommunication services ◦ Contribute to the telecommunications situation reports ◦ Facilitate actions within and across the telecommunication sector in response to the emergency event <p>Note:</p> <ul style="list-style-type: none"> ◦ Telecommunication providers manage their own emergency response arrangements and supply issues ◦ Carriers may seek assistance from government through the provision of situational information to gain access to impacted areas

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities, and the Arts (DTATSIPCA)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member; Human and Social Recovery and Resilience Functional Group, chair; Emergency Relief Working Group (ERWG) member

Aboriginal and Torres Strait Islander Partnerships

Responsibilities	Role
	<ul style="list-style-type: none"> Support the coordination of Human Social Recovery services for First Nations people Provide information and updates specific to First Nations People in impacted areas
Communities	Role
Responsibilities Relevant Legislation: <i>Disaster Management Act 2003</i> <ul style="list-style-type: none"> State and District Disaster Human and Social Recovery Plans Provision of practical information Referral to support services Access to financial assistance through grant applications <ul style="list-style-type: none"> The Australian Government Disaster Recovery Funding Arrangements (DRFA) provide a cost sharing formula between the Queensland and Australian Governments on a range of pre-agreed relief and recovery measures. State funding for non-DRFA eligible disasters are administered under the State Disaster Relief Arrangements (SDRA), a wholly State funded program that may be activated for all hazards to provide assistance to alleviate personal hardship and distress 	<ul style="list-style-type: none"> Provide and act as key contact point for non-government organisation contracts and services during and post disaster events Provide the Personal Hardship and Assistance Scheme (PHAS) and Essential Services Safety and Reconnection Scheme (ESSRS) Coordinate business case development for submission to National Emergency Management Agency for post disaster recovery social services supports for communities affected by disaster Coordinate and administer response post disaster to support social services recovery and resilience in affected communities, including activation of DRFA category A, B, C & D measures Coordinate the recruitment of the Community Recovery Ready Reserve workforce to assist with critical incident response and recovery
The Arts	Role
Responsibilities Relevant Legislation: <i>Work Health and Safety Act 2011 (WHS Act)</i>	<ul style="list-style-type: none"> Coordinate response and recovery services for the Arts property portfolio, including Arts Statutory Bodies Lead agency for the delivery of the Arts Queensland Crisis Plan Chair of the Queensland Cultural Centre Crisis Management Group, Crisis Communications Team, and Incident Management Team

Local Government Association of Queensland (LGAQ)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) observer; State Disaster Coordination Group (SDCG) invitee; State Recovery and Resilience Group, invitee

Responsibilities	Role
	<ul style="list-style-type: none"> Represent the collective interests of Queensland councils and facilitate connections between disaster management lead agencies, State departments, non-government organisations, and local governments Coordinate the Council to Council (C2C) program

Department of Transport and Main Roads (DTMR)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member; State Recovery and Resilience Group (SRRG) member; Roads and Transport Functional Recovery and Resilience Group, chair; Emergency Relief Working Group (ERWG) member

Transport

Responsibilities	Role
<p>Relevant Legislation:</p> <p>The <i>Maritime Safety Queensland Act 2002</i> establishes Maritime Safety Queensland (MSQ) to provide professional, specialist advice to, and undertake particular functions of, the Chief Executive in relation to marine safety, ship sourced pollution, and related matters. MSQ has power to do anything necessary or convenient to be done for the performance of MSQ's functions:</p> <ul style="list-style-type: none"> o <i>Maritime Safety Queensland Act 2002</i> o <i>Transport Operations (Marine Pollution) Act 1995</i> and <i>Regulation 2008</i> o <i>Transport Operations (Marine Safety) Act 1994</i> and <i>Regulation 2016</i> 	<ul style="list-style-type: none"> • Provide information and advice regarding the impact of the event on road, rail, and maritime infrastructure • Assist with the safe movement of people resulting from mass evacuation • Enable an accessible transport network through reinstating road, rail, and maritime infrastructure. Rail infrastructure reinstatement remains the responsibility of Queensland Rail or private rail infrastructure owners <ul style="list-style-type: none"> • MSQ, a branch of TMR, is responsible for ensuring maritime safety for shipping and is the lead for dealing with ship-sourced pollution that impacts, or is likely to impact, Queensland coastal waters and the waters of the Great Barrier Reef World Heritage Area and Torres Strait. The arrangements for mitigating the effects of ship-sourced pollution on Queensland's marine and coastal environment are described in the Queensland Coastal Contingency Action Plan (QCCAP) • Maritime response/recovery to severe weather events including Tropical Cyclones and floods

Digital Economy

Responsibilities	Role
	<ul style="list-style-type: none"> • Hazard lead for cyber security • Functional lead for the coordination of Information Communication Technology and telecommunications advice • Backend financial transactional processing on behalf of response and recovery agencies

Powerlink

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
<p>Relevant Legislation: Electricity Act (1994) The National Electricity Rules and Law</p> <ul style="list-style-type: none"> As an electricity network provider, Powerlink manages its own emergency response arrangements, and support is provided through the SDCC when required 	<ul style="list-style-type: none"> Operate the electricity transmission network in accordance with the Electricity Act (1994), the National Electricity Rules and Law, the conditions of Powerlink's transmission licence, and other relevant State legislation Work with DEC, Energy Queensland and Australian Energy Market Operator (AEMO) to ensure that electricity demand and electricity supply in Queensland (and any shortfalls) are managed appropriately as part of the National Electricity Market (NEM), including acting as the Queensland jurisdictional contact for the NEM power system emergency management procedures overseen by AEMO for very significant disruptions Inform on timelines for restoration on the transmission network Manage emergencies under an all hazards approach such that the safety of the public, employees and contractors and the minimisation of potential environmental harm and damage to assets is prioritised Work with State, district and local disaster management groups where required to manage the consequences of a disruption to Powerlink's transmission network and provide timely and accurate information Powerlink has its own field staff predominantly in South East Queensland, with others operating out of Townsville and Gladstone. It contracts Energy Queensland to provide field response in the rest of State, with operations directed from Powerlink's office in Brisbane. Powerlink has a range of equipment to support rapid restoration of the network, including temporary transmission towers and has agreements with aerial service providers to deploy equipment and personnel at short notice across the State for damage assessment and event response

Queensland Ambulance Service (QAS)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member

Responsibilities	Role
<p>Relevant Legislation: <i>Ambulance Act 1991</i></p> <p>Functions s.3, <i>Ambulance Act 1991</i>:</p> <ol style="list-style-type: none"> 1) to provide, operate and maintain ambulance services 2) for ambulance services provided during rescue and other related activities—to protect persons from injury or death, whether or not the persons are sick or injured 3) to provide transport for persons requiring attention at medical or health care facilities 4) to participate with other emergency services in counter-disaster planning 5) to coordinate all volunteer first aid groups for major emergencies or disasters 6) to adopt and put into effect all necessary measures (including systems of planning, management and quality control) to best ensure the efficient and economic operation and use of its resources in providing ambulance services 7) to provide casualty room services 8) to refer a person to another health service 9) to provide community and workplace education in first aid, cardiopulmonary resuscitation, and other related matters, to the extent that the service's personnel and equipment can reasonably be deployed or used for the purpose 10) to identify and market products and services incidental to its other functions 11) to collaborate with Hospital and Health Services to manage the interaction between the services provided by Queensland Ambulance Service and health services provided by Hospital and Health Services 12) (l) to perform other functions given to the service under this Act or another Act; and to perform functions incidental to its other functions 	<ul style="list-style-type: none"> • Provide, operate, and maintain ambulance service delivery during disasters and other related activities • Provide transport for persons requiring attention at medical or health care facilities • Participate with other emergency services in counter disaster planning including collaboration with Hospital and Health Services and active membership of State, District and Local Disaster Groups • Coordinate all volunteer first aid groups during a disaster

Queensland Health (QHealth)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) assisting official; State Disaster Coordination Group (SDCG) member

Queensland Health

Responsibilities	Role
<p>Related legislation:</p> <p><i>Public Health Act 2005</i> <i>Food Act 2006</i> <i>Radiation Safety Act 1999</i> <i>Medicines and Poisons Act 2019</i> <i>Queensland Biosecurity Act 2014</i> <i>National Health Security Act 2007</i></p> <ul style="list-style-type: none"> Primary agency for heatwave, pandemic, biological and radiological incidents Maintain critical health services to impacted communities Lead agency for response functions of public health, mental health, medical services, mass causality management, mass fatality management and emergency medical retrieval. <ul style="list-style-type: none"> Coordination of aeromedical transport and emergency medical retrieval (with QAS) Clinical response to mass casualty management (with QAS providing pre-hospital response) Provision of forensic and scientific health services to mass fatality management and terrorism (with QPS) Provision of mental health support to affected communities Provide health-related information to the public and disaster management stakeholders, including public health messaging Provide public health and environment health advice and support, including risk assessment advice, to local government, industry, and other agencies Work across the health sector (including primary health, community, and private providers) and with residential aged care facilities to maintain services to the community Conduct communicable diseases surveillance and epidemiological investigation 	<ul style="list-style-type: none"> Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response, and recovery, including clinical care, public health, mental health, forensic support, and health related messaging to the community

Australian Red Cross (ARC)

State disaster management groups membership: State Disaster Coordination Group (SDCG) invitee

Emergency Services

Responsibilities	Role
<p>Evacuation Management:</p> <ul style="list-style-type: none"> Manage Register.Find.Reunite., which assists in locating individuals and responding to enquiries regarding people who may be in a disaster affected area <p>Support Functions:</p> <ul style="list-style-type: none"> Reconnect family, friends and loved ones during disasters Outreach planning and coordination Immediate shelter guidance and management, including Meet & Greet, Registration and Intake, Personal Support and Evacuation Centre Management (which are underpinned by the application of psychological first aid concepts and principles) Conduct a range of psychosocial support (PSS) activities - in line with International Federation of the Red Cross and Red Crescent (IFRC) trauma-informed best practices - to individuals and communities during and after a disaster, including: <ul style="list-style-type: none"> providing psychological first aid (PFA) in disaster affected communities conducting information sessions and facilitating workshops in PFA, stress management/self-care participating in community meetings to provide PSS Contribute to recovery planning Distribution of publications/resources to community members Foster collaboration between State disaster relief efforts and key corporate partners Support the timely and efficient mobilisation of resources by Australian Red Cross and key corporate partners, including supplies and technical expertise, to assist the State disaster response and recovery operations Participate in groups/committees/planning 	<ul style="list-style-type: none"> Manage the registration of evacuees in partnership with Queensland Police Service Australian Red Cross provides a people-centered approach to disaster management, delivering PSS and assisting efforts to ensure people's basic needs are met in the immediate aftermath of an emergency Deliver services as per agreements/specifications/plans Memorandum of Understanding with certain Local Government Areas to manage/ support evacuation centres on behalf of the local council Standing Offer Arrangement for Human and Social Recovery Services as part of Disaster Relief and Recovery

Bureau of Meteorology (BOM)

State disaster management groups membership: Queensland Disaster Management Committee (QDMC) external representative; State Disaster Coordination Group (SDCG) invitee

Responsibilities	Role
<p>Relevant Legislation: <i>Meteorology Act 1955</i></p> <ul style="list-style-type: none"> Provide forecasts, weather warnings and long-term outlooks on environmental phenomena that affect the safety, prosperity, and resilience of Australians 	<ul style="list-style-type: none"> Collect, coordinate, and distribute environmental observation data in support of advice, warnings, and briefings Provide seasonal climate outlooks for forward planning

Local Disaster Management Capability

Local knowledge and networks ensure that local level capability and contextualisation is recognised as the frontline for disaster management. Section 4A(c) of the Act states that local governments are primarily responsible for managing events in their LGA. This is managed through the Flinders LDMG. The current capability in the Flinders LGA that is likely to assist in disasters are:

Council:

- Conducts community engagement through council authorised website that have been proven and established communication links.
- Maintain currency of Council's Disaster Dashboard is the one source of truth for information updates on disaster management (<https://flindersdashboard.qitplus.com/>)

- A list of plant and equipment that may be required is available through Flinders Shire Councils Financial Management System. This list is reviewed at least annually and during an event availability is confirmed.
- Preferred suppliers list is reviewed at least annually and details the likely local capability such as helicopter support. This is available through Flinders Shire Councils Records Management System. The Records Officer or Chief Executive Officer are the contact and can be contacted on (07) 4741 2900 or 0428 411 684 out of hours.
- Finance department to provide capability for the Disaster Funding support through QRA.
- Flood warning network as per **figure 8** and Flood Camera Map as per **figure 9**.

QPS:

- EMC and SES hosted under QPS
- Qty 5 with QPS powers, qty 1 administrative support, qty 2 vehicle with surge capacity from Charters Towers or Mount Isa.

Emergency Management & Coordination Command (EMCC) and Emergency Management Coordinator (EMC)

State Emergency Service (SES):

- Local Controller supported with vehicle and trailer.
- Ability to accommodate general SES services.
- A flood boat capability is available locally.
- Further resources can be requested if local resources are unavailable through calling 132 500.

QAS:

- Qty 2 registered paramedics (roster system) one paramedic on duty or call per shift, qty 2 vehicles

Queensland Fire Department (QFD):

- Includes operations of Queensland Fire and Rescue (QFR) and Rural Fire Service Queensland (RFSQ)

Fire and Rescue Service (FRS):

- Qty 3 personnel
- Qty 1 Alpha appliance (fire truck)
- Ability to attend all incidents a standard type 3 appliance, fire truck.
- If required Swift Water Rescue capability may be allocated from Townsville or Mount Isa.
- Chemical (HAZMAT) support may be available from Mounts Isa or Townsville.

Rural Fire Service (RFS):

- Qty 24 brigades, (22 Primary Producer Brigades).
- Qty 2 primary station (Prairie and Torrens Creek)
- Qty 124 slip on units
- Qty 3 trailers
- Qty 2 appliance (truck)
- Qty 302 volunteers
- Qty 24 Fire Wardens (4 currently serviced by Chief Fire Warden Sarah McCarron)

Hughenden Multi-Purpose Health Service (HMPHS):

- 14 bed facility (6 bed long term, 8 acute beds)
- Medical Superintendent on call

Department of Agriculture and Fisheries (DAF):

- No local staff, Qty 2 staff available from Charters Towers and Cairns

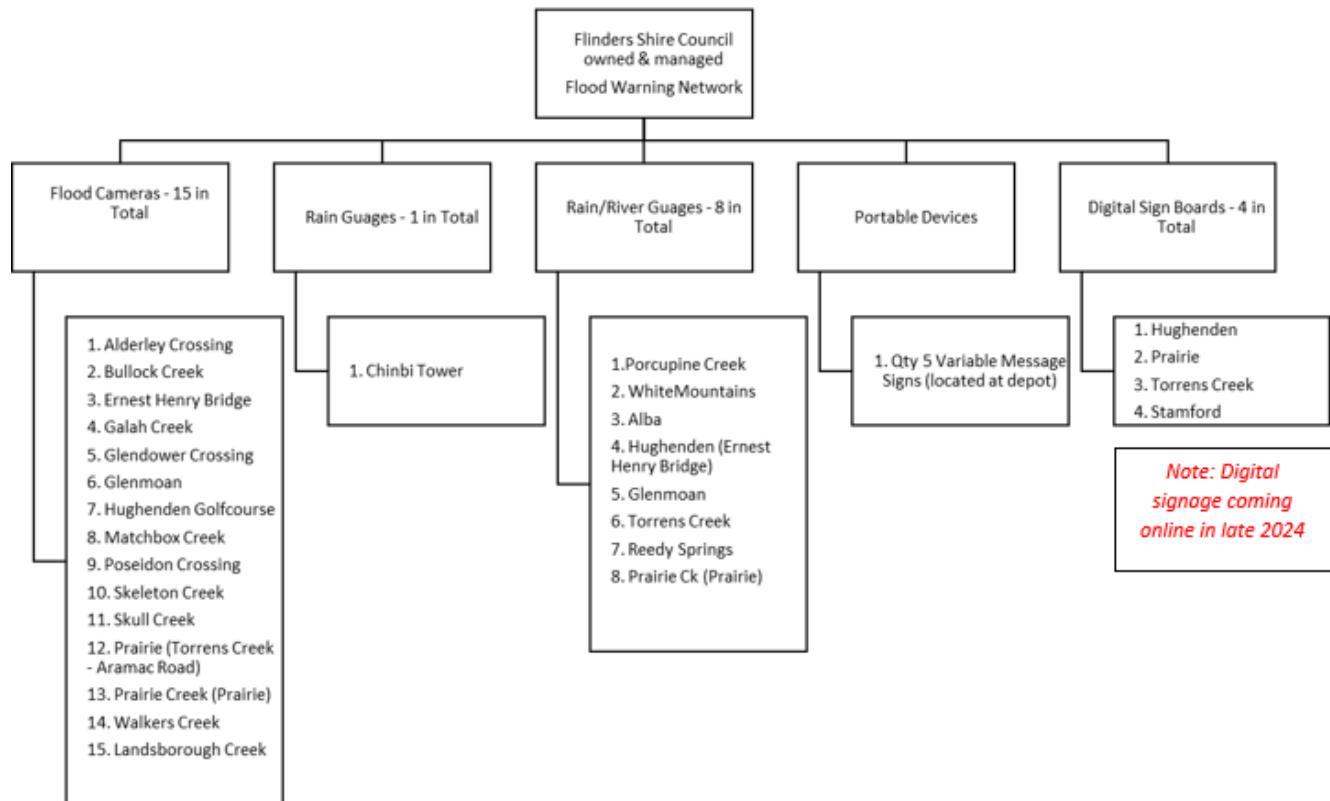


Figure 8 – Flood Warning Network

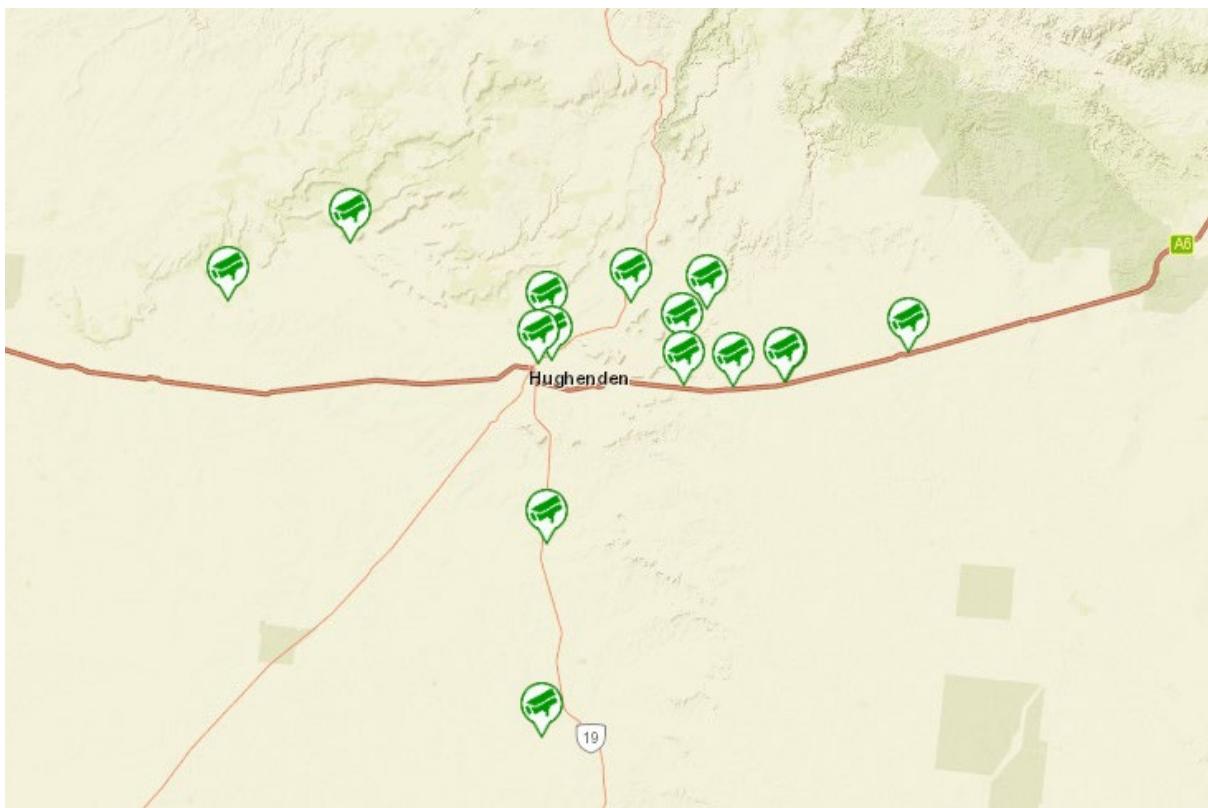


Figure 9 - Flinders flood cameras

Support by District and State Groups

To ensure the LDMG can effectively conduct disaster operations, the Queensland's Disaster Management Arrangements (QDMA) as detailed in **Figure 10**, are employed. The DM Act establishes a DDMG for each district, to provide support to LDMG, when required. The Flinders LDMG is part of the Townsville Disaster District. The Queensland Disaster Management Committee (QDMC) may provide additional support and assistance when required or requested by a DDMG and/or LGA/LDMG. Federal support may also be implemented, such as support from the Australian Defence Force (ADF) under Defence Assistance to Civil Community (DACC) protocols. Further information is available in the [Defence Assistance to Civil Community \(DACC\) Categories Reference Guide – RG.1.210](#).

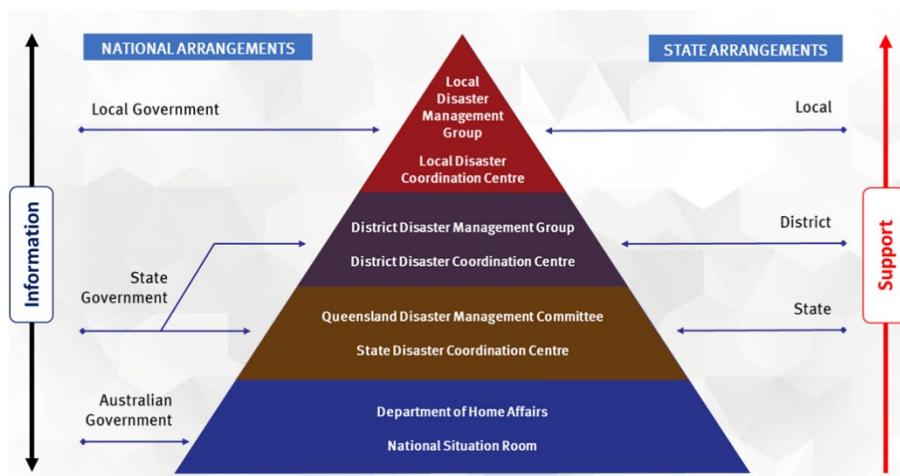


Figure 10 – QDMA

Request For Assistance (RFA)

When all local resources have been exhausted a Request For Assistance (RFA) may be submitted to the DDMG/DDCC in accordance with the [Request for Assistance Reference Guide – RG.1.196](#) and the RFA process detailed in **Figure 11**. The Reference Guides and process are available on the Queensland Disaster Management website (www.disaster.qld.gov.au).

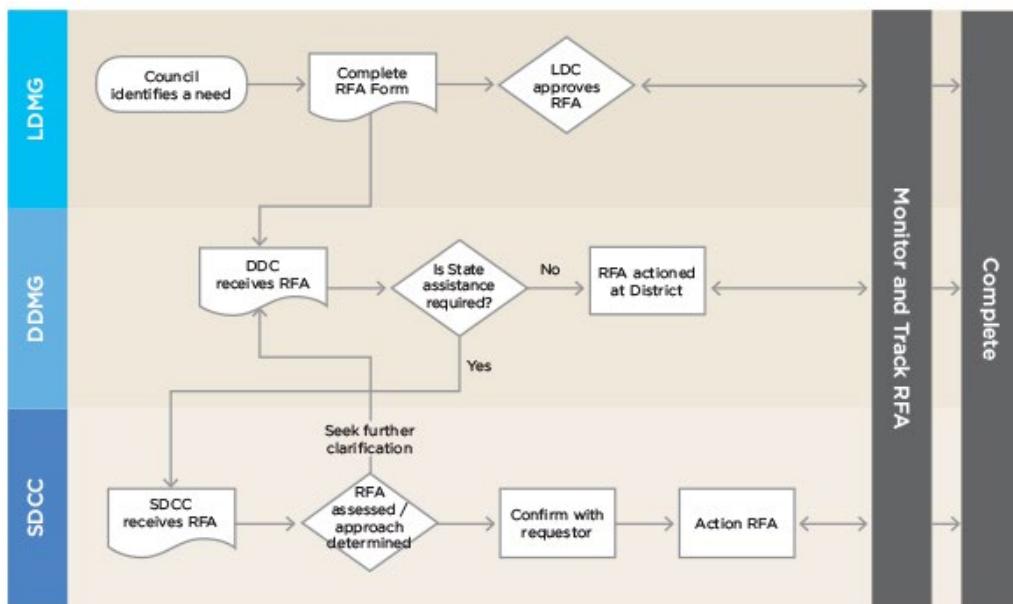


Figure 11 – RFA Process

LDMG

Membership for the LDMG is detailed in the Regulation and DM Act. [The Local Disaster Management Group Responsibilities Manual – M.1.030](#), is available on the Queensland Disaster Management website (www.disaster.qld.gov.au) that details the responsibilities and process for membership appointment to the LDMG. DDMG Membership is in accordance with the DDMG Responsibilities Manual, with Flinders nomination being the Chair and Deputy Chair or as otherwise determined - [District Disaster Management group Members Responsibilities Manual – M.1.040](#).

The membership categories are as follows:

- Members (Chair, LDC, members), that have voting rights and legislative quorum requirements being one-half of members plus one the Regulation (s13).
- Advisors, that provide specific advice to the LDMG members, do not have voting rights or are required for quorum.
- Deputies, that may be required to conduct a role for a position as an alternate when the primary membership is not possible, for members they may be required to vote and fulfil quorum requirements as detailed in the Regulation (s 14).
- Essential service providers can be requested in accordance with the DM Act (s48A), such as but not limited to gas, electricity, telecommunications, water, sewerage. Essential service providers as consultants, have no voting right or quorum requirement.

It is recommended the membership be reviewed for currency and optimisation against LGA risks. Disaster management training compliance and timely membership amendments are recommended at times such as but not limited to:

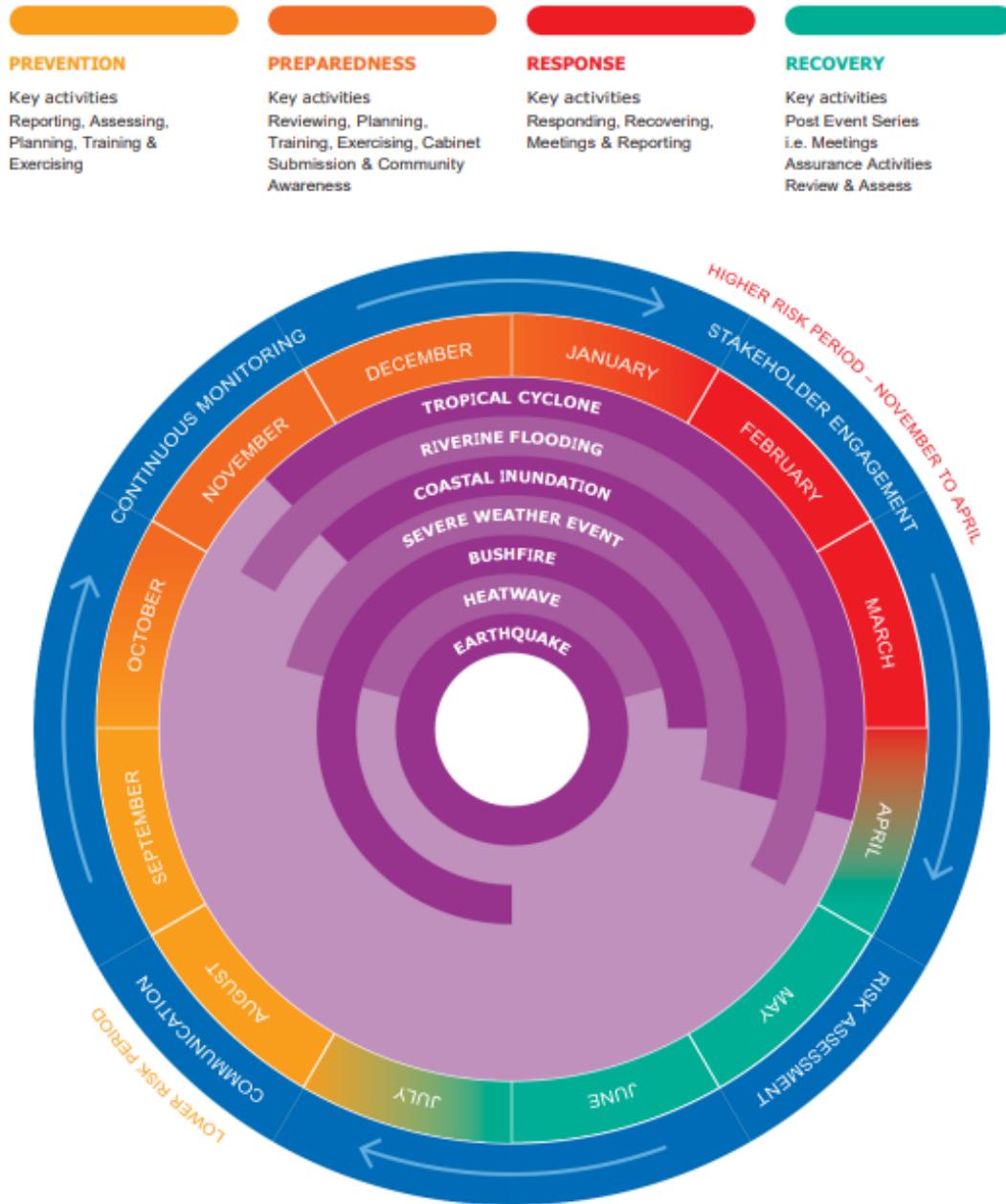
- Quarterly review
- On identification of a new hazards or event
- When directed/advised (Chair, LDC and/or EMCC, EMC)

LDMG Membership is determined by the Chair with advice from the LDC and EMCC, EMC. After the members are approved by the Chair, they are updated in the Disaster Management (DM) Learning Management System (LMS) by the EMC. The contact details are managed by the LDC and secretary in accordance with the Queensland Information privacy Act 2009. The LDMG has representation on the Townsville DDMG. Flinders DDMG Member is the Chair of the LDMG. The Deputy DDMG Member is the Deputy Chair of the LDMG, unless advised otherwise. The Flinders LDMG/LGA is part of the Townsville Disaster District as detailed in **Figure 11**. The Townsville Disaster District comprises of Hinchinbrook, Palm Island, Townsville, Burdekin, Charters Towers, Flinders and Richmond.

Meeting Frequency

The LDMG must meet as often as necessary to maintain adequate operations; however, at least once every 6 months in accordance with the Regulation (s12(1)). The disaster management activities calendar in **Figure 12**, may provide likely tasks over the year to assist with planning and operational tasks. Further information for the LDMG formation, members and functions is detailed in **Figure 13**. The LDMG can use the Council record system to control all records during a disaster and information is managed in accordance with Flinders Shire Council document management procedures. This ensures that document protection, confidentiality and disposal of information is adequately managed within policy and the Queensland Information Privacy Act 2009.

DISASTER MANAGEMENT ACTIVITIES CALENDAR



**Note: This diagram provides an indication only of some Queensland Disaster Management key activities performed during a 12 month period. These activities are conducted within the PPRR Methodology and may occur throughout the year. Response activities have been applied to the period November to April, this is supported by the Queensland State Natural Hazard Risk Assessment.*

Disaster management activities calendar

Figure 12 – Disaster Management Activities Calendar

Group	Local Disaster Management Group (LDMG)
Formation	<p>A local government must establish an LDMG for the local government's area in accordance with the <i>Disaster Management Act 2003</i>.</p> <p>Local government areas are indicated in Schedule 1 of the Disaster Management Regulation 2014⁷.</p>
Members	<ul style="list-style-type: none"> • chaired by a councillor of the local government • members may be appointed by the relevant local government • members are to be appointed only if the relevant local government is satisfied the person has the necessary expertise or experience • the LDMG must include at least one person nominated by the Commissioner, Queensland Fire and Emergency Services (CQFES).
Functions	<ul style="list-style-type: none"> • Chair must appoint a Local Disaster Coordinator (LDC) to manage disaster operations for the area • Chair may appoint a Local Recovery Coordinator (LRC) in consultation with the State Recovery Policy and Planning Coordinator (SRPPC) to manage recovery at the local level, ideally not the same person as the LDC • Chair manages and coordinates the business of the group and ensures it performs its functions • ensure consistency between local disaster management operations and the Queensland Disaster Management 2016 Strategic Policy Statement⁸ and other policies and procedures decided by the Queensland Disaster Management Committee (QDMC) • develop effective disaster management, and regularly review and assess disaster management • assist local government to prepare a disaster risk assessment and a Local Disaster Management Plan (LDMP) • identify and coordinate resources for disaster operations in the area • identify and provide advice to the district group about residual risks and support services required by the local group to facilitate disaster management and disaster operations • ensure community awareness about mitigating the adverse effect of an event and preparing for, responding to and recovering from a disaster • establish and review communications to ensure their effectiveness for use when a disaster happens • establish, when necessary, a recovery group.
Communications	<p>To the relevant district group:</p> <ul style="list-style-type: none"> • information about a disaster or recommendations on disaster operations • advice on residual risks and support services required by the local group • written notice of group members annually.

Figure 13 – LDMG formation, members and functions

Membership

LDMG Membership is determined by the Chair with advice from the LDC and EMC. After the members are approved by the Chair, they are updated in the Disaster Management (DM) Learning Management System (LMS) by the EMC. The contact details are managed by the LDC and secretary in accordance with the Queensland Information privacy Act 2009.

The LDMG has representation on the Townsville DDMG. This Flinders DDMG Member is the Chair of the LDMG. The Deputy DDMG Member is the Deputy Chair of the LDMG, unless advised otherwise. The Flinders LDMG/LGA is part of the Townsville Disaster District as detailed in **Figure 14**. The Townsville Disaster District comprises of Hinchinbrook, Palm Island, Townsville, Burdekin, Charters Towers, Flinders and Richmond. In addition to the Townsville Disaster District, Hughenden has Etheridge, Barcaldine, Charters Towers, Richmond and Winton LGA on the Flinders LGA border.

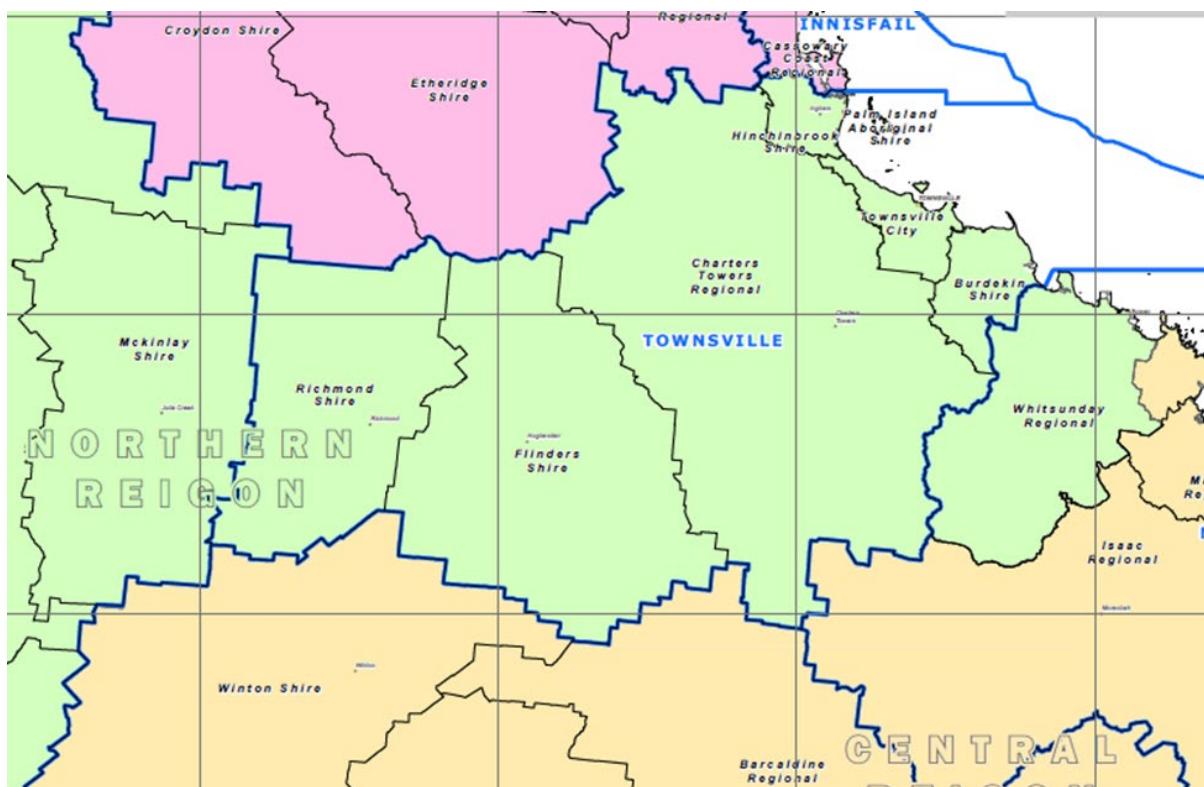


Figure 14 – Townsville disaster district

Meeting Location

The frequency of meetings will be coordinated by the Chair/LDC, generally broadcasted by the Disaster Management officer. Meetings can be conducted in person, online or telephone conference to meet the operational and legislative requirements.

The location for LDMG meetings will be:

- Primary location – Flinders Shire Council Boardroom at 34 Gray St, Hughenden
- Alternate location – Meeting Room, Diggers Entertainment Centre, Brodie Street, Hughenden.
- As directed in the event the primary and alternate are not available.

Local Disaster Coordination Centre (LDCC)

When disaster related tasks and work in the LGA has increased, a LDCC may be established. This will be on direction of the Chair or LDC. The building locations will be the same as the LDMG meetings with any adjustments confirmed by the Chair or LDC. The LDCC intent is to operationalise the functions of the LDMG and provide control, coordination and situational awareness back to the LDMG.

The operational capabilities likely within the LDCC are:

- Receive and manage information from the community and associated other sources.
- Coordinate local resources and information.
- Identify tasks where extra resources are needed.
- Disseminate information and Request for Assistance (RFA) to the District Disaster Coordination Centre (DDCC).
- Tasks as defined by the LDMG, planning, implementation of strategies and activities.

Reporting

The expected LDMG and LRG reporting is detailed in **Figure 15**. Additional reports may be requested.

Report	Submitted to	Frequency	Format
LDMG meeting minutes	LDMG/DDCC	Following each meeting	Minutes
LDMG Report	DDCC/EMC	Annually	As requested
LDMG Membership	DDMC/EMC	Annually	As requested
Situation Reports	DDMG/EMC	As negotiated	As requested
Activation Report	DDMC/EMCC	As required	As requested
LRG Minutes	LRG and/or DCDDS	After specific meeting	As requested, EMCC may assist.
LDMG status	DDC/QDMC/EMCC	End of each financial year	As requested, EMCC may assist
Disaster Management Plan Assessment	IGEM	Annually, generally by 31 Aug	As requested
Exercise Report	LDMG	Tabled at next LDMG meeting when possible	As requested

Figure 15 – LDMG and LRG reports

Continuous Improvement

The LDMG has a culture of continuous improvement from learnings, good practice and innovation. This is achieved through the [Queensland Disaster Management, Lesson Management Framework](#). The Lessons Management principles, process for developing and sharing lessons are detailed in **Figure 16 and 17** respectively. Further information is available on Queensland Government Inspector-General Emergency Management website (www.igem.qld.gov.au).

Workgroups

A workgroup may be conducted to review strategies for identified areas of interest in disaster management. Processes that provide analysis such as but not limited to the following may assist:

- Strength (internal, positive factors), Weakness (internal, negative factors), Opportunities (external positive factors) and Threats (external, negative factors) (SWOT).
- People, Process, Organisation, Support, Technology and Training (PPOSTT) process.

Debriefs

A debrief must be conducted after a response or recovery event. This can be a hot debrief immediately after or a more formal post event debrief such as days to months afterwards. The outcomes of the debrief can assist with lessons management. An After Action Review (AAR) is another method that may assist.

Evaluations

The disaster management stakeholders and/or community may be involved with evaluations such as surveys, questionnaires and consultation to seek feedback. The outcomes of the feedback can assist with continuous improvements.

Principles of Lessons Management – Queensland Disaster Sector	Principles of Lessons Management – National ²
<ul style="list-style-type: none"> • Promoting a learning culture across the sector. • Driving continuous and sustained improvement that advocates good practice. • Evidence based to inform future policy and decision-making. • Forward thinking and adaptable to changes in ideas and technology. 	<p>Lessons Focussed – Lessons management is focussed on activities that use learning opportunities to inform change and future improvement.</p>
<ul style="list-style-type: none"> • Providing a safe environment that builds trust and encourages active participation. • Keeping people and communities at the centre. • Building the confidence and maturity of the sector over time. 	<p>Inclusive – Lessons management benefits from collaborative approaches and the involvement of relevant stakeholders during phases of the lessons cycle.</p>
<ul style="list-style-type: none"> • Advancing the collaborative ability of the sector with a coordinated approach to lessons management. • Providing scalability for use at all levels of the sector. 	<p>Consistent – Lessons management uses consistent, scalable, sustainable processes, tools and themes to support stakeholders to contribute and enable trend analysis across events, organisations and jurisdictions.</p>

Figure 16 – Lesson management principles

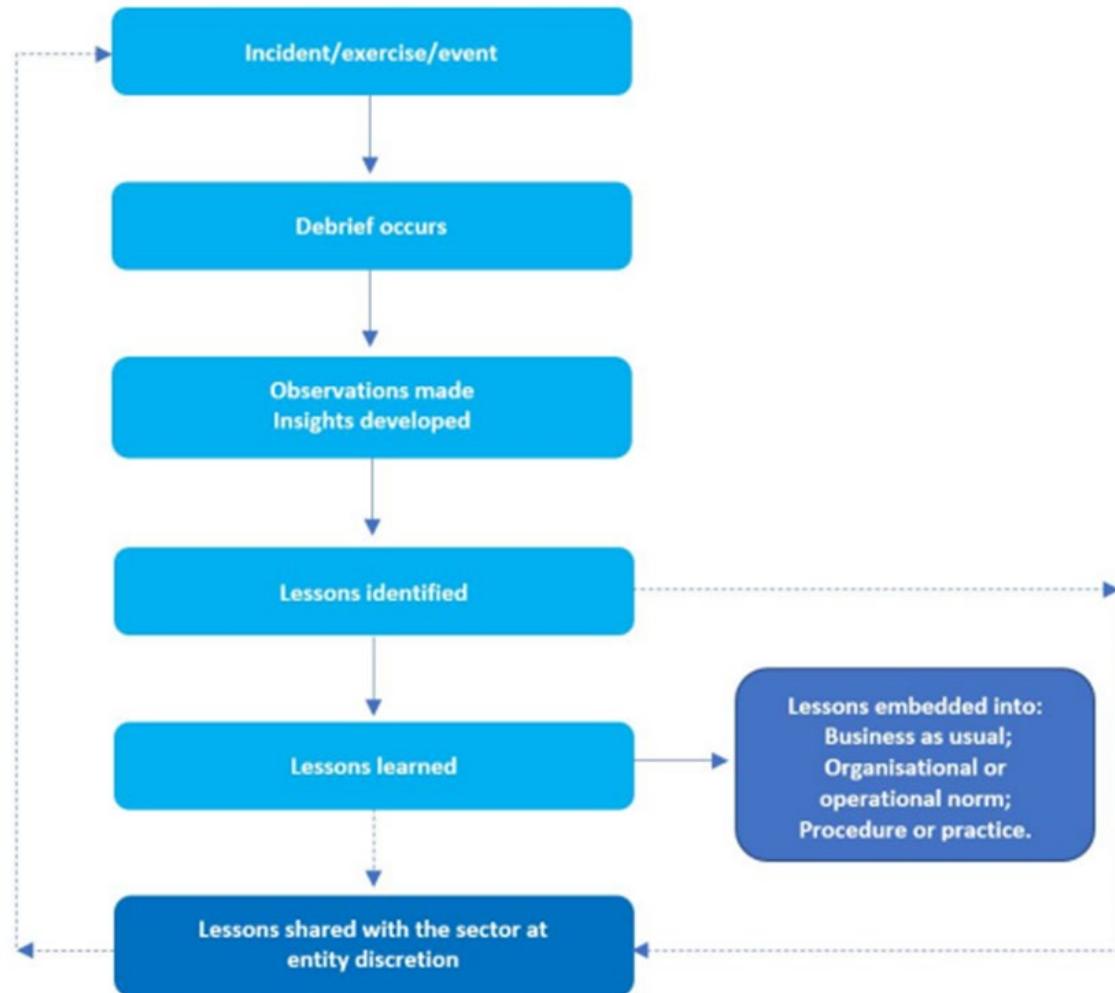


Figure 17 – Process for developing and sharing lessons

Concept of Disaster Management Operations

The LDMG intent is to provide adequate, timely and efficient support to:

- Build and encourage community resilience through timely and authorised community engagement.
- Encourage and operationalise Business Continuity Management Systems (BCMS), in particular linked to disaster management or operations.
- Foster local led support and solutions for local disasters.
- Seek the RFA process when all local resources are exhausted under the QDMA.
- Establish recovery when required.
- Develop a Continuous improvement culture through innovation and lessons management initiatives.

Disaster Management Training

In accordance with the DM Act (s 16A(c)) persons performing functions under the DM Act in relation to disaster operations must be appropriately trained. The Queensland Disaster Management Training Framework (QDMTF) provides the learning pathways as detailed on the Disaster Management website – [Awareness and Training](#). The Queensland Police Services (QPS) hosted EMC provides guidance and assists with training strategies.

Disaster Risk Assessment

A disaster risk assessment can be conducted through a variety of methods. It is important to use current and evidence-based risk assessments to evaluate potential impacts of hazards, recognise areas of exposure and their vulnerabilities with effective community engagement. The residual risk is to be accepted, treated or managed that may include broadcasting awareness to the DDMG and/or adjacent LGA. [The Risk Based Planning Manual – M.1.137](#) and [Queensland emergency risk management framework | Disaster Management | Queensland Government](#) is available on the Queensland Disaster Management Website (www.disaster.qld.gov.au) that has further detail. The comprehensive disaster management planning process is detailed in **Figure 18**.

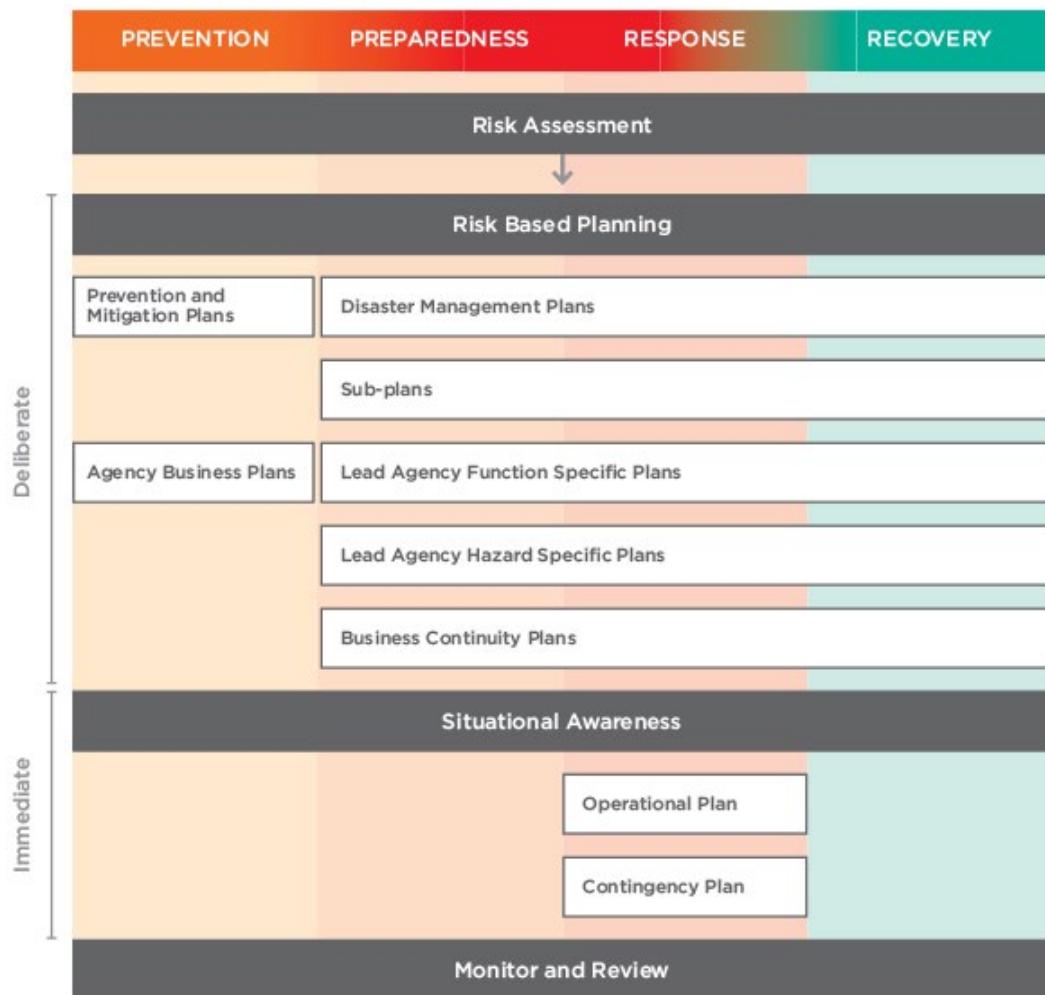


Figure 18 – Comprehensive disaster management planning process

References that can assist in disaster risk assessment are:

- ISO 31000:2018 Risk management – Principles and guidelines
- SA/SNZ HB 436.1: 2020 Risk management guidelines – companion to AS/NZS ISO 31000:2018
- SNZ AS/NZS IEC 31010 - Risk management – Risk assessment techniques
- AS/NZS 5050: 2020 - Managing disruption - related risk
- National Emergency Risk Assessment Guidelines (NERAG) (Australian Emergency Management Institute, 2020)

The Hazard risk wheel, QERMF and QERMF risk-based planning cycle is detailed at **Figure 19 - 21** respectively. This may be used to assist with a likely awareness of risks and process.

Elements to consider in the Flinders LGA may include:

Essential infrastructure:

- Power (High Voltage (HV) and Low Voltage (LV) transmission lines, circuit towers, substations, generators).
- Communications (mobile towers, NBN infrastructure, phone lines).
- Water (reservoirs, water mains pipes, pump stations, sewerage treatment plants).
- Transport infrastructure (hubs such as airports, heliports).
- Fuel infrastructure (oil & gas pipelines, bulk fuel storage, oil & gas terminals).

Access/resupply:

- Roads (National Highways, State controlled roads, LGA roads, Private strategic roads).
- Rail (freight, light and heavy rail).
- Air (domestic aerodromes, heliports, Defence resources).
- Maritime (ports, ferry terminals, river crossings).

Community and social:

- Population centres (towns, remote communities and isolated areas)
- Demographics (vulnerable or at-risk persons, medically dependent people, young or elderly people, people from non-English speaking backgrounds).
- Social infrastructure (schools, youth centres, community centres).
- Centres of governance (town halls, council offices).
- Building stock (precode-1980 buildings, post-1980 building stock).
- Emergency shelters, places of refuge, surge capacity to support disaster events or recovery.
- Cultural elements (areas or objects of cultural or religious significance).

Medical:

- Hospitals
- Clinics
- Aged care facilities

Significant industries:

- Heavy industry and manufacturing
- Transport and logistics
- Agriculture
- Tourism
- Local or other significant industries

Environmental:

- Local species and ecosystems
- Areas of Ecological Significance (AES)

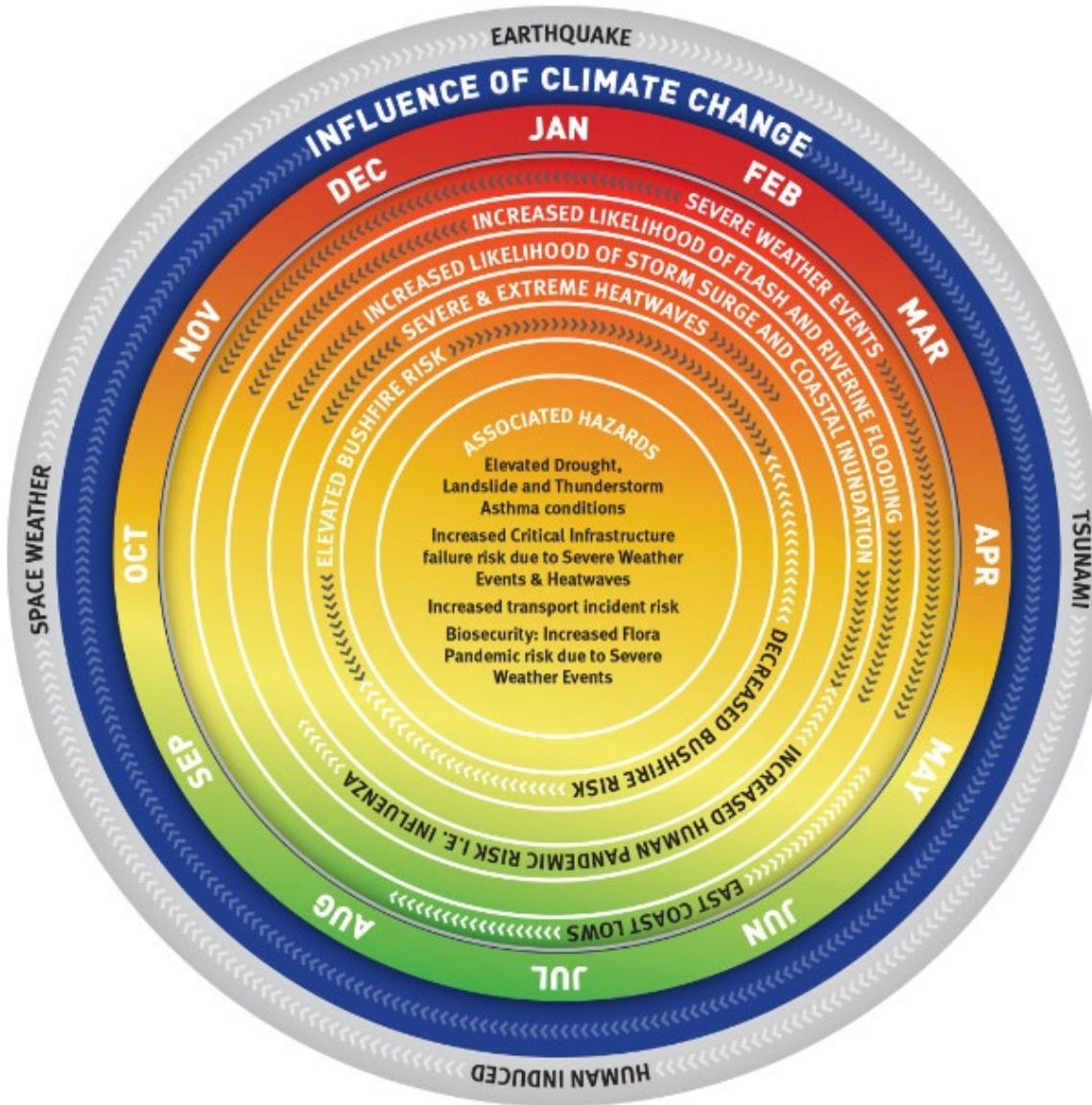


Figure 19 – Hazard risk wheel

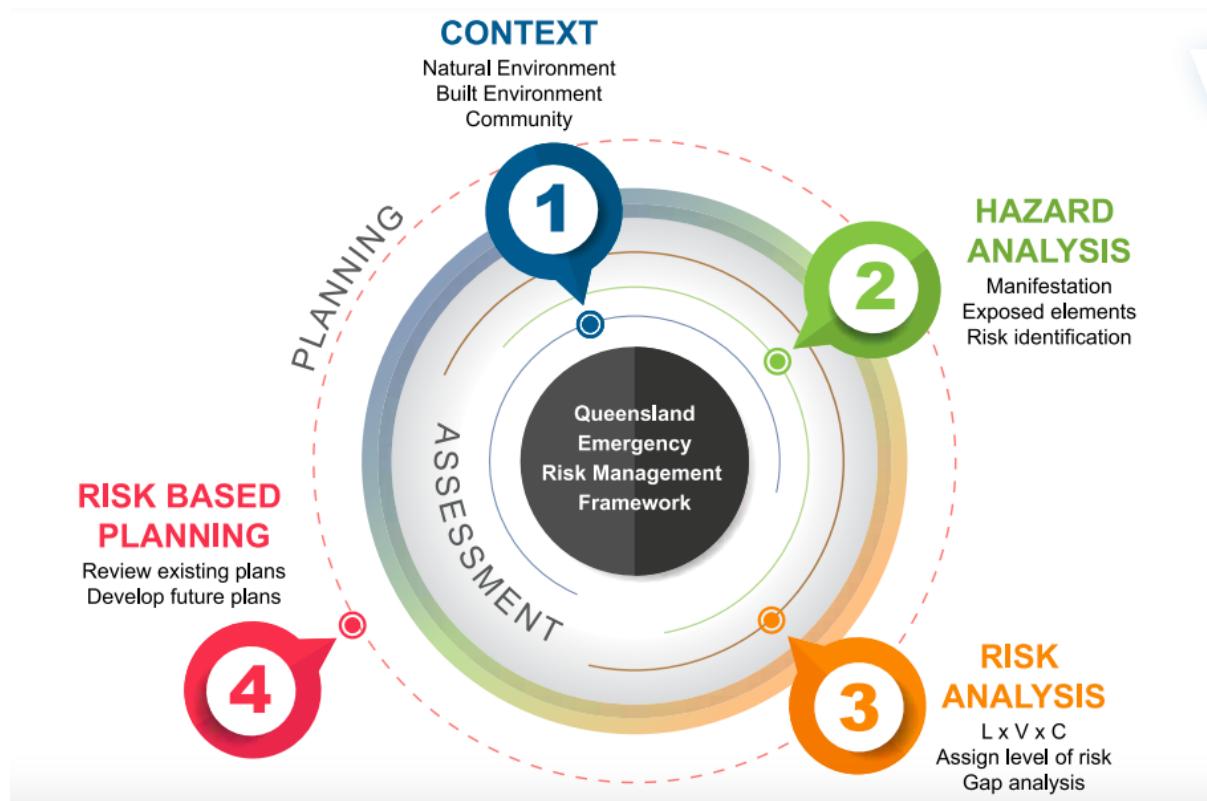


Figure 20 – Queensland Emergency Risk Management Framework (QERMF)

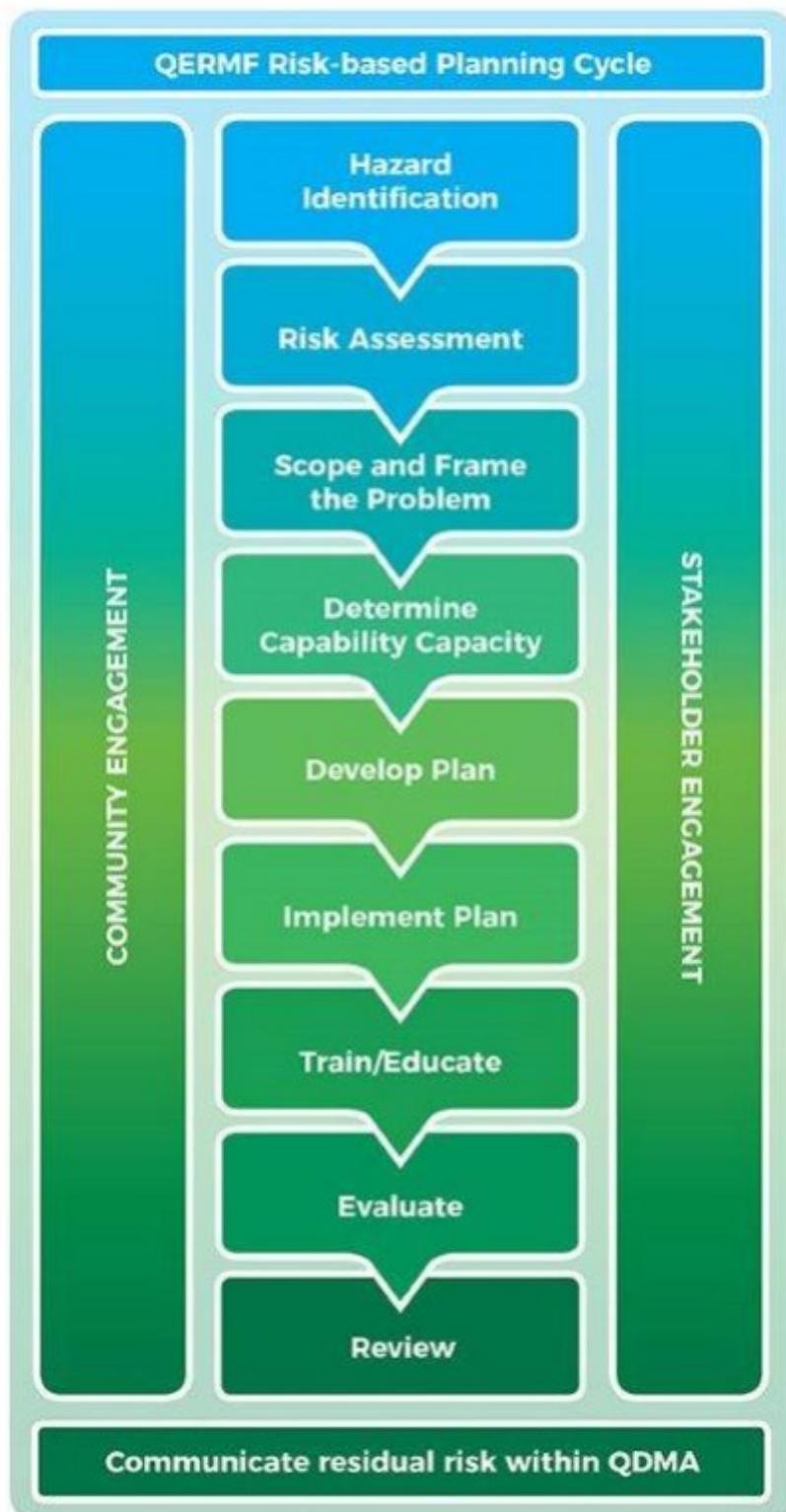


Figure 21 – QERMF risk-based planning cycle

Risk Related Reports/ Assessments

State level disaster risk assessments are available on the Queensland Disaster Management website (www.disaster.qld.gov.au) / Risk (QERMF) / [Assessments](#). The assessments can assist with information that may require contextualisation for the LGA.

Some examples are such as but not limited to:

- [State Natural Hazard Risk assessment 2017](#)
- [State Heatwave Risk Assessment 2019](#)
- [State Earthquake Risk Assessment 2024](#)
- [State Tsunami Risk Assessment 2024](#)
- [Severe Wind Hazard Assessment Queensland](#)
- [North Queensland Monsoon Trough Technical Flood Report – January and February 2019 from the Bureau of Meteorology](#)
- [Critical Infrastructure Disaster Risk Assessment for Queensland \(CInDRA\)](#)

Probability of Risk

Many options exist to assess probability of an event and risk. The QERMF probability table can be used to analyses likelihood of risks between Annual Exceedance Probability (AEP) and Average Recurrence Interval (ARI) as detailed in **Figure 22**.

Likelihood	Annual exceedence probability (AEP)	Average recurrence interval (ARI) (indicative)
Almost certain	63% per year or more	Less than 1 year
Likely	10% to <63% per year	1 to <10 years
Unlikely	1% to <10% per year	10 to <100 years
Rare	0.1% to <1% per year	100 to <1000 years
Very rare	0.01% to <0.1% per year	1000 to <10,000 years
Extremely rare	Less than 0.01% per year	10,000 years or more

Figure 22 - QERMF probability table, Likelihood Annual exceedance probability (AEP) and Average Recurrence Interval (ARI)

In consultation with the Australian Institute for Disaster Resilience, Geoscience Australia and the Queensland Reconstruction Authority, the likelihood table against a 50-year time frame may be used to assist as detailed in **Figure 23**.

Likelihood Table		
Historical Likelihood	Likelihood Level	Definition
Has occurred 3 or more times in the last year or at least each year over the last 5 years	Almost Certain	Almost certain to occur in most cases
Has occurred twice in the last 5 years	Likely	Likely chance of occurring in most cases
Has occurred twice in the last 10 years	Possible	Might occur in most cases
May occur, and has occurred once in the last 20 years	Unlikely	Not expected to occur in most cases
May only occur in exceptional circumstances or has occurred only once in the last 50 years or more	Rare	Will only occur in exceptional circumstances and has not occurred in most cases

Figure 23 – Likelihood table against 50-year time frame

Community of Flinders LGA

Covering 41,199.2km² the Flinders Shire is situated approximately half way between the cities of Townsville and Mount Isa and is named after Queensland's longest river – the Flinders River. The Flinders Shire is divided by the Flinders Highway – now known as the popular tourist drive "The Overlander's Way". The Flinders Highway runs east and west through the Kennedy Developmental Road – which runs north and south through the Flinders Shire. Encompassing the townships of Hughenden, Prairie, Torrens Creek and Stamford, Flinders Shire has become a major hub for transport and travellers alike. Hughenden is the main centre, situated on the Flinders River, 386km west of Townsville and 519km east of Mount Isa in north western Queensland.

As at the 2021 Census the Flinders Shire has a population of 1,500 residents. Its main industries are cattle and sheep grazing, tourism and renewable energy. The Shire has three prominent geological features: Porcupine Gorge in the north, Flinders River which winds from the White Mountains which are in the northeast through to the west of the Shire, and the Great Inland Sea. Hughenden is the centre of "Dinosaur Country". Prehistoric finds include the great Muttaburrasaurus, Hughenden Sauropod and the Queensland Pterosaur, as well as many ammonites, molluscs and shark teeth dating back to the Cretaceous era.

The Flinders shire includes a variety of diverse landscapes, with basalt caps and gorges to the north, desert country to the south-east and open flat black soil plains to the south and west. The Shire has four different bioregions with ever-changing ecosystems including the Desert Uplands, Einasleigh Uplands, Mitchell Grass Downs and a small portion of Gulf Plains.

Major events held in the Flinders Shire include the Annual Hughenden Agricultural Show, Hughenden Festival of Outback Skies, Hughenden Country Music Festival, Hughenden Camp Draft, Porcupine Gorge Challenge, Hughenden Races, Rugby 7s Carnival as well as country race meetings

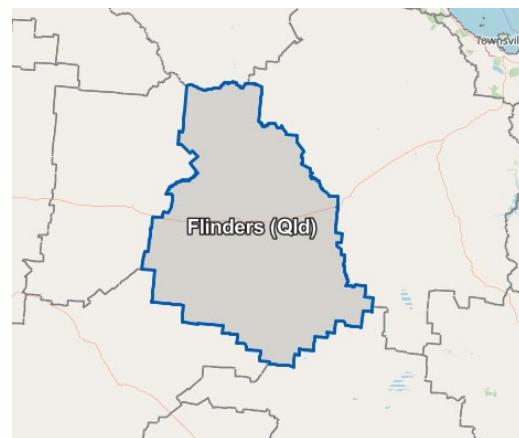
held annually at Stamford, Prairie and Koorooringa Falls Nature Reserve. The Shire welcomes over 18,000 visitors per year through the accredited Visitor Information Centre, The Flinders Discovery Centre.

Flinders Shire was drought declared in April 2013. An active monsoon trough and a slow-moving low pressure system over the northern tropics produced extremely heavy rainfall in tropical Queensland from late January into early February 2019. Parts of Flinders Shire had significant rainfall followed by below average temperatures and high wind conditions. The Flinders River reached major flood levels in Hughenden and other parts of the Shire several times, and damage extended to the grazing industry, small business, the not-for-profit sector and road infrastructure. Our recovery from this severe weather event is a complex task.

Demographics

The Flinders LGA comprises of the following community areas:

- ❖ Hughenden – main township (Population 1113)
- ❖ Prairie (Population 116)
- ❖ Torrens Creek (Population 46)
- ❖ Stamford (Population 77)
- ❖ Remote properties
- ❖ Likely isolated travellers/ tourist



The Flinders LGA demographics, in accordance with the Geoscience Australia – Exposure Report Version 9.4, 2023. The demographics are detailed in **Figure 24**. The Queensland Regional Profiles are also available for current information from the Queensland Treasury – statistics.qpsr.qld.gov.au/qld-regional-profiles. A report is in appendix A.

Demographic*	Event	QLD (AV) #	Nat (AV)
Are all aged 65 or over	16.7%	16.3%	15%
Includes persons aged 14 years and under	14.8%	27.7%	24.2%
Includes an Indigenous person	10.1%	4.6%	2.7%
Are a single parent family	5.1%	10.2%	8.4%
Are in need of assistance for self-care activities	4.8%	10.2%	8.7%
Include persons not proficient in English	0%	0.3%	0.8%
Do not have access to a motor vehicle	3.3%	4.4%	4.8%
No one has completed Year 12 or higher	27.4%	23.4%	20%
Moved to the region in the last 1 year	8%	12.5%	9.8%
Moved to the region in the last 5 years	18.8%	36.8%	29.3%

*Demographic information is based on 2021 Census. Residential demographic and economic information is not provided for dwelling counts less than 20 or when the population count is zero.

Figure 24 – Demographics in the Flinders LGA

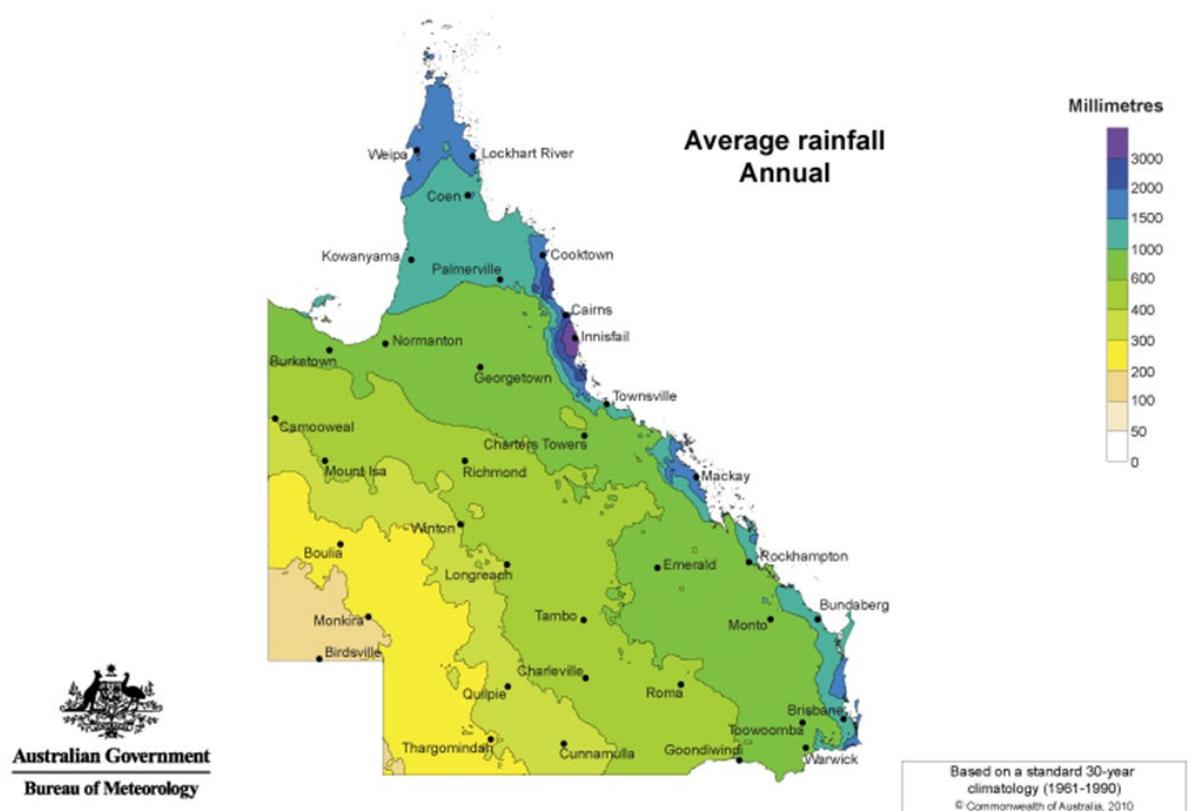


Figure 25 – Average annual rainfall (1961 – 1990)

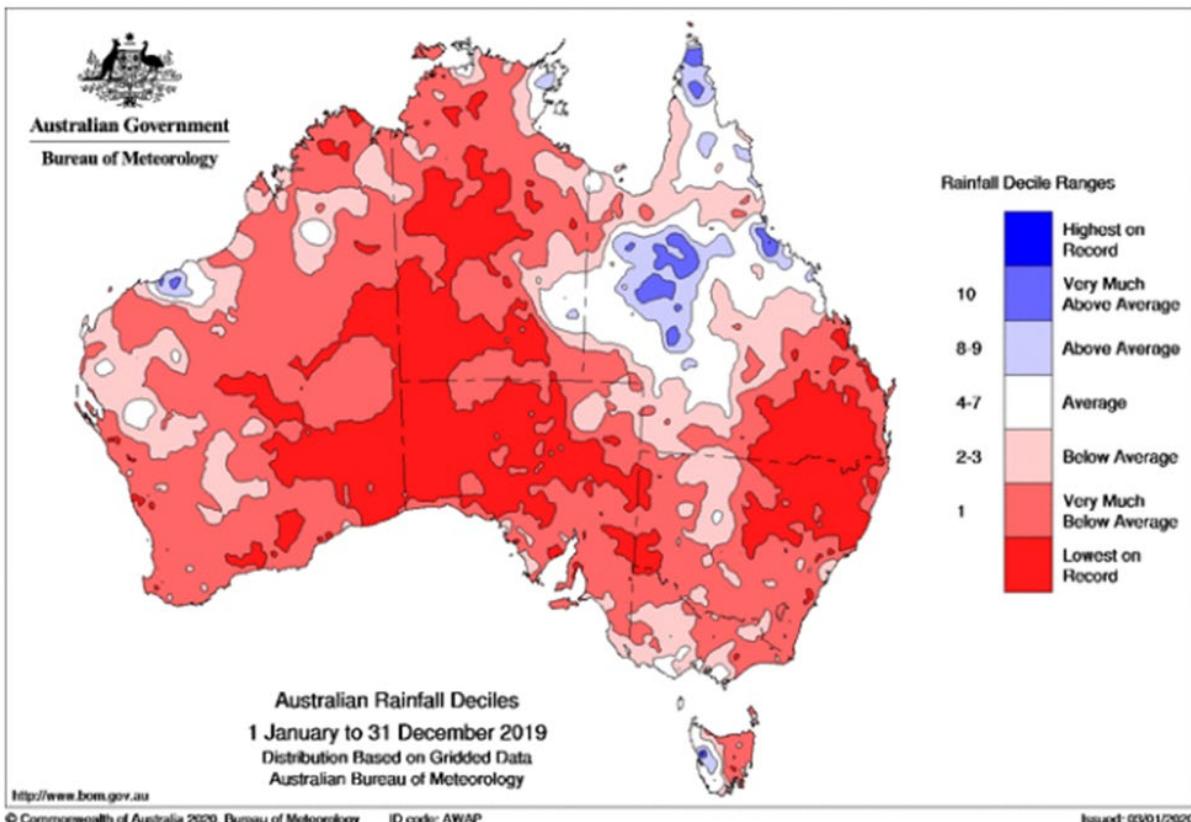


Figure 26 – 2019 annual rainfall

Hazards

The [Queensland State Disaster Risk Report](#) defines hazards as detailed in **Figure 27**. Flinders local disaster management group consider all the risks and the areas of concern in the Flinders are Bushfires, Floods, Cyclones, Pandemic, Biosecurity and heatwaves.



Figure 27 – hazards

Bureau of Meteorology (BOM) Weather Forecast Districts

The Flinders LGA predominantly is within the Northern Goldfields and Upper Flinders BOM forecast districts. A Southern part of the LGA is within the Central West and a small Northwest area is within the Gulf Country. To the West out of the LGA is the Northwest BOM district. **Figure 28** details the BOM forecast districts.



Figure 28 – Bureau of Meteorology (BOM) weather forecast districts

River Systems

The major river system in the Shire is the Flinders River. A Flinders, Morning Basins, Flood Warning Network as at 30/10/2020 is available on the BOM website. **Figure 29**, details part of this network in relation to the Flinders LGA.

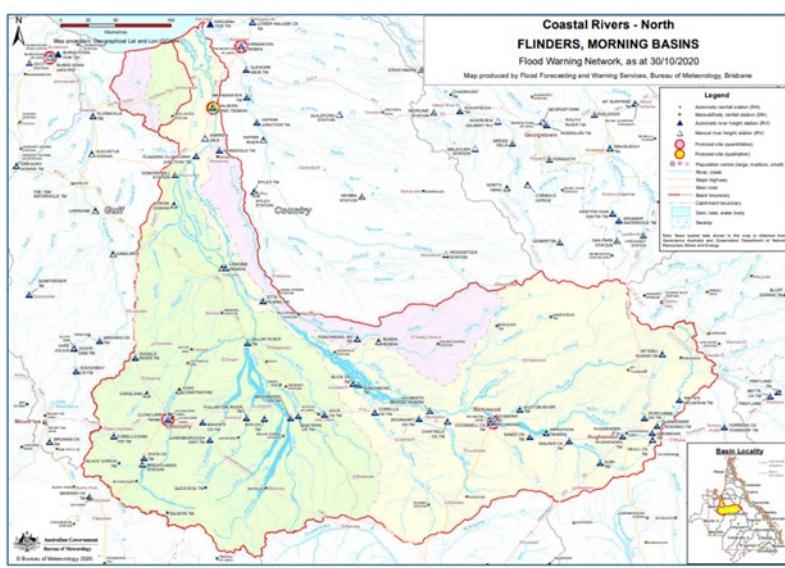


Figure 29 – Flinders River flood warning network

Flinders River Flood Risk

The Flinders River catchment is located in northwest Queensland and drains an area of approximately 109,000 square kilometres. The river rises in the Great Dividing Range, 110 kilometres northeast of Hughenden and flows initially in a westerly direction towards Julia Creek, before flowing north to the vast savannah country downstream of Canobie. Floods normally develop in the headwaters of the Flinders, Cloncurry and Corella Rivers. General heavy rainfall situations can develop from cyclonic influences in the Gulf of Carpentaria which cause widespread flooding, particularly in the lower reaches below Canobie Station. River rises can be rapid and velocities high. The flood risk in the Shire is the area of Hughenden township located on the North side of the Flinders River, and to rural properties near Hughenden, and also isolation of the townships and rural properties of Stamford and Prairie.

In Hughenden township the southern bank of the river is elevated higher than the northern bank and as such the floodplain extends to the north of Hughenden towards Galah Creek. North Hughenden contains many gullies and topographic depressions which convey breakout floodwaters from the Flinders River during large flood events. Several locations exist upstream of Hughenden on the Flinders River where floodwaters spill into the northern floodplain and flow in a north westerly direction towards Galah Creek. A number of these flow paths direct floodwaters through North Hughenden as well as the Hughenden Airport and Golf Course. Flood inundation within South Hughenden is not as severe as North Hughenden due to the higher elevation of the southern riverbank. However, an area in the vicinity of Voss Street is inundated during design flood events equal to or greater than the 50 year Average Recurrence Interval (ARI). (Engeny Flood Mapping Study of Hughenden, August 2011) – **Figure 30**.

Flooding in Hughenden has resulted in:

- floodwaters inundating the airport and depositing a significant amount of flood debris (including large logs) across the airport;
- flood waters inundating North Hughenden
- a significant amount of flood debris collecting on the bridge railing at Ernest Henry Bridge.

The location of Station Creek on the Eastern side of the Hughenden township can also lead to flooding in that area, which is the reason the Showgrounds are not considered a suitable site for an Evacuation Management Centre.

The isolation of rural properties causes risk to cropping, livestock and persons who are low on supplies or who need medical assistance.

The Flinders Shire Council has 15 **flood cameras** located on its river and creek crossings that can be viewed at www.flinders.qld.gov.au – **Disaster Dashboard**. The LDMG stay informed of river heights utilising the Bureau of Meteorology www.bom.gov.au and Department of Resources (www.resources.qld.gov.au) to assess the impact. Additional flood markers are proposed in a project funded under the Natural Disaster Resilience Program across the region.

Previous Flooding

Previous flood information for the Flinders Rivers is well documented, with flood level records available for the Flinders River at Hughenden since 1942. There are also accounts/photographs of severe flooding in 1917 and 1931. Historical records indicate that up to four (4) major flood events (gauge height > 4.0m) have occurred at Hughenden since 1942, these being 1946, 1967, 1968 and 2002.

Flood events occurring in Hughenden in the last 20 years have been mostly moderate, apart from the 2002 flood which peaked at a level of 4.3m. The 2002 flood event caused significant inundation within Northern Hughenden with BoM records indicating eight (8) houses were flooded with one (1) residence experiencing floodwaters to a depth of 1.0m.

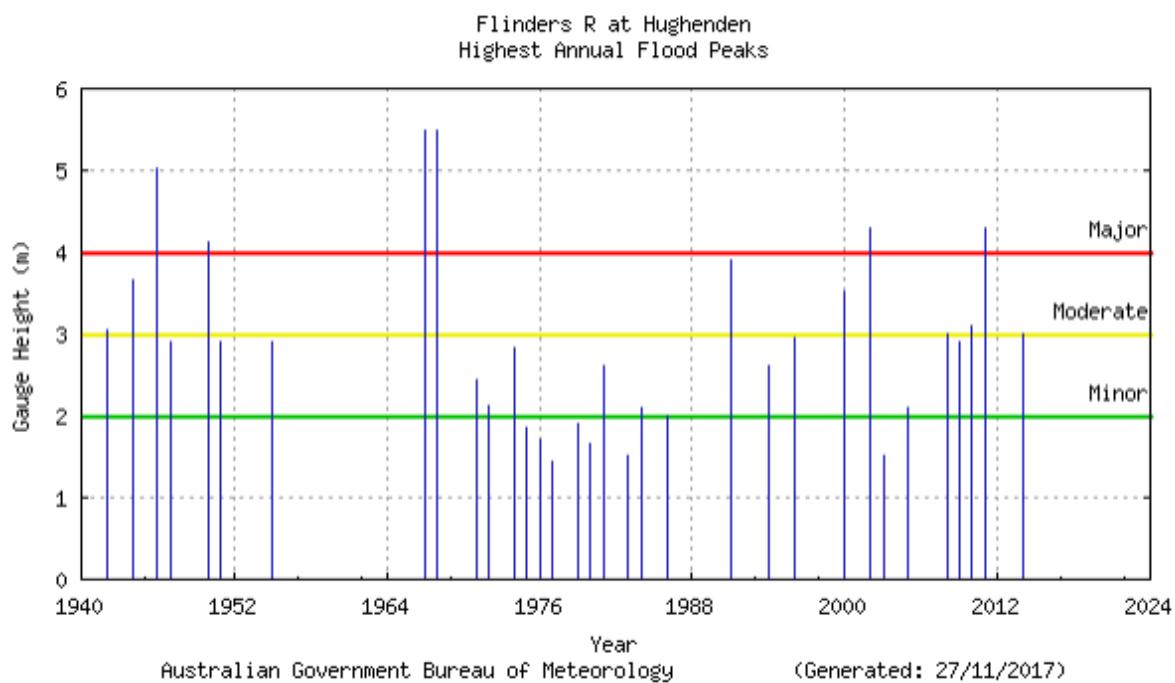


Figure 30 - Graph from the Flood Mapping Study of Hughenden conducted by Engeny in August 2011

Flinders river catchment assessment of the flood potential from BOM details:

- Major flooding requires a large-scale rainfall situation over the Flinders River catchment. The following can be used as a rough guide to the likelihood of flooding in the catchment:
- 100mm in 24 hours in isolated areas, with lesser rains of 50mm over more extensive areas will cause stream rises and the possibility of minor flooding. If similar rainfalls have been recorded in the previous 2-3 days, then moderate to major flooding may develop.
- 100mm in 24 hours will cause isolated flooding in the immediate area of the heavy rain.
- General 100mm or heavier falls in 24 hours over a wide area will most likely cause major flooding, particularly in the middle to lower reaches of the Flinders, Cloncurry and Corella Rivers.

Flood Event	Hughenden	Richmond	Cloncurry	Julia Creek	Walkers Bend
Feb 1944	3.66	9.75*	-	-	-
Jan 1946	5.03	10.06*	-	-	-
Jan 1951	2.90	10.47*	-	-	-
Mar 1955	2.90	11.43*	-	-	-
Jan/Feb 1974	2.05	8.47	7.26	5.43	15.67
Jan 1981	2.60	7.80	5.70	-	12.74
Jan 1984	2.10	8.40	4.80	3.16	11.95
Jan 1991	2.40	7.40	7.80	4.82	15.23
Feb 1991	3.90	7.50	4.85	3.85	11.57
Jan 2009	2.80	8.13	8.03	3.98	13.36
Feb 2009	2.90	8.21	7.79	-	15.06
Mar 2011	-	5.10	5.41	3.34	10.38
Jan 2016	-	-	3.33	-	11.17
Mar 2018	-	7.59	7.55	4.06	12.72
Feb 2019	3.60	9.38	6.67	5.03	17.12

Figure 31 – Flinders river basin, significant floods.

The flood classification at river height stations is as such:

- **Minor Flooding** - Causes inconvenience. Low-lying areas next to watercourses are inundated. Minor roads may be closed and low-level bridges submerged. In urban areas inundation may affect some backyards and buildings below the floor level as well as bicycle and pedestrian paths. In rural areas removal of stock and equipment may be required.
- **Moderate Flooding** - In addition to the above, the area of inundation is more substantial. Main traffic routes may be affected. Some buildings may be affected above the floor level. Evacuation of flood affected areas may be required. In rural areas removal of stock is required.
- **Major Flooding** - In addition to the above, extensive rural areas and/or urban areas are inundated. Many buildings may be affected above the floor level. Properties and towns are likely to be isolated and major rail and traffic routes closed. Evacuation of flood affected areas may be required. Utility services may be impacted.

Tropical Cyclones

Tropical cyclones are low pressure systems that form over warm tropical waters. They typically form when the sea-surface temperature is above 26.5 degree Celsius. Tropical cyclones can continue for many days, even weeks, and may follow quite erratic paths. A cyclone will dissipate once it moves over land or over cooler oceans. Impacts of tropical cyclones are predominately wind and rain.

Tropical cyclone categories

Category 1

- Damaging winds. Negligible house damage. Damage to some crops, trees and caravans. Craft may drag moorings.
- Maximum mean wind speed 63–88 km/h.
- Typical strongest gust is up to 125 km/h.

Category 2

- Destructive winds. Minor house damage. Significant damage to signs, trees and caravans. Heavy damage to some crops. Risk of power failure. Small craft may break moorings.
- Maximum mean wind speed 89–117 km/h.
- Typical strongest gust 125–164 km/h.

Category 3

- Very destructive winds. Some roof and structural damage. Some caravans destroyed. Significant damage to crops and trees. Power failures likely.
- Maximum mean wind speed 118–159 km/h.
- Typical strongest gust 165–224 km/h.

Category 4

- Significant roofing loss and structural damage. Many caravans destroyed and blown away. Extensive damage to vegetation. Dangerous airborne debris. Widespread power failures.
- Maximum mean wind speed 160–199 km/h.
- Typical strongest gust 225–279 km/h.

Category 5

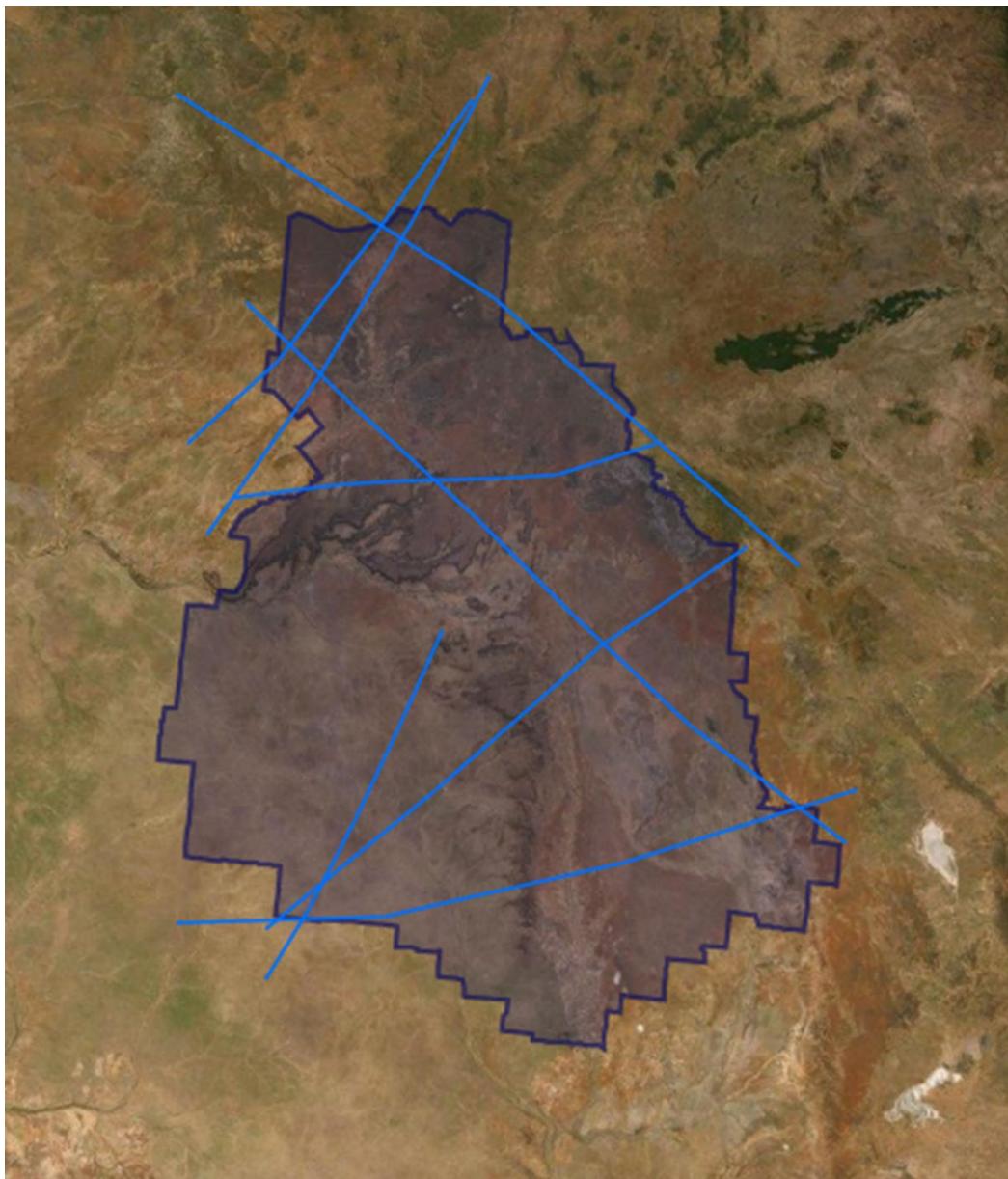
- Extremely dangerous with widespread destruction of buildings and vegetation.
- Maximum mean wind speed greater than 200 km/h.
- Typical strongest gust greater than 279 km/h.

In accordance with the BOM analysis of cyclonic activity 1969 - 2019 in the LGA and within 200 km of the border are as detailed in **Figure 32 and 33** respectively. Within the LGA the highest category cyclone was two, on one occasion that is a rare occurrence. There had been four tropical lows that can provide significant rain fall, being a possible likelihood.

When considering a 200 km buffer out from Hughenden LGA boundary the results indicate:

- Highest category cyclone was a Category 3 on two occasions, being unlikely to rare.
- Total cyclones including a tropical low after a cyclone was on 21 occasions, that is likely to almost certain.

The broader history of tropical cyclones that have affected the Flinders LGA are limited involving outcomes of significant damage.



Cyclone Tracks 1969 – 2019 within the Flinders Boundary
Figure 32 – Tropical cyclones, including the tropical low after a cyclone that has breached the LGA

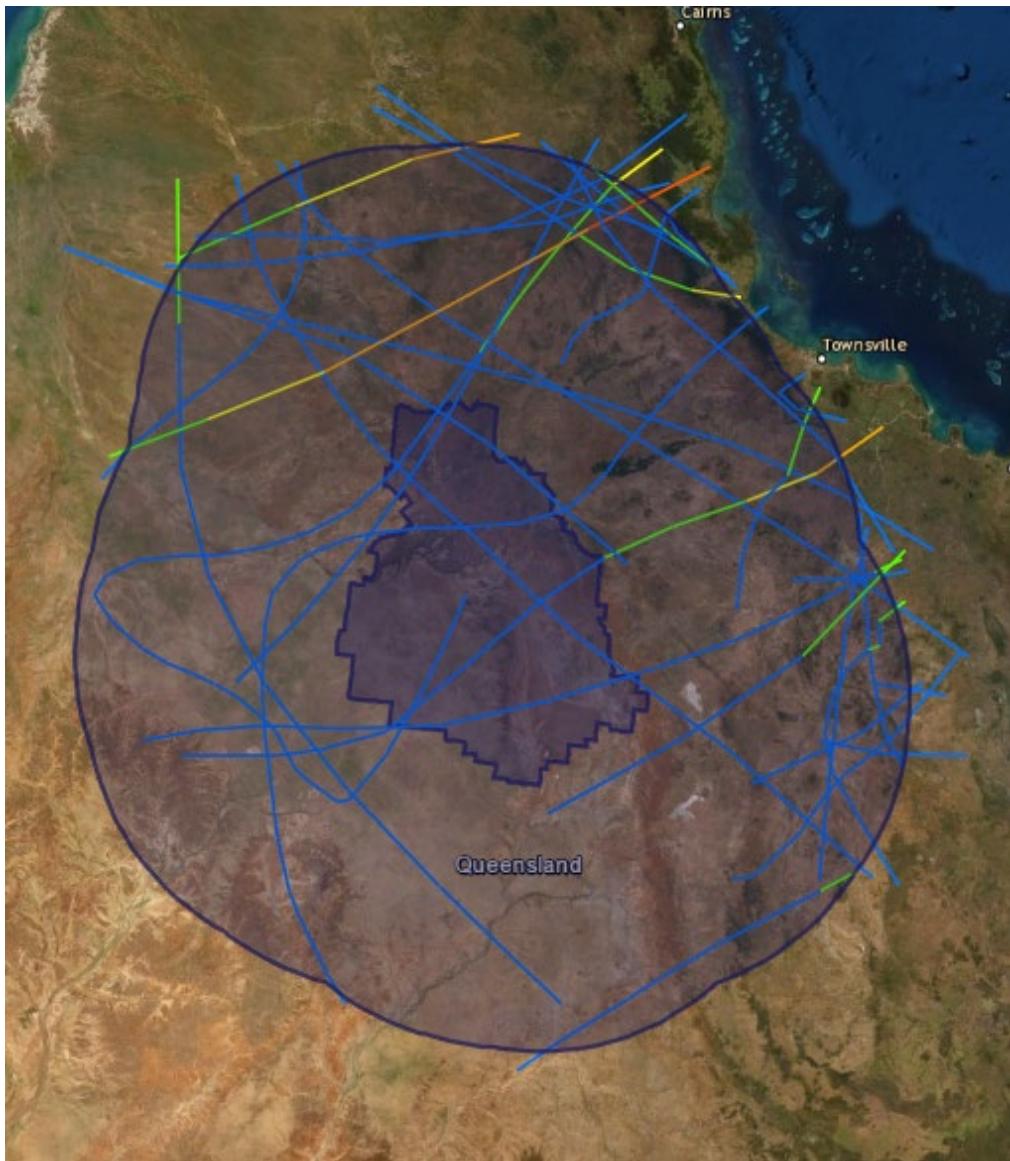


Figure 33 – Tropical Cyclone, including the tropical low after a cyclone that has breached the LGA and a 200km buffer from its boundary.

Bushfire

An Area Fire Management Group (AFMG) is coordinated by QFD and conducted at least annually with land holders/owners/management stakeholders to assess and agree on likely fire risks. Further details of the AFMG are detailed in **Figure 34**. The development of a Bushfire Risk Mitigation Plan (BRMP) provides situational awareness for fire risks. The Bushfire Risk Mitigation Plan (BRMP) is provided each year to the LDMG. During Operation COOLBURN or Operation SESBANIA that identifies higher fire risk areas are coordinated and mitigated through hazard reduction burns, fire trail/breaks and/or community engagement. The LDMG is provided with the BRMP or advice with progressive updates from QFD. Historically the fire risk has been low in the Flinders LGA. The bushfire risk management and disaster management integration is detailed in **Figure 35**, further information is available in the [Queensland Bushfire Plan](#), a Sub Plan to the State Disaster Management Plan.

For community assistance and awareness of fires in the area please refer to links below:

- NAFI <https://firenorth.org.au/nafi3/>
- Active Fires <https://www.fire.qld.gov.au/Incident-Dashboard>
- Fire Wardens <https://www.fire.qld.gov.au/safety-education/using-fire-outdoors/fire-wardens>
- Australian Warning System (AWS) <https://www.fire.qld.gov.au/aws>

AREA FIRE MANAGEMENT GROUP (AFMG)

FORMATION	Established by the Queensland Bushfire Plan
AREA OF RESPONSIBILITY	Local Government Area (In some instances an AFMG may cover multiple LGAs, upon approval from the Commissioner, QFES)
MEMBERS	<ul style="list-style-type: none"> • Chaired by Rural Fire Service, Area Director <p>Membership of AFMGs may consist of:</p> <ul style="list-style-type: none"> • Major landholders and land managers within the area • Government (local, state, Commonwealth) • Community groups involved in bushfire management • Industry groups • Any other entity or person deemed suitable by the AFMG.
FUNCTIONS	<ul style="list-style-type: none"> • Develop the BRMP for the relevant local government area/s • Provide a forum for stakeholders to discuss planning, preparedness, response and recovery strategies to the effects of bushfire • Provide the BRMP to the Local Disaster Management Group (LDMG) • Advise the LDMG of mitigation activities undertaken and residual risk • Provide a forum to foster interoperability during response • Provide strategic advice to the LDMG in the event of bushfire related activation.
COMMUNICATIONS	<p>To the relevant Regional Inter-Departmental Committee Bushfire:</p> <ul style="list-style-type: none"> • Provide plans and maps of bushfire mitigation activities • Any information which identifies areas of risk • Details of mitigation activities undertaken • Any information which identifies areas of residual risk • Issues requiring resolution. <p>To the LDMG:</p> <ul style="list-style-type: none"> • Report on mitigation activities undertaken • Report on areas of residual bushfire risk • Table the BRMP.

Figure 34 – Area Fire Management Group

FIGURE 1:
QUEENSLAND'S BUSHFIRE
MANAGEMENT ARRANGEMENTS

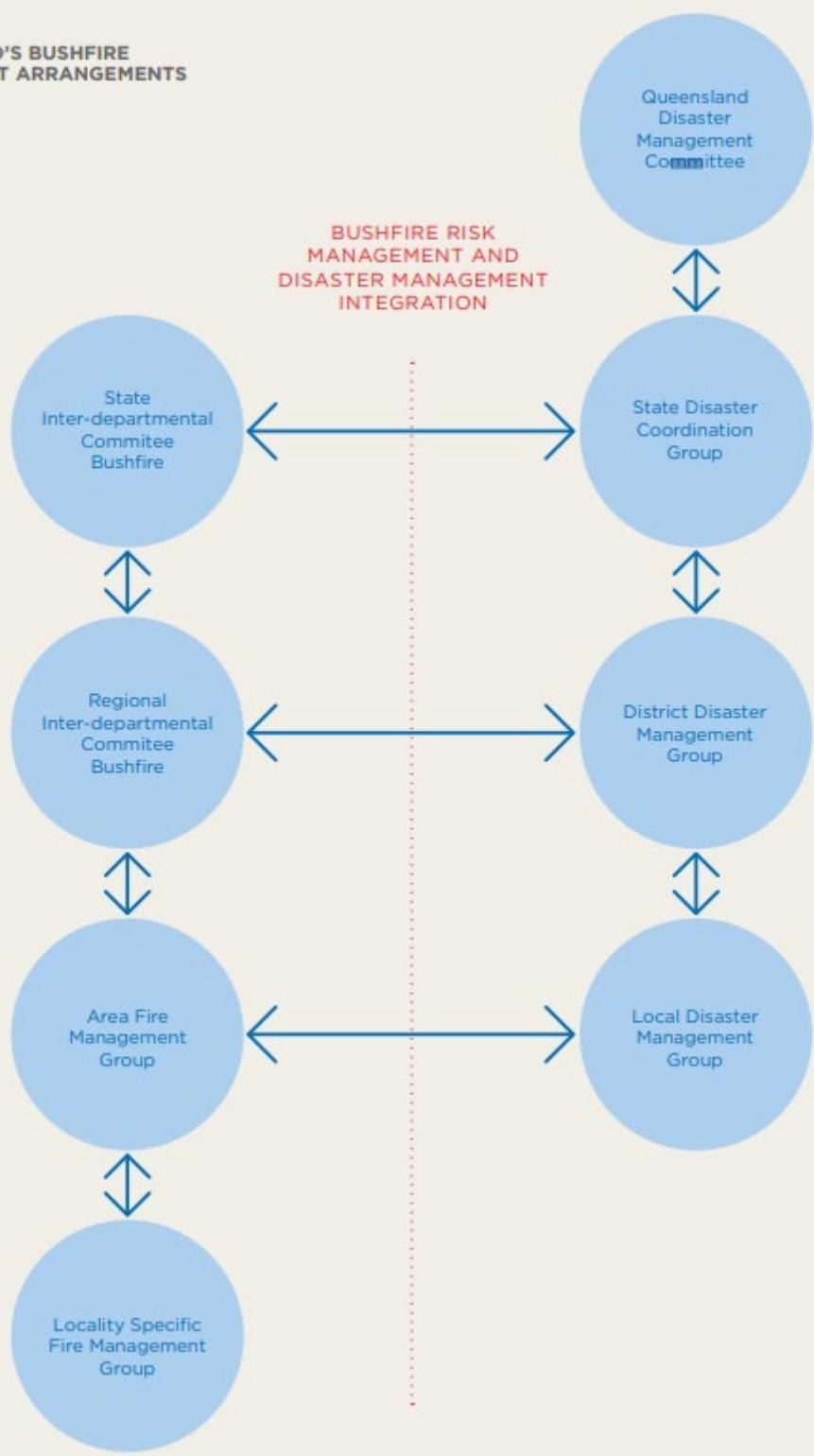


Figure 35 – Bushfire risk management and disaster management integration

Australian Fire Danger Rating System (AFDRS)

The AFDRS is a Nationally consistent approach, that has Fire Danger Ratings (FDR). The FDR provides information to describe the potential level of danger should a bushfire start. Further information is detailed on the Queensland Fire Department (QFD) website - [Fire Danger Ratings | Queensland Fire Department](#) that is updated daily. The FDR is detailed in **Figure 36**. The FDR are allocated against BOM weather forecast districts as detailed in **Figure 37**, an example is detailed in **Figure 38**. The [BOM Fire Weather Knowledge Centre](#) has related weather information. The FDR indicators of potential danger can be used as trigger for action as such:

MODERATE	HIGH
Plan and prepare.	
Most fires can be controlled.	Fires can be dangerous.
<ul style="list-style-type: none"> › Stay up to date and be ready to act if there is a fire. 	<ul style="list-style-type: none"> › There's a heightened risk. Be alert for fires in your area. › Decide what you will do if a fire starts. › If a fire starts, your life and property may be at risk. The safest option is to avoid bush fire risk areas.
EXTREME	CATASTROPHIC
Take action now to protect your life and property.	
Fires will spread quickly and be extremely dangerous.	For your survival, leave bush fire risk areas.
<ul style="list-style-type: none"> › These are dangerous fire conditions. › Check your bush fire plan and that your property is fire ready. › If a fire starts, take immediate action. If you and your property are not prepared to the highest level, go to a safer location well before the fire impacts. › Reconsider travel through bush fire risk areas. 	<ul style="list-style-type: none"> › These are the most dangerous conditions for a fire. › Your life may depend on the decisions you make, even before there is a fire. › Stay safe by going to a safer location early in the morning or the night before. › Homes cannot withstand fires in these conditions. You may not be able to leave and help may not be available.

NO RATING: On days when there's minimal risk, the white bar meaning 'No Rating' will be used. Report any fires to 000.

Figure 36 – Detailed Fire Danger Rating (FDR) in Australia – Fire Danger Ratings Sheet, afdrs.com.au/#ratings

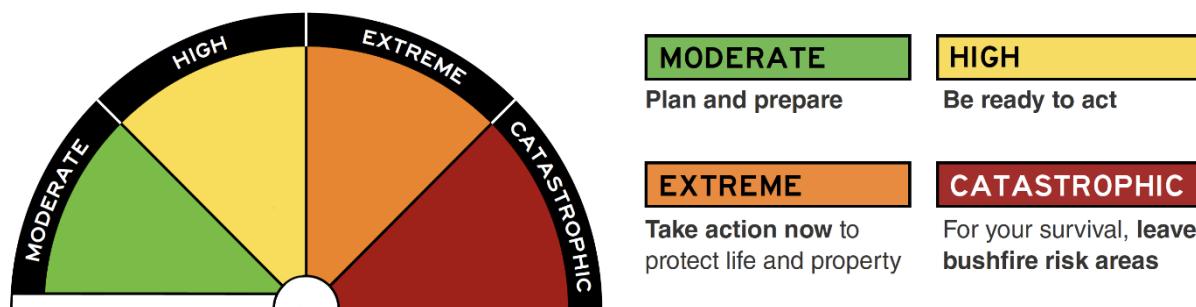


Figure 37 – Fire Danger Rating (FDR) in Australia

Queensland Fire Danger Ratings

Issued at 4:00 pm EST on Thursday 23 November 2023.

District	Friday	Saturday	Sunday	Monday
Peninsula	Moderate 13	Moderate 12	No Rating 11	Moderate 12
Gulf Country	Moderate 13	Moderate 13	Moderate 12	Moderate 12
Northern Goldfields and Upper Flinders	Moderate 13	Moderate 13	Moderate 13	Moderate 13
North Tropical Coast and Tablelands	Moderate 13	Moderate 13	Moderate 12	Moderate 12
Herbert and Lower Burdekin	Moderate 13	Moderate 13	Moderate 12	Moderate 12
Central Coast and Whitsundays	Moderate 17	Moderate 15	Moderate 14	Moderate 17
Capricornia	Moderate 18	Moderate 16	Moderate 14	Moderate 15
Central Highlands and Coalfields	Moderate 17	Moderate 15	Moderate 12	Moderate 14
Central West	Moderate 15	Moderate 13	Moderate 13	Moderate 13
North West	Moderate 16	Moderate 14	Moderate 15	Moderate 14
Channel Country	Moderate 20	Moderate 16	Moderate 15	Moderate 15
Maranoa and Warrego	Moderate 15	Moderate 13	Moderate 15	Moderate 15
Darling Downs and Granite Belt	Moderate 18	Moderate 15	Moderate 16	Moderate 18
Wide Bay and Burnett	Moderate 16	Moderate 14	Moderate 12	Moderate 14
Southeast Coast	Moderate 15	Moderate 14	Moderate 12	Moderate 14

Code

Fire Danger Ratings (Fire Behaviour Index - FBI)	No Rating (< 12)	Moderate (12-23)	High (24-49)	Extreme (50-99)	Catastrophic (>= 100)

Notes

- For all weather information, visit the Bureau of Meteorology web page at www.bom.gov.au.
- For information on Fire Bans and how to Prepare. Act. Survive. Visit www.qfes.qld.gov.au.
- For all current bushfire warnings, visit www.qfes.qld.gov.au/Current-Incidents
- Note: On occasion Fire Danger Ratings may not adhere to FBI thresholds above due to agency discretion in setting FDRs.

Figure 38 – Example of Fire Danger Rating (FDR) in BOM weather forecasts.

Heatwave

The annual maximum temperature for Queensland is detailed in **Figure 39**. Queensland Heatwave risk assessment has been developed with stakeholders as defined in **Figure 40**. The heat wave intensity and potential community impact is detail in **Figure 41**.

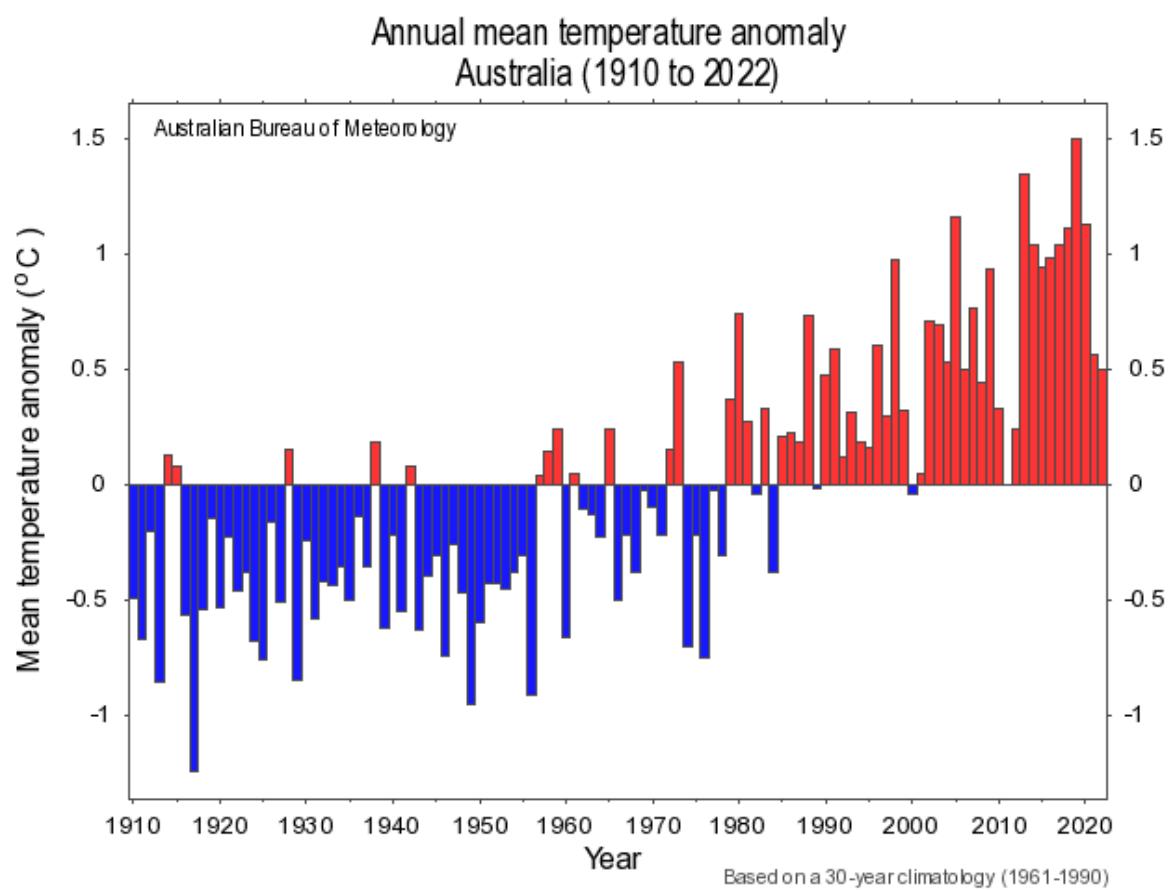


Figure 39 – Annual maximum temperature Queensland

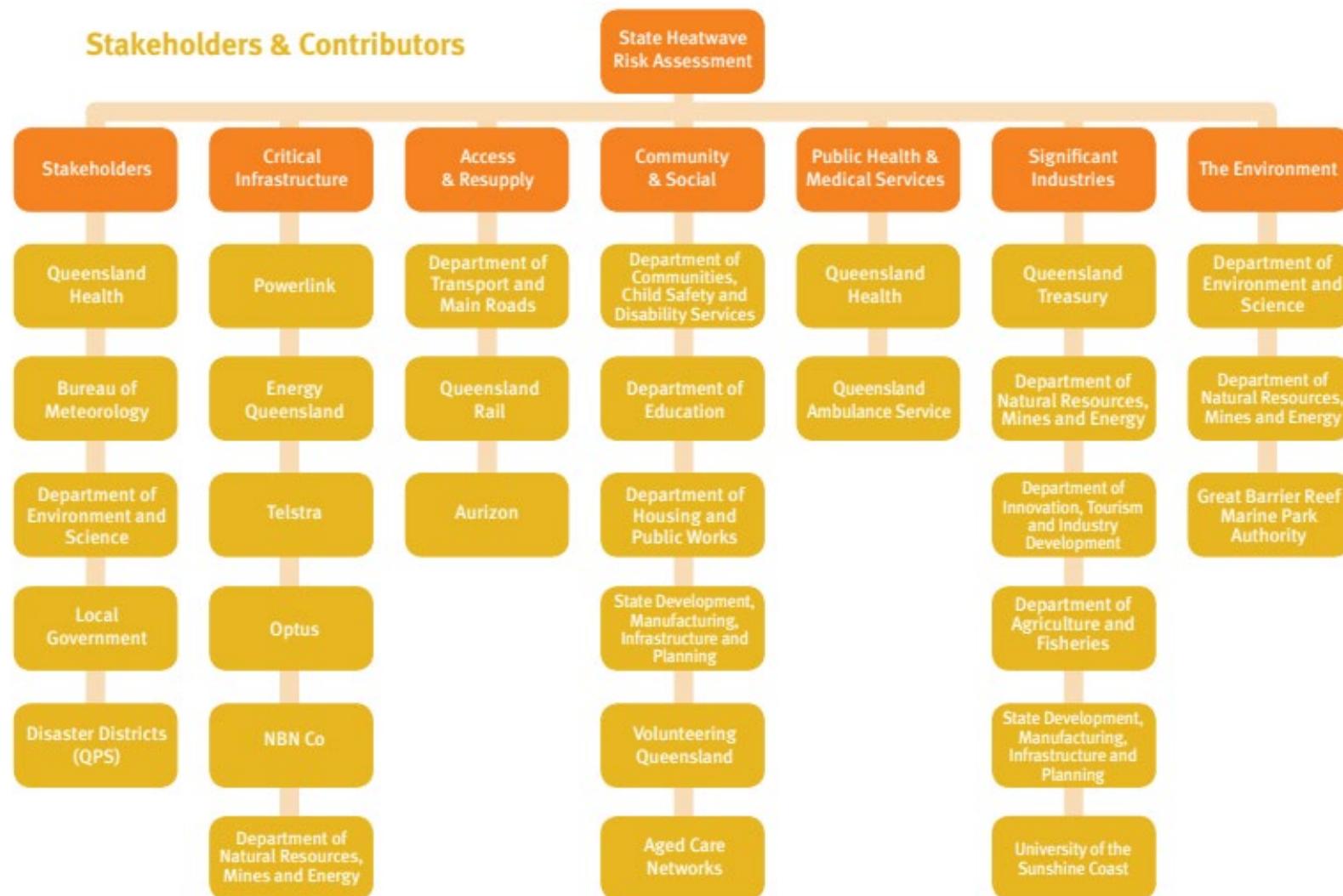


Figure 40– State heatwave risk assessment stakeholders

HEATWAVE INTENSITY	COLOUR CODE	POTENTIAL COMMUNITY IMPACT
Low intensity heatwave	Yellow	Most people expected to have adequate capacity to cope with this level of heat but begin to see health effects. Increased risk to vulnerable groups.
Severe heatwave	Orange	Increased morbidity and mortality for vulnerable groups, such as those over 65, pregnant women, babies and young children, and those with chronic illness (e.g. renal disease, ischaemic heart disease).
Extreme heatwave	Red	May impact normally reliable infrastructure, such as power and transport. Health risk for anyone who does not take precautions to keep cool, even those who are healthy.

Figure 41 – Heatwave intensity and potential community impact

UNDERSTANDING THE DATA		
Index	Heatwave Index	Definition
HWF	Heatwave frequency	Number of heatwave days relative to number of days in a year - i.e. [number of heatwave days/365] x 100 (%)
HWD	Heatwave duration	Number of days of the longest heatwave of the year (days)
HWMt	Temperature of heatwave magnitude	Average mean temperature (in °C) of all heatwave days across the year
HWAt	Temperature of heatwave amplitude	Average mean temperature (in °C) of the hottest heatwave days of the year
Hot Days	Days >35°C	Annual count of days with maximum temperature >35°C
Hot Nights	Nights >20°C	Annual count of nights with minimum temperature >20°C

Note: All figures represent an absolute change from the reference period (1986 to 2005) unless expressed in negative terms, based on RCP 8.5. Further information and guidance on the data represented within this infographic can be found at Appendix F.

Figure 42 – Heatwave definitions

ACRONYM	HEATWAVE INDEX	DEFINITION
HWA	Heatwave amplitude	Amplitude of the hottest day of the hottest heatwave of the year, denoted by the maximum EHF of the heatwave with highest mean EHF (°C)
HWAt	Temperature of heatwave amplitude	Average mean temperature (in °C) of the heatwave amplitude as per the above calculation.
HWM	Heatwave magnitude	Average magnitude of all heatwave days across the year, given by the average of all EHF higher than 1 (°C)
HWMt	Temperature of heatwave magnitude	Average mean temperature (in °C) of the heatwave magnitude as per the above calculation.
HWN	Heatwave number	Number of heatwave events throughout the year (number)
HWF	Heatwave frequency	Number of heatwave days relative to number of days in a year - i.e., (number of heatwave days/365)*100 (%)
HWD	Heatwave duration	Number of days of the longest heatwave of the year (days)
TX40	Number of days with maximum temperature above 40 °C	Number of days in a year with maximum temperature above 40 °C (days)

Figure 43 – Definitions for Regional climate models

Earthquakes

The Queensland State earthquake risk assessment details the earthquake moment magnitude and definition in **Figure 44** and Queensland notable earthquakes 5.0 or above in **Figure 45**.

Moment Magnitude (Indicative only)	MM Intensity (Likely maximum)	Definition
1.2	II	MMII - felt by a few persons at rest indoors, especially by those on upper floors or otherwise favorably placed.
2.0	III	MMIII - felt indoors, but not identified as an earthquake by everyone. Vibrations may be likened to the passing of light traffic. It may be possible to estimate the duration, but not the direction. Hanging objects may swing slightly. Standing motorcars may rock slightly.
3.0	IV	MMIV - generally noticed indoors, but not outside. Very light sleepers may be awakened. Vibration may be likened to the passing of heavy traffic, or to the jolt of a heavy object falling or striking the building. Walls and frame of building are heard to creak. Doors and windows rattle. Glassware and crockery rattle. Liquids in open vessels may be slightly disturbed. Standing motorcars may rock, and the shock can be felt by their occupants.
4.0	V-VI	MMV - generally felt outside and by almost everyone indoors. Most sleepers awakened. A few people frightened. Direction of motion can be estimated. Small unstable objects are displaced or upset. Some glassware and crockery may be broken. Some windows crack. A few earthenware toilet fixtures crack. Hanging pictures move. Doors and shutters swing. Pendulum clocks stop, start or change rate.
5.0	VI-VII	MMVI - felt by all. People and animals alarmed. Many run outside. Difficulty experienced in walking steadily. Slight damage to masonry D. Some plaster cracks or falls. Isolated cases of chimney damage. Windows and crockery broken. Objects fall from shelves and pictures from walls. Heavy furniture moves. Unstable furniture overturns. Small school bells ring. Trees and bushes shake or are heard to rustle. Material may be dislodged from existing slips, talus slopes, or slides.
6.0	VII-VIII	MMVII - general alarm. Difficulty experienced in standing. Noticed by drivers of motorcars. Trees and bushes strongly shaken. Large bells ring. Masonry D cracked and damaged. A few instances of damage to Masonry C. Loose brickwork and tiles dislodged. Unbraced parapets and architectural ornaments may fall. Stone walls crack. Weak chimneys break, usually at the roof-line. Domestic water tanks burst. Concrete irrigation ditches damaged. Waves seen on ponds and lakes. Water made turbid by stirred-up mud. Small slips, and caving-in of sand and gravel banks.
7.0	VIII-IX	MMVIII - alarm may approach panic. Steering of motor cars affected. Masonry C damaged, with partial collapse. Masonry B damaged in some cases. Masonry A undamaged. Chimneys, factory stacks, monuments, towers, and elevated tanks twisted or brought down. Panel walls thrown out of frame structures. Some brick veneers damaged. Decayed wooden piles break. Frame houses not secured to the foundation may move. Cracks appear on steep slopes and in wet ground. Landslips in roadside cuttings and unsupported excavations. Some tree branches may be broken off.

Figure 44 – Earthquake Modified Mercalli Intensity (MMI) and definitions.

Date	Location	Magnitude	Depth
August 2016	Offshore north east of Bowen	5.8	7km
August 2015	Offshore east of Fraser Island	5.3	13km
July 2015	Offshore east of Fraser Island	5.4	13km
February 2015	Eldsvold, Bundaberg	5.2	13km
July 2011	Bowen, Mackay	5.3	7km
November 1978	Heron Island, Yeppoon	5.2	12km
December 1974	Offshore of Mackay	5.1	6km
June 1965	Tarewinnabar, Warwick	5.3	28km
June 1918	Lady Elliot Island, Gladstone	6.0	15km

Figure 45 – Queensland notable earthquakes 5.0 or greater

The record of earthquake occurrence within Queensland since 1866 is detailed in **Figure 46**. This may not be an accurate reflection due to the location of settlement activity and placement of seismographs across Queensland, in particular for Central and West regions of Queensland.

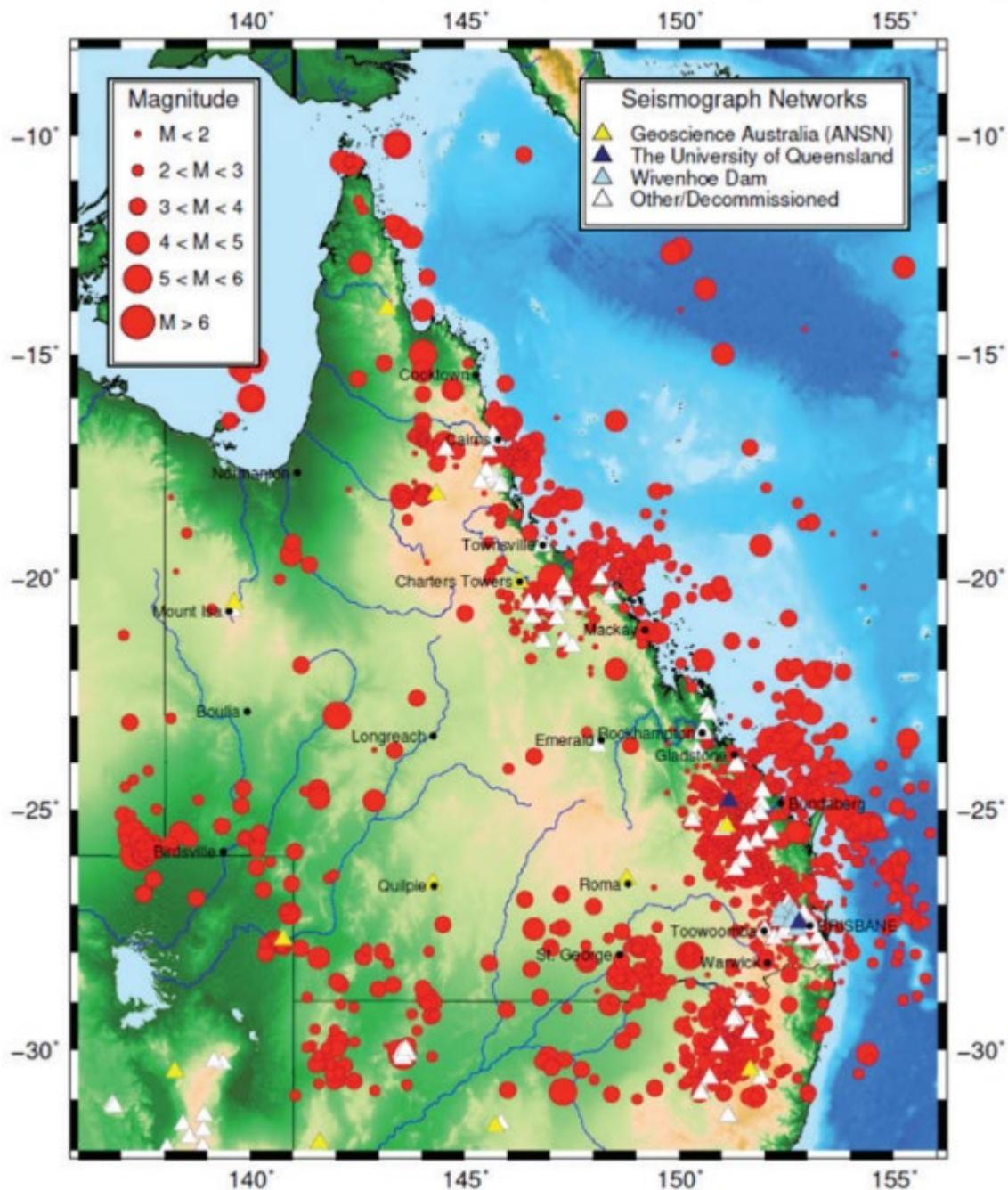


Figure 46 – Record of earthquake occurrence within Queensland since 1866 -2019

In the Flinders LGA there are two seismic (earthquake) zones Z029 and Z034 as detailed in **Figure 47**. The AEP when bench marked against a magnitude 6.05 may only be 0.07% (Z029) and 0.41% (Z034); however, over 30, 50 and 100 years the broader probability increases as detailed in **Figure 48**. The primary and secondary effects can be considered against known events such as Gladstone 1918 at 6.05 and Newcastle 1989 at 5.35. Further information can be requested through Geoscience Australia 1800 655 739 or earthquakes@ga.gov.au.



Figure 47 – Earthquake Zones

SOURCE ZONE OCCURRENCE DATA NSHA2018													
ZONE	AEP	MAGNITUDE		30 YEARS	MAGNITUDE		50 YEARS	MAGNITUDE		100 YEARS			
		5.35	6.05		5.35	6.05		5.35	6.05				
Z001	AEP	0.13%	0.02%	30 YEARS	3.38%	0.53%	50 YEARS	6.27%	0.88%	100 YEARS			
Z002		0.14%	0.02%		4.23%	0.59%		6.96%	0.98%				
Z003		0.35%	0.06%		5.56%	0.78%		9.10%	1.30%				
Z004		0.19%	0.03%		5.64%	0.79%		9.23%	1.32%				
Z028		DATA UNAVAILABLE			DATA UNAVAILABLE			DATA UNAVAILABLE					
Z029		0.53%	0.07%		14.66%	2.15%		23.21%	3.58%				
Z030		0.03%	0.00%		0.82%	0.11%		1.36%	0.19%				
Z034		2.18%	0.41%		48.36%	11.79%		66.76%	18.86%				
Z035		0.29%	0.06%		8.25%	1.72%		13.36%	2.84%				

Magnitude 5.35 equivalent to Newcastle 1989 Event. Magnitude 6.05 equivalent to Gladstone 1918 Event.
 30 Years – Typical length of a mortgage in Queensland
 50 Years – Land Use Planning Horizon
 100 Years – Critical Infrastructure Build Horizon

Figure 48 – AEP and broader probability for earthquake zones

Epidemic and Pandemic

In the event of epidemics and pandemics this will be conducted with the primary/lead agency. Animal related will be through Department of Agriculture and Fisheries (DAF) and human related with be through Queensland Health. Dependant on the event, both agencies may be required. The Queensland Government [Queensland Whole-of-Government Pandemic Plan](#) and the [Flinders Sub Plan Pandemic](#) details further information.

Traffic Accidents

The occurrence of traffic accidents within the Flinders LGA is likely as an incident managed by a lead agency over a major highway connecting Townsville to Mount Isa. The traffic comprises general to tourist and logistic runs that involve business resupply, cattle and chemical/product movement for the mining sector. The higher consequence to the community that would require a significant coordinated response that would involve a Disaster is unlikely to rare. This includes the consideration of chemical products being moved via rail or road. In the event of a traffic disaster the LDMG would assist the lead agencies.

Community Disaster Resilience and Capacity Building

Community engagement

Effective community engagement is the process of stakeholders working together to build resilience through collaborative action, shared capacity building and the development of strong relationships built on mutual trust and respect. Community engagement strategies are equally important during all phases prevent/mitigate, preparedness, response and recovery, to well inform the community and associated stakeholders to make the optimal decision.

The approaches to community engagement for disaster resilience at [Figure 49](#), with further information in the [Australian Disaster Resilience Handbook Collection – Community Engagement for Disaster Resilience](#).

The principles are:

- **Place the community at the centre** - Effective community engagement is responsive, flexible and recognises the community as the central reference point for planning, implementing and measuring success in any engagement process. Inclusive, respectful and ethical relationships between engagement partners and the community must guide every stage of the engagement process.
- **Understand the context** - Effective community engagement requires partners to develop a strong understanding of the unique history, values, diversity, dynamics, strengths, priorities and needs of each community. It is also important to understand the environmental, political, or historical context that surrounds any hazard, emergency event or disaster.
- **Recognise complexity** - Effective community engagement considers the complex and dynamic nature of hazards, disaster risk and emergency events and the diverse identities, histories, composition, circumstances, strengths and needs of communities and community members. Because of this complexity, effective community engagement to build disaster resilience is an evolving process that requires ongoing investment.
- **Work in partnership** - Effective community engagement requires a planned and coordinated approach between the community and partners at every stage of the process. Potential issues

arising from any imbalance in power, information or resources between the community and partners will be proactively managed during the process.

- **Communicate respectfully and inclusively** - Community engagement is built on effective communication between the community and partners that recognises the diverse strengths, needs, values and priorities of both community members and partners.
- **Recognise and build capability** - Effective community engagement recognises, supports and builds on individual, community and organisational capability and capacity to reduce disaster risk and increase resilience.

Who leads the process	8→888	8↔888	888	888→8	888 888
Basis of engagement	Partner provides community with information, options, solutions or services for a given situation or issue.	Partner provides leadership to community. Community provides input to the process.	Community and partner form a partnership. They co-design and develop options and solutions.	Community provides leadership to partner. Partner provides input to the process.	Community designs, decides and implements all actions. Minimal or no engagement necessary from any partner.
Stated or implied, contract between external partner and community	Partner understands the issue or situation, provides community with what they need and keeps community informed through the process.	Partner provides guidance, listens to community concerns and issues and takes them into account. Community input is considered necessary to ensure success.	Both community and partner bring expertise to the relationship. Mutual participation or collaboration contribute to success.	Community understands its own context and situation. Partner offers expertise and knowledge. This input is offered to support community-led action.	Community has a thorough understanding of its own context and situation and the hazards that may affect them. Community will ask for support when and if needed. External organisations may not be aware of projects at all.
Methods of engagement	<ul style="list-style-type: none"> • Meetings • Presentations • Information sessions • Training and seminars • Fact sheets • Brochures • Newsletters • Letter box drops • Door knocks • Online instruction videos or information • Traditional media • Social media 	<ul style="list-style-type: none"> • Meetings • Seminars • Consultations • Online or analogue surveys • Partner-led workshops and focus groups • Partner-led projects • Traditional media • Social media 	<ul style="list-style-type: none"> • Co-chaired committees and working groups • Deliberative, participative and co-led workshops and focus groups • Online collaborative spaces • Shared research projects • Collaborative community-based projects • Traditional media • Social media 	<ul style="list-style-type: none"> • Meetings • Seminars • Consultations • Forums • Online or analogue surveys • Community-led workshops and focus groups • Community-led projects • Informal conversations • Traditional media • Social media 	<ul style="list-style-type: none"> • Meetings • Presentations • Information sessions • Training and seminars • Fact sheets • Brochures • Newsletters • Letter box drops • Door knocks • Online instruction videos or information • Community-led working groups • Community-led projects • Traditional media • Social media
Examples of actions or activities that reflect methods	<p>Briefings by specialists in disaster preparation, response or recovery.</p> <p>Information based public safety campaigns.</p>	<p>Partner-led planning and recovery focus groups and workshops.</p> <p>Partner-led surveys and feedback sessions.</p>	<p>Collaborative disaster planning and preparation projects.</p> <p>Joint working groups to implement particular projects.</p>	<p>Community-led planning processes, recovery committees, meetings and projects.</p>	<p>Community-led, resourced and implemented recovery processes and projects.</p>

NB: Many of the methods of engagement can be either online, face to face, or both.

Figure 49 – Approaches to community engagement for disaster resilience

The [Queensland Government arrangements for coordinating public information in a crisis](#), provides cross government communication activities to assist in disaster events. The State Disaster Coordination Centre (SDCC) disseminates information to authorised LDMG key stakeholders (Chair, LDC). It is at the LDMG discretion if this information is sent to the wider LDMG and/or community. At times some of the information may not be for media or community dissemination, but rather for timely situational awareness to assist with disaster management. The LDMG is assisted with the Flinders Shire Council Website, Facebook and notice boards to broadcast key authorised information for the LGA and subsequent community. If changes to the authorised LDMG key stakeholders is required for SDCC information, this can be actioned through the EMCC/EMC.

Community engagement strategies may be conducted to assist in preparedness, prevention/mitigation, response and recovery updates, such as but not limited to:

- Get Ready initiatives.
- Volunteerism opportunities to support the community.
- Disaster management and hazard awareness campaigns.
- School education programs.
- Community meetings or workshops.
- Communication strategies through media email, paper, radio, TV to broadcast authorised information relative the community in the LGA.
- Evaluations seeking community and stakeholder feedback.

Prevention

Prevention and mitigation activities with improvement strategies are through studies, reports and assessments.

Government agencies responsible for specific prevention functions, that may be requested to assist the LDMG, are detail in **Figure 50**.

Lead agency	Prevention Functions
Queensland Fire and Emergency Services	<ul style="list-style-type: none"> • Hazard mapping • Bushfire mitigation programs
Queensland Reconstruction Authority	<ul style="list-style-type: none"> • Disaster resilience and mitigation policy and planning • Disaster mitigation and resilience funding
Department of Local Government, Racing and Multicultural Affairs	<ul style="list-style-type: none"> • Disaster mitigation and resilience funding
Department of State Development, Manufacturing, Infrastructure and Planning	<ul style="list-style-type: none"> • Building our Regions program • Land use planning
Department of Housing and Public Works	<ul style="list-style-type: none"> • Building Code

Figure 50 – Government agencies responsible for specific prevention functions

Preparedness

Coordination and collaboration

The LDMG requires to coordinate and work in collaboration with group members and associated stakeholders. The members are likely to also be working within their own agency framework; however, it is important to ensure the LDMG is aware and provided situational awareness in relation to disaster management related tasks.

- LGA known resources such as but not limited to QAS (vehicle only), QPS (EMC and SES), QH, QFD (FRS and RFS) DAF and Ergon.
- Businesses and agencies are encouraged to consider risks within their respective Business Continuity Management System (BCMS), that considers activities prior to during and after likely Disaster events.
- Management of likely or ad hoc external agencies and stakeholders in the LGA. Advisors or consultants will likely be called in based on the event if requested by the LDMG. It is important to ensure briefing of agencies is conducted prior to work in the LGA.
- The confirmation of equipment availability, conduct of maintenance checks and testing are encouraged with competent and qualified members. This is to ensure functionality is likely if required in an event. Equipment can be such as but limited to plant (trucks, graders, etc), generators, fuel, spare parts, consumables. Plant/equipment list is available within the Council by contacting the Finance Department or the Chief Executive Officer (07) 4741 2900 or 0428 411 684 out of hours.

Response Strategy

Activations will be conducted in accordance with the LDMP and associated triggers. When in doubt initial discussions between the Chair, LDC and/or EMCC/EMC may be required before the wider LDMG is informed. The changes to activation levels are then decided by the LDMG with support from the lead/primary agency and associated DM stakeholders. The LDMG Activations table at **Figure 51**. The activation triggers are detailed in **Figure 52**. Activation in response is when there is a need to:

- Monitor potential hazards or disaster operations
- Support or coordinate disaster operations being conducted by a designated lead agency.
- Coordinate resources in support of disaster response or recovery operations in the LGA.

Level of Activation	Response
Alert	At this stage the Flinders Shire Local Disaster Management Group is placed on Readiness. The Local Disaster Coordinator continues to monitor the event.
Lean Forward	<p>The Lead Agency advises the Chairperson/ Local Disaster Coordinator that assistance under the Disaster Management Plan may be required for a pending threat.</p> <p>The Chairperson places the members of the Disaster Management Group on Standby, whereby they are responsible to keep abreast of current affairs and weather conditions.</p> <p>The Chairperson implements the Disaster Management Plan and authorises the Local Disaster Coordinator to place the Local Disaster Coordination Centre staff on Standby should Flinders Shire Council be the Lead Agency or required to assist another agency under the Queensland Disaster Management Arrangements</p>
Stand Up	The LDMG is activated. If the need is required, LDMG will operationalise a LDCC.
Stand Down	<p>A decision is made by the Chairperson to cease Operations. The Disaster Coordination Centre may then be closed.</p> <p>Disaster Coordination Centre staff are to be debriefed by Local Disaster Coordinator.</p> <p>Members of the LDMG are to attend a Debrief meeting, which is to contain reports from relevant agencies regarding the disaster management operations highlighting aspects that were successful and those that were not for inclusion in the LDMP review and update.</p>
Debriefing	A hot debrief should be conducted immediately after the event has passed or no later than the next day.

Figure 51 – Activation table

LEAD	PREVENTION FUNCTIONS
Area Fire Management Group	<ul style="list-style-type: none"> Assess the bushfire hazard in their area of responsibility Develop the BRMP for the relevant local government area/s Advise the LDMG of mitigation activities undertaken and residual risk
Department of Environment and Science (Queensland Parks and Wildlife Service)	<ul style="list-style-type: none"> Conduct planned burns and other prevention activities on land it manages Monitor bushfire risk and fire danger conditions across land it manages Identify priority protection areas Maintain road network and fire lines on its land
Department of Housing and Public Works	<ul style="list-style-type: none"> Administer minimum standards for buildings in bushfire prone areas <i>Building Act 1975</i> Queensland Development Code National Construction Code Australian Standard AS 3959 – Construction of buildings in bushfire prone areas
Department of Natural Resources, Mines and Energy (DNRME)	<ul style="list-style-type: none"> Managing underlying risk level relating to fire on DNRME land Conduct planned burns and other prevention activities on land it manages Monitor bushfire risk and fire danger conditions across land it manages
Department of Transport and Main Roads (DTMR)	<ul style="list-style-type: none"> Manage bushfire risk within state-controlled road reserve Manage closed rail corridors
HQ-Plantations	<ul style="list-style-type: none"> Monitor bushfire risk across the Plantation Licence Area Conduct planned burns and other prevention activities on Plantation Licence Area
Individual community members	<ul style="list-style-type: none"> Understand bushfire risk in the environment Undertake preparations to make their property less vulnerable to bushfires Make decisions about their response in the event of a bushfire
Land Managers	<ul style="list-style-type: none"> Identify bushfire risk on their property Enact mitigation strategies
Local Disaster Management Group (LDMG)	<ul style="list-style-type: none"> Coordinate bushfire risk-mitigation strategies for the local government area in consultation with the AFMG Manage residual bushfire risk Report residual bushfire risk to relevant DDMG, where appropriate
Local Government	<ul style="list-style-type: none"> Administer local planning scheme Administer building standard approvals and compliance Conduct bushfire mitigation activities on land owned/managed by local government Designate bushfire prone areas
Persons/Businesses who operate overhead electricity networks (Aurizon, Energy Queensland, Essential Energy, Powerlink, Queensland Rail, RTA Weipa)	<ul style="list-style-type: none"> Assess and manage bushfire risk throughout their network Develop and undertake bushfire mitigation activities
Queensland Fire & Emergency Services (QFES)	<ul style="list-style-type: none"> Coordinate, plan and facilitate bushfire mitigation programs Granting of Permit to Light Fire Develop guidance material Support the development of Bushfire Risk Mitigation Plans (through AFMGs) Monitor bushfire risk in Queensland Building fire safety
Queensland Treasury	<ul style="list-style-type: none"> <i>Planning Act 2016</i> State Planning Policy

Figure 52 – Bushfire lead and prevention functions

Authority to Activate the LDMG

The LDMG initial activation is by the Chair with communication from LDC, DMO, EMC and lead agency can decide to activate the LDMG. Further changes to the activation are recommended to be with the LDMG direction. The level of activation will be determined, with consideration for the likelihood and possible impact of the threat. The group may also be activated by the District Disaster Coordinator (DDC), in consultation with the Chair.

Declaration of Disaster Events and District Disaster Coordinator (DDC)

A DDC may request disaster declaration that is subject to approval from the Minister QFD. This may provide additional powers under (s77-78) of the DM Act. When the DDC declares a disaster situation, the Chair or LDC will ensure that this information is provided to all members of the LDMG.

If the situation warrants the directed evacuation of members of the public, the Chair or LDC of the LDMG will request a declaration of a disaster from the DDC. The DDC may provide written direction to ensure the performance of the LDMG functions after consultation with the Chair of the LDMG. It is the responsibility of the LDMG to comply.

Communications and systems for information and warnings

The intent of the LDMG within the Flinders LGA is to employ timely, authorised and efficient communication systems and methods that are available on the Queensland Disaster Management website (www.disaster.qld.gov.au), the principles are further detailed in areas such as but not limited to:

- [Queensland Emergency Alert Manual – M.1.174](#)
- [Emergency Alert website](#)
- [Queensland Standard Emergency Warning Signal \(SEWS\) Manual M.1.171](#)

In addition to external communication systems, the LDMG may also broadcast authorised information on the Flinders council website/Facebook, etc. for community engagement and awareness. Remote property owners are able to be contacted by UHF radios, satellite phones and networks through the Flinders Council Customer Services. In the event of power and communication failure, notice boards located within the Flinders LGA may be used to ensure a multipronged approach to media dissemination, with local resources such as but not limited to QPS, QFD, DAF, RFDS etc. The use of innovative methods such as Visual Display Boards (VDB) are encouraged when available.

Media management during disasters must be appropriate, reliable and consistent. All LDMG associated broadcasts are to be authorised by the chair. Supporting agencies may also support the LDMG in a collaborate approach with messaging.

Flinders Shire Council has also installed a new siren is expected to provide further awareness to the Community in the event of a risk such as chemical spill road or rail near Hughenden.

Evacuation and sheltering arrangements

An evacuation involves scalable approaches to planning and coordination for the movement of persons from an unsafe or potentially unsafe location and their eventual return. There are three methods of evacuation:

- Self-evacuation is initiated in the absence of official advice or warnings by the community.
- Voluntary evacuation is initiated by the LDMG with advice or warnings to the community, in particular for the at-risk population.
- Directed evacuation, otherwise known as compulsory evacuation, requires the declaration of a disaster and direction from DDC or Declared Disaster Officers. The LDMG has no legislative powers and must request through the DDC if this is warranted, and no declaration of a disaster is current in the LGA.

In the Flinders LGA, the likely arrangements are sheltering with family or friends. If the need requires within the LGA several building structures or businesses could be operationalised. The stages of evacuation are detailed in **Figure 53**. Further information is available in the [Evacuation: Responsibilities, Arrangements and Management Manual .1.190](#) that is available on the Queensland Disaster Management website (www.disaster.qld.gov.au). A copy of the [Flinders Shire Evacuation Sub Plan is available here](#).

In the event of a large-scale evacuation or the request to host external evacuees from another LGA, the establishment of an Evacuation Centre may be required. There is one Evacuation Centre that has been pre-determined by the Flinders LDMG and which is detailed in the *Evacuation Centre Management Sub Plan*. To assist the following are available on the Queensland Disaster Management website, hard copies are available with the LDC.

- [Queensland Evacuation Centre Management Handbook](#)
- [Queensland Evacuation Centre Field Guide](#)
- [Queensland Evacuation Centre Planning Toolkit](#)

An evacuation involves:

Community Preparedness	Analysis risk and probabilities (likelihood/worst case scenario) of an event, ensure communities understand risk and evacuation zones (maps) and ensure approaches to evacuation are scalable and documented.
Decision to evacuate	Decision makers analyse event intelligence and make an assessment on the necessity to evacuate persons exposed to a range of hazards.
Warning ¹	Notification of event conditions and appropriate actions required are conveyed to the public.
Withdrawal	The movement of exposed persons from a dangerous or potentially dangerous area to a safer location.
Shelter	The provision of refuge and basic needs for evacuees in safer locations and evacuation facilities.
Return	The assessment of a disaster area and the planned, coordinated and managed safe and timely return of evacuees.

Figure 53 – Stages of an evacuation

Logistics

Logistic activities have three phases:

- Before the event.
- During the event.
- After the event.

General logistic categories are:

- Managing requests for assistance, offers of assistance and advice.
- Emergency supply.
- Council to Council arrangements.
- Resupply operations.

Emergency Supply

Emergency supply is the acquisition of and management of Emergency supplies and services in support of disaster operations such as but not limited to bedding, water and food that cannot be sourced locally. An example of an [Emergency Supply Register](#) is available on the Disaster Management website.

Resupply

Resupply may be required to provide essential items for impacted communities in accordance with the [Queensland Resupply Manual – M.1.205](#) and submitted on the [Queensland Resupply Request Form –F.1.206](#), that is available on the Disaster Management website (www.disaster.qld.gov.au).

The three types of resupply are:

- Isolated communities.
- Isolated rural property.
- Stranded persons.

Financial arrangements

The activation of the LDMG does not relate to funding eligibility; however, increases the optimisation of support and opportunities for the LGA. Support and advice is available through the QRA Liaison Officer, QPS EMCC & EMC and respective lead agency under the [Queensland Disaster Relief and Recovery Guidelines](#) from QRA or the Queensland Disaster Management website.

Offers of Assistance

The management of Offers of Assistance are conducted in accordance with the [Managing Offers of Assistance Manual - M.1.202](#), and the [Offer of Assistance Policy](#), that are available on the Disaster Management website (www.disaster.qld.gov.au). **Figure 54**, details referral pathways.

The categories of Offer of Assistance are:

- Financial
- Volunteering
- Goods and services

Offer type	Partner organisation
<i>Associated lead government organisation</i>	
Financial	<p>If the Department of the Premier and Cabinet has activated the Premier's Disaster Relief Appeal:</p> <p>Contact Smart Services Queensland on 13 QGOV (13 74 68) or 1300 300 768</p> <p><i>Department of the Premier and Cabinet</i></p>
	<p>If the Department of the Premier and Cabinet has activated an appeal via donation to an NGO:</p> <p>Contact Smart Services Queensland on 13 QGOV (13 74 68) or 1300 300 768</p> <p><i>Department of the Premier and Cabinet</i></p>
In all other circumstances, donations should be directed towards a reputable NGO or charity.	
Volunteers	<p>Contact Volunteering Queensland at https://volunteeringqld.org.au/services/emergency-volunteering</p> <p><i>Department of Communities, Disability Services and Seniors</i></p>
Goods and services	<p>Contact GIVIT at http://www.givit.org.au/</p> <p><i>Queensland Reconstruction Authority</i></p>
Corporate offers	Refer based on the type of offer (financial, volunteers, goods and services)

Figure 54 – Offers of assistance Referral pathways

Recovery Strategy

The Flinders LDMG, operationalises the Local Recovery Group (LRG) to manage any local recovery if evidence indicates, as a result from an event. A Local Recovery Coordinator (LRC) has been established to assist in this process. All five Functional Recovery and Resilience Groups (FRRG)/Pillars are considered, reviewed and assessed if the need requires recovery support after an event. This would include any temporary FRG as advised by Queensland Reconstruction Authority (QRA). The [Queensland Recovery Plan](#) (Sub Plan to the State Disaster Management Plan) assists the LRG with recovery functions and the [Local Recovery Planning Manual – M.1.136](#), documents are available on the Disaster Management website (www.disaster.qld.gov.au). An example LRG is detail in **Figure 55** and will be reviewed and adjusted as required to contextualise event specific recovery in the LGA. The LRG will be activated if a need has been confirmed from the affected LGA and/or community.

The authorised FRG are:

- Environmental
- Building
- Roads and Transport
- Human and Social
- Economic
- Temporary FRG may be approved by QRA to meet the requirements of an event.

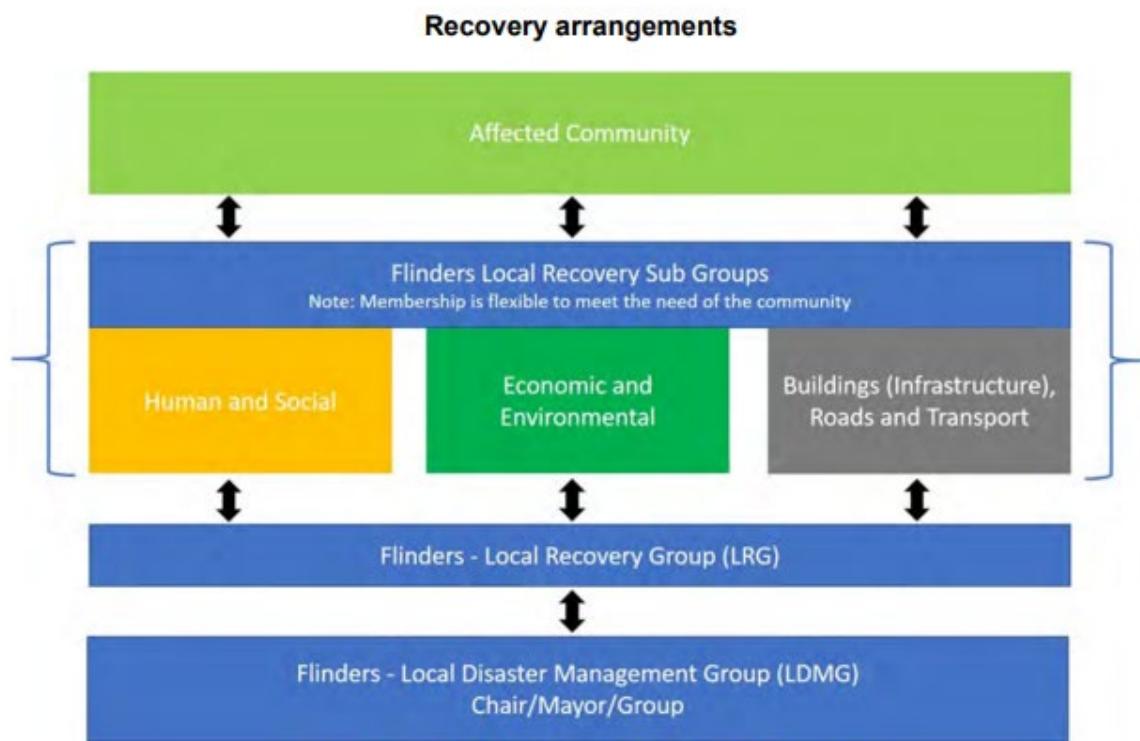


Figure 3: Flinders Shire Disaster Recovery Arrangements

Figure 55 – Flinders Shire recovery arrangements

LDMG Sub Plans

- **Pandemic sub plan**
- **Evacuation centre management sub plan**
- **Local recovery sub plan**



Local Recovery Group and Sub Group Memberships

External Advisors:

- Queensland Police Service (QPS) - Emergency Management and Coordination Command (EMCC), Emergency Management Coordinator (EMC) Andy Pethybridge
- Queensland Reconstruction Authority (QRA)

Sub Group Chair: Cr Kerry Wells & Cr Kelly Carter

Coordinator: DCS&W – Barbra Smith

Human and Social Recovery Sub Group

Suggested Membership:

- Flinders Shire Council
- NDIS/NDIA
- Local Schools
- Queensland Health
- Queensland Police Service
- Australian Department of Human Services
- Department of Child Safety, Seniors and Disability Services
- Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
- Centrelink

Local Community Organisations:

- St Vincent de Paul
- Country Women's Association
- FSC Community Care Program
- Hughenden Community Advisors Network
- Chamber of Commerce

Supporting Agencies:

- Life line
- GIVIT
- Red Cross

Sub Group Chair: Cr Pete Fornasier & Cr Shane McCarthy

Coordinator: DOE – Misenka Duong

Building Recovery Sub Group

Suggested Membership:

- Flinders Shire Council
- Civil Aviation Safety Authority
- Queensland Treasury and Trade
- Insurance Council of Australia
- Department of Housing
- Department of Transport and Main Roads
- Department of Energy and Water Supply
- Department of State Development, Infrastructure and Planning
- Building Services Authority

Supporting Agencies:

- Ergon Energy
- Telstra

Local Recovery Coordinator (LRC) – Cr Kelly Carter

Deputy – Cr Niki Flute

Sub Group Chair: Cr Niki Flute & Cr Kelly Carter

Coordinator: DC&FS – Melanie Wicks

Economic Recovery Sub Group

Suggested Membership:

- Flinders Shire Council
- Chamber of Commerce
- Local Government Association Queensland (LGAQ)
- Insurance Council of Australia
- Department of Premier and Cabinet
- Queensland Treasury and Trade
- Department of Local Government
- Department of State Development, Infrastructure and Planning
- Department of Education, Training and Employment
- Department of Agriculture, Fisheries and Forestry.
- Department of Natural Resources and Mines.
- Department of Energy and Water Supply
- Department of National Parks, Recreation, Sport and Racing
- QRAA
- Primary Producer/Industry Groups (Agforce)

Supporting Agencies:

- Insurance companies
- Tourism Queensland

Sub Group Chair: Cr Shane McCarthy

Coordinator: DPS & G – Dennis McLeod

Environment Recovery Sub Group

Suggested Membership:

- Flinders Shire Council
- Department of Environment and Heritage Protection
- Department of National Parks, Recreation, Sport and Racing
- Department of Resources
- Department of Energy and Water Supply
- Department of Agriculture, Fisheries and Forestry
- Catchment Coordination Groups
- Terrain Natural Resource Management
- Primary Producer/Industry Groups

Supporting Agencies:

- Environmental advisors
- Chemical/HAZCHEM advisors
- Substance advisors
- RSPCA
- Environmental interest groups
- Agforce

Sub Group Chair: Cr Pete Fornasier

Coordinator: DOE – Misenka Duong

Roads and Transport (Rail, Air and Maritime) Recovery Sub Group

Suggested Membership:

- Flinders Shire Council
- Chamber of Commerce
- Civil Aviation Safety Authority
- Queensland Treasury and Trade
- Insurance Council of Australia
- Department of Housing and Public Works
- Department of Transport and Main Roads
- Department of Resources
- Department of State Development, Infrastructure and Planning
- Building Services Authority
- Queensland Rail
- RoadTek
- Aurizon
- State Emergency Services

Supporting Agencies:

- Environmental advisors

OFFICIAL

AGENDA

28 JANUARY 2026 – 9:00 AM

McNAMARA BOARDROOM



2.05.02 REVIEW OF ORGANISATIONAL STRUCTURE

Executive Summary

This report proposes changes to the existing Organisational Structure, both the over-arching functional structure and operational structure by position.

Background

Section 196(1) of the *Local Government Act 2009* requires Council, by resolution, to adopt an organisational structure:

196 Appointing other local government employees

- (1) A local government must, by resolution, adopt an organisational structure that is appropriate to the performance of the local government's responsibilities.
- (2) The local government may employ local government employees for the performance of the local government's responsibilities.
- (3) The chief executive officer appoints local government employees.

Discussion

At the August 2025 Council meeting, during closed session, the then Chief Executive Officer briefed elected members on confidential reports which predicated the creation of a new People, Safety and Governance Department in a revised organisational structure. These confidential reports included an Internal Audit report “End-to-End HR & Payroll Processes”, and a report following a Workplace Culture Inquiry conducted by an external consultant.

The structure, as presented by the Chief Executive Officer was accepted by Council (extract from Minutes below).

3.01.01 REVIEW OF ORGANISATIONAL STRUCTURE

Background – For discussion at meeting.

Officer's Recommendation – For Council discussion.

Resolution No: 4347

Moved Cr Nicole Flute

Seconded Cr Shane McCarthy

That Council accept the revised Organisational Structure, as presented by the Chief Executive Officer.

CARRIED 6/0

While still in the implementation phase of the People, Safety and Governance Department, other factors have recently influenced further structural change to enable Council to react to anticipated growth. In particular, the Queensland Government has advised that significant grants/funds will be provided in the current financial year to upgrade water and sewerage and other infrastructure.

The functional structure will not be affected by the infrastructure upgrades, but there is a requirement for additional positions to manage, coordinate, and implement these changes effectively and efficiently.

In addition, it has been identified that a formal operational structure by position has not been adopted by Council in recent years. It is considered appropriate for Council to adopt this operational level structure as a base-line for Council operations.

Statutory/Compliance Matters

- *Local Government Act 2009*

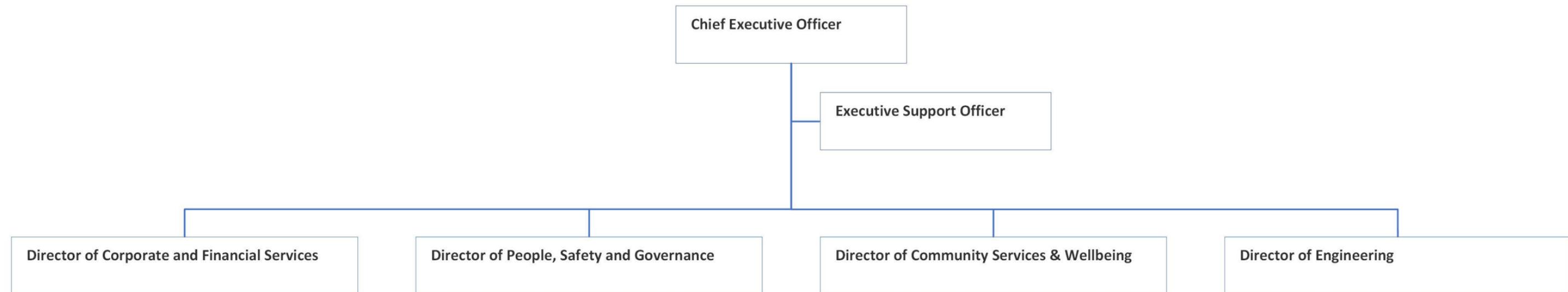
AGENDA
28 JANUARY 2026 – 9:00 AM
McNAMARA BOARDROOM

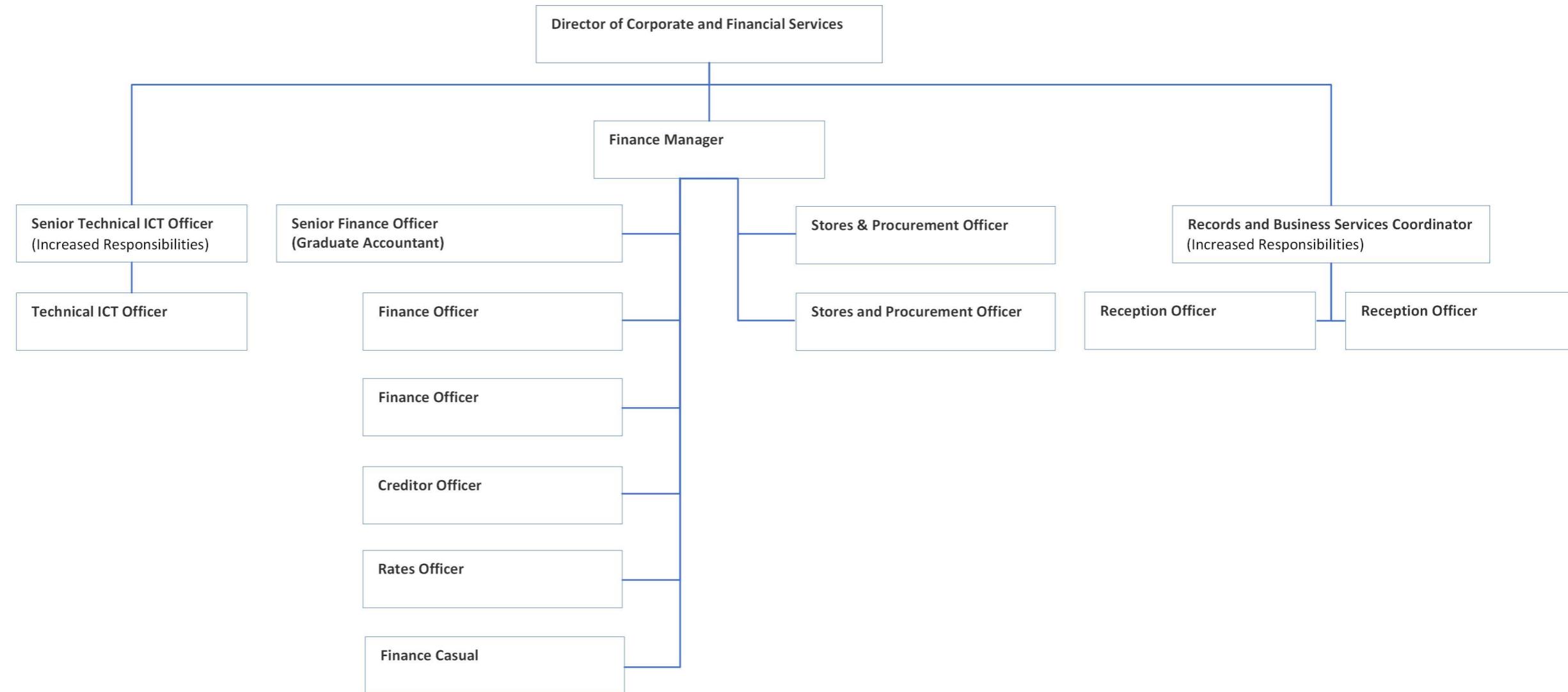
Risk Implications
N/A

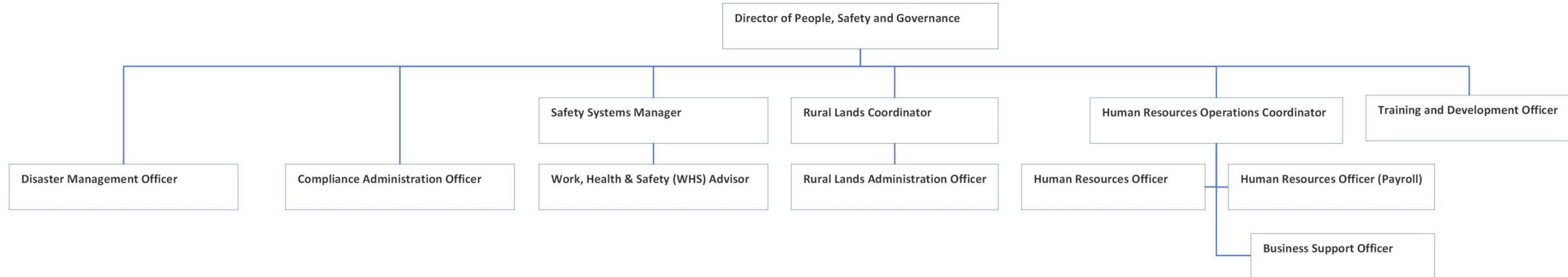
Consultation

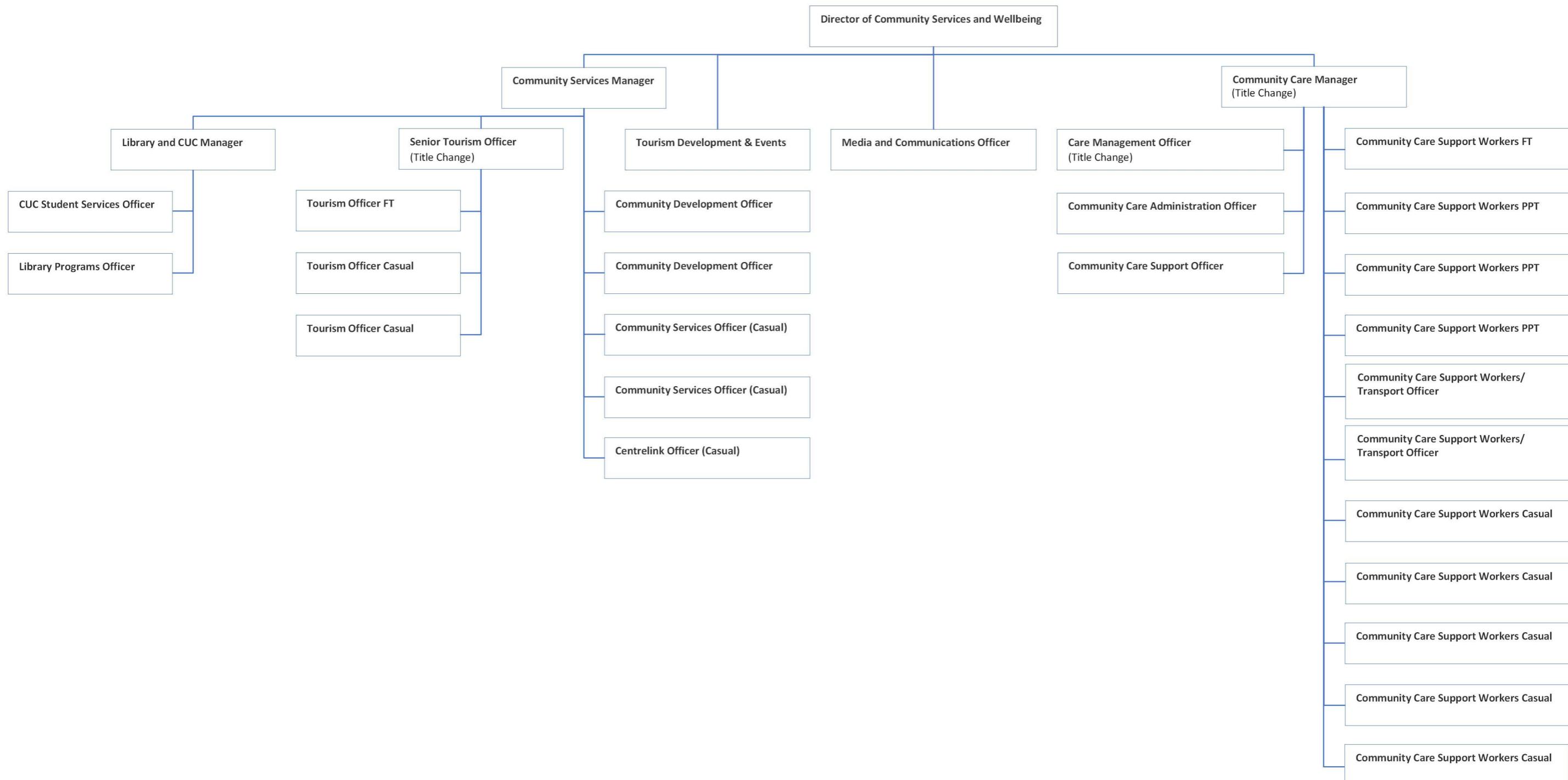
- Executive Leadership Team
- Elected member workshop

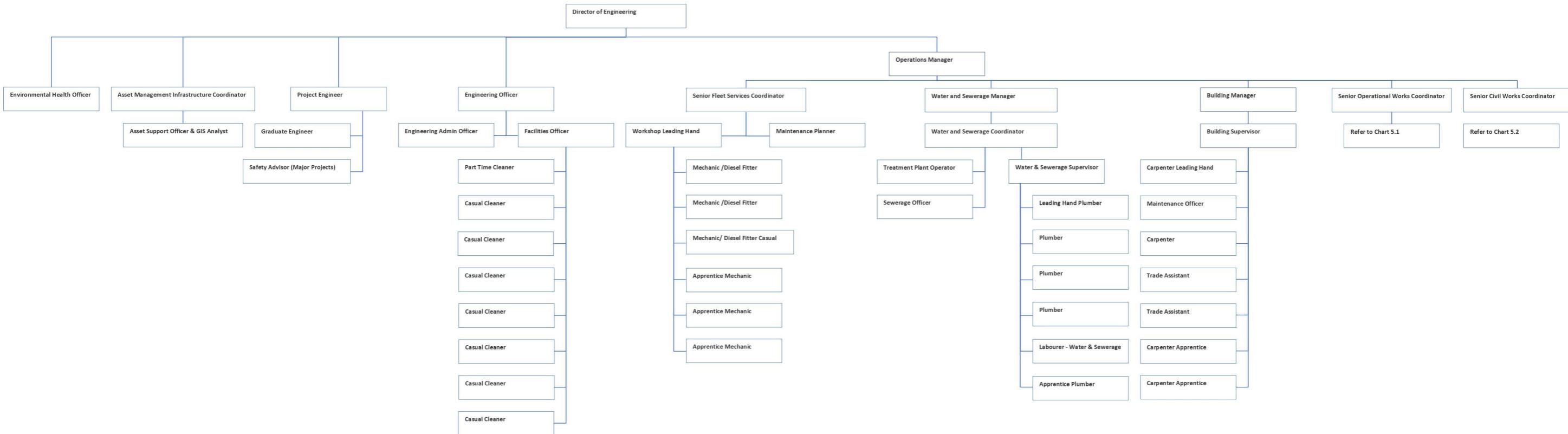
Officer's Recommendation - That Council adopt the attached functional organisational structure and detailed operational structure by position.

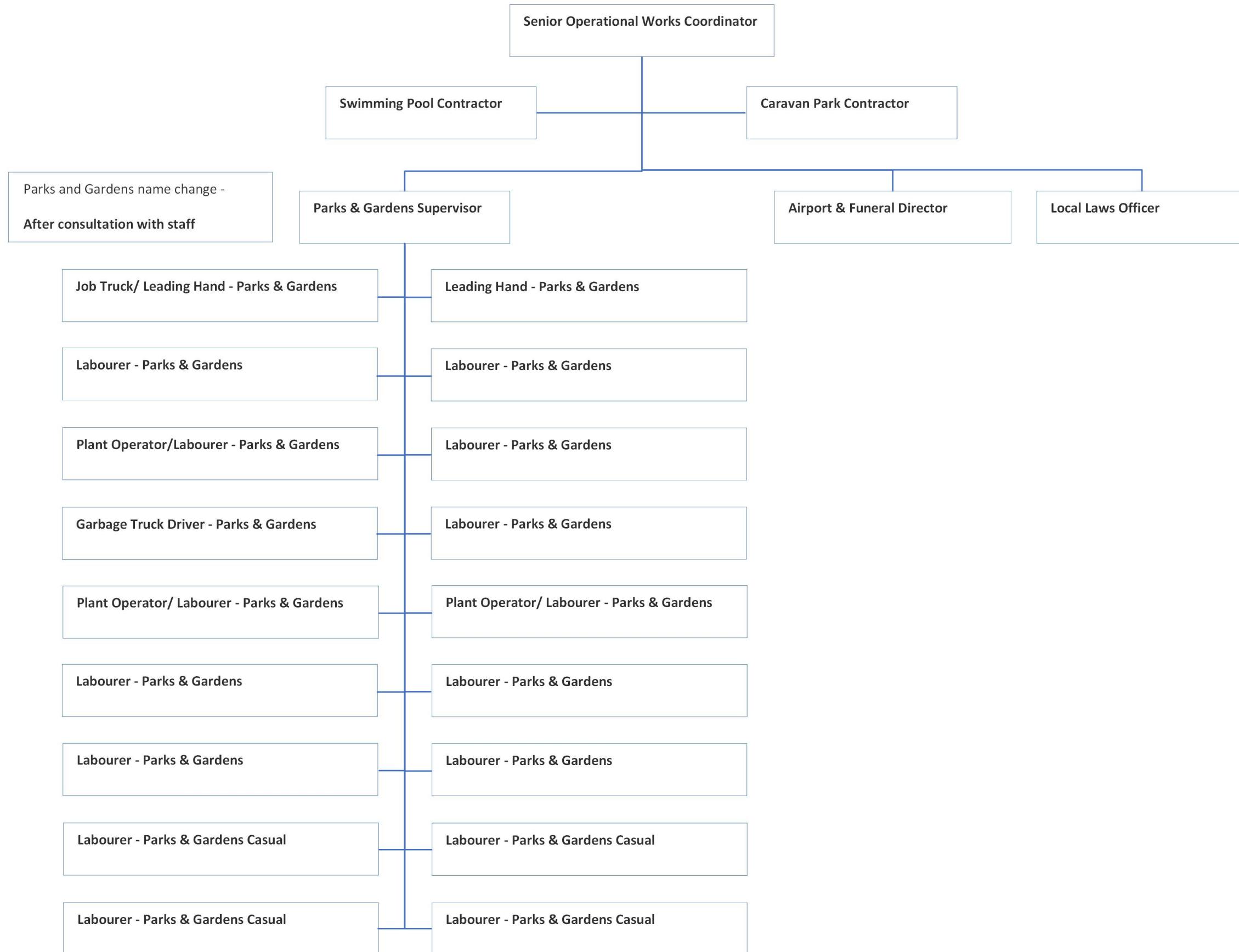


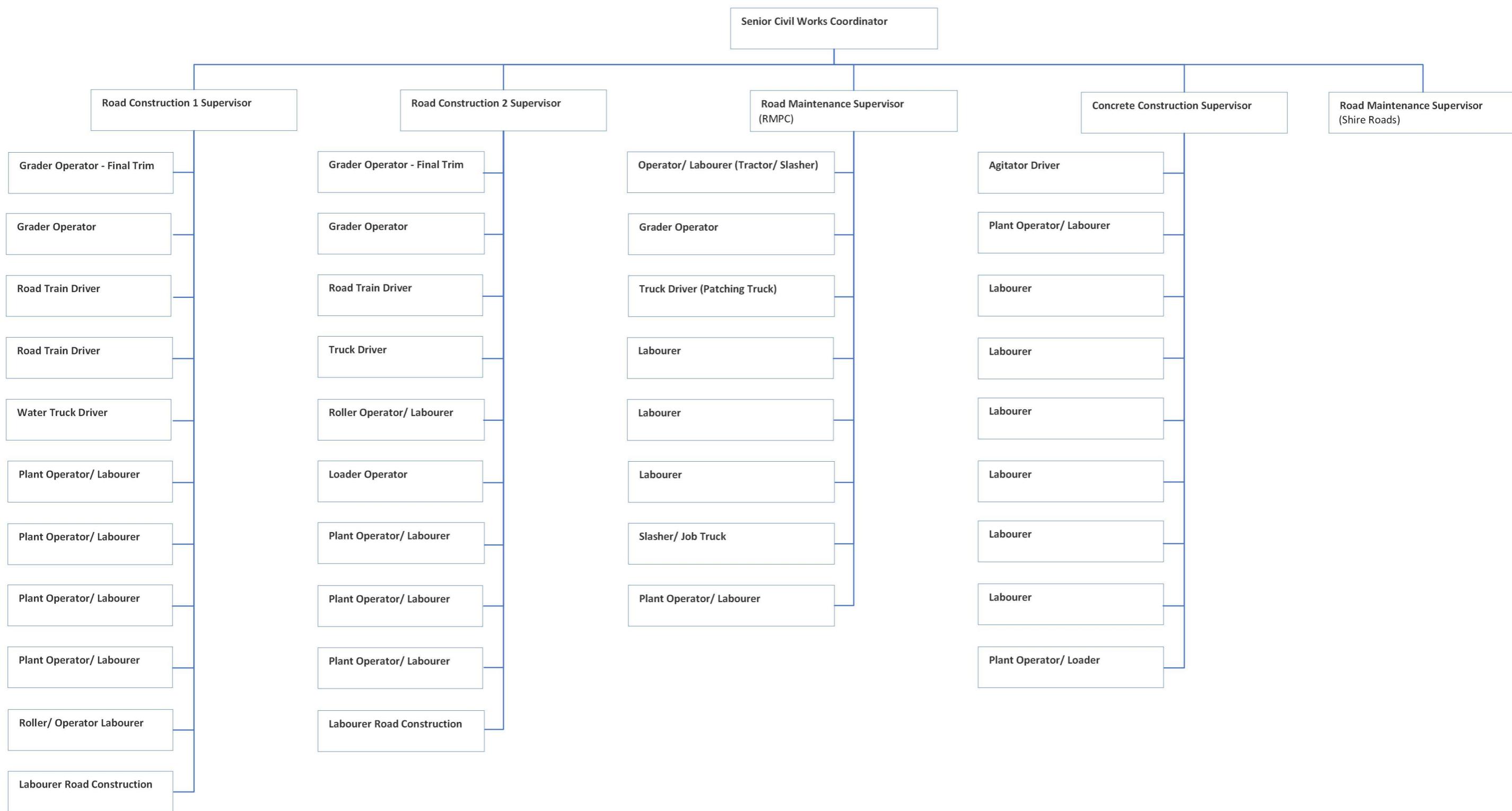












AGENDA

28 JANUARY 2026 – 9:00 AM

McNAMARA BOARDROOM



2.05.03 LOCAL GOVERNMENT REMUNERATION COMMISSION

Executive Summary

The Local Government Remuneration Commission (the Commission) has provided Council with their Annual Report 2025 (see attached correspondence from the Chair, Queensland Local Government Remuneration Commission, and Local Government Remuneration Commission Annual Report 2025).

Background

As required by section 246 of the *Local Government Regulation 2012* the Commission has prepared a remuneration schedule applicable from 1 July 2026 which details the maximum remuneration amounts for mayors, deputy mayors and councillors.

Flinders Shire Council is a Category A3 Council, as defined in the Local Government Remuneration Commission Annual Report 2025. The Commission has decided to increase the maximum remuneration levels for mayors, deputy mayors and councillors in Category A3 Councils by 4.5% from 1 July 2026.

The Commission also resolved to discontinue the meeting-based remuneration requirement for councillors in Category A3 councils, effective from 1 July 2026. This ensures there is parity in the remuneration policies for all councillors in Queensland and removes an unnecessary administrative burden on councils in these categories.

Under sections 247 and 248 of the *Local Government Regulation 2012*, councils are required to pay councillors the maximum remuneration amount set out in the remuneration schedule unless the council resolves to pay a lesser amount.

The remuneration determined for Category A3 Councils from 1 July 2026 is:

• Mayor	\$128,509
• Deputy Mayor	\$74,139
• Councillor	\$64,253

Officer's Recommendation - For Council discussion and:

1. Adopt the maximum amount of remuneration payable under the remuneration schedule
or
2. By resolution, decide the maximum amount is not payable and decide the amount of remuneration payable, taking into account the proportionality provisions of Section 247(6) of the *Local Government Regulation 2012*.



Our ref: D25/155930

12 December 2025

Dear Mayor and Councillors

Determination of maximum remuneration

I am writing to advise you of a recent decision about maximum council remuneration amounts made by the independent Local Government Remuneration Commission (the Commission).

Consistent with section 243 of the *Local Government Regulation 2012* (the Regulation), the Commission has finalised its determination of the maximum remuneration amounts for mayors, deputy mayors and councillors for these categories, which will apply from 1 July 2026.

The Commission also resolved to discontinue the meeting-based remuneration requirement for councillors in A1, A2 and A3 category councils, effective from the 2026-27 determination period. This ensures there is parity in the remuneration policies for all councillors in Queensland and removes an unnecessary administrative burden on councils in these categories.

Under sections 247 and 248 of the Regulation, councils are required to pay councillors the maximum remuneration amount set out in the remuneration schedule unless the council resolves to pay a lesser amount. Any such resolution must be made before 1 July of the relevant financial year. If exceptional circumstances arise where a councillor/s may be entitled to remuneration above the maximum amount, councils can make a submission to the Commission for approval. The Commission will assess such requests on a case-by-case basis but is not obligated to approve them.

The remuneration schedule was published in the Government Gazette on 12 December 2025. More information about the council remuneration categories, guiding framework and maximum remuneration amounts is included in the Commission's Annual Report for 2025. The report is available online through the Department of Local Government, Water and Volunteers website: <https://www.dlgwv.qld.gov.au/local-government/for-councils/governance/local-government-remuneration-commission>.

If you have any further queries in this regard, please contact the Commission Secretariat at LGRCEnquiries@dlgwv.qld.gov.au.

Yours sincerely

Bob Abbot OAM
Chair
Queensland Local Government Remuneration Commission



Local Government
Remuneration Commission
ANNUAL REPORT 2025

Acknowledgement of Country

The Department of Local Government, Water and Volunteers respectfully acknowledges the Traditional Custodians of Country. We recognise the ongoing spiritual and cultural connection Aboriginal Peoples and Torres Strait Islander Peoples have with land, water, sea and sky. We pay our deep respects to their Elders past and present, support future leaders and acknowledge First Nations People's right to self-determination.

This publication has been compiled by the Secretariat of the Queensland Local Government Remuneration Commission, within the Department of Local Government, Water and Volunteers.

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12 December 2025

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

Dear Minister

On 28 November 2025, the Local Government Remuneration Commission (the Commission) concluded its determination of the levels of remuneration for mayors, deputy mayors and councillors of Queensland local governments (excluding Brisbane City Council) as required by section 177(c) of the *Local Government Act 2009* and Chapter 8, Division 1 of the *Local Government Regulation 2012* (the Regulation).

Our determinations on these matters, together with the Remuneration Schedule to apply from 1 July 2026 are included in the enclosed Report, which we commend to you.

Yours sincerely



Robert (Bob) Abbot OAM
Chairperson



Andrea Ranson
Commissioner



Reimen Hii
Commissioner



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1. 2025 Report key determinations

Determination of maximum remuneration levels

The Commission has decided to increase the maximum remuneration levels for mayors, deputy mayors and councillors as follows:

Council Categories A1, A2, A3 and B1	Increase by 4.5% from 1 July 2026
Council Categories B2, B3, C1, C2, C3, D2, D3, E2 and F2	Increase by 3.25% from 1 July 2026

In making its determination of maximum remuneration levels applicable for 2025-26, the Commission considered the following:

- The outcomes of the Commission's 2023 remuneration category methodology.
- Remuneration and wages indexation applied for other public sector entities.
- The importance of maintaining financially sustainable and fiscally responsible wage growth, taking into consideration:
 - the recently challenging and unstable inflationary environment and measures taken by other government authorities to manage the impacts of inflation.
 - the challenges faced by local governments and their communities in relation to climate change and environmental, social and corporate governance (ESG) reporting, and the additional resources required in relation to sustainability and resilience strategies.
 - the realistic affordability and sustainability impacts for councils and their communities of wage increases for elected members.
 - the potential differential impact of Consumer Price Impact (CPI) changes across various parts of Queensland, including rural and remote regions.
 - the appropriateness or otherwise of CPI as a potential measure in significant inflationary periods of time and the relative volatility of annual CPI since the COVID-19 pandemic.
 - existing remuneration disparity in dollar terms between the remuneration paid to mayors and councillors in smaller, rural, regional and remote parts of Queensland when compared to mayors and councillors in larger, metropolitan locations.
 - anecdotal evidence of the desire to attract and retain high quality candidates to these roles, particularly in regional and remote areas.
 - the continuing significant disparity in remuneration between Mayors and Councillors from smaller rural, regional, and remote communities compared to those in larger metropolitan areas, as highlighted in written and oral deputations to the Commission over the last five years.
 - the gap in real wage terms between Mayors and Councillors in Categories A1 to B1 and those in Categories B2 to F2, despite the equally important work undertaken by local governments in all categories.
 - the Commission remains committed to addressing this gap through its annual remuneration schedule and category reviews and has applied a higher percentage increase for A1, A2, A3 and B1 councils.

The Commission further took into consideration the following data:

Increase in CPI¹:

	Dec Qtr 2024	Mar Qtr 2025	June Qtr 2025	Sep Qtr 2025
All Groups CPI inflation change (quarter)				
Brisbane	0.6%	1.9%	0.8%	1.3%
Australia*	0.2%	0.9%	0.7%	1.3%
All Groups CPI inflation change (annual)				
Brisbane	1.8%	2.7%	2.5%	4.7%
Australia	2.4%	2.4%	2.1%	3.2%

* 'Australia' refers to weighted average of eight capital cities

Increases in the Wage Price Index (WPI)²:

For the financial year ended 30 June 2025 as compared to the financial year ending 30 June 2024¹:

Total hourly rates of pay excluding bonuses			
		Quarterly change (%) Mar 2025 to Jun 2025	Annual change (%) Jun 2024 to Jun 2025
Seasonally Adjusted	Australia	0.8	3.4
	Private sector	0.8	3.4
	Public sector	1.0	3.7
Original	Australia	0.6	3.4
	Private sector	0.6	3.3
	Public sector	0.8	3.7

Total hourly rates of pay excluding bonuses (original) Annual and quarterly movement - states and territories		
	Annual Change (%)	Quarterly Change (%)
NSW	3.2	0.5
VIC	3.4	0.6
QLD	3.6	0.6
SA	3.4	0.5
WA	3.7	0.8
TAS	3.1	0.6
NT	3.3	0.3
ACT	3.6	1.2
Australia	3.4	0.6

¹ Australian Bureau of Statistics

<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release>

² Australian Bureau of Statistics

<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/wage-price-index-australia/jun-2025>

Brisbane City Council's Independent Councillor Remuneration Tribunal (ICRT)³:

- The Commission has considered the Brisbane City Council's Independent Councillor Remuneration Tribunal (ICRT) determination as a potentially relevant factor.
- The Tribunal has determined that the base rate for a BCC Councillor should be increased by 2.5% on 1 June 2022 with effect on and from 1 September 2022.
- Note: Councillors remuneration is reviewed every 4 years.

The Office of Industrial Relations (OIR):

The State Government Entities Certified Agreement 2023 (2023 Core Agreement) wage increase arrangements:

- 4% effective 1 July 2023 + COLA⁴ payment of max 3% base wages
- 4% effective 1 July 2024 + max 3% COLA if applicable
- 3% effective 1 July 2025 + max 3% COLA if applicable.

New South Wales⁵

The New South Wales Local Government Remuneration Tribunal has determined an increase of 3.0% to mayoral and councillor fees for the 2025-26 financial year, with effect from 1 July 2025, circulated on 21 May 2025.

Victoria⁶

On 30 June 2025, the Victorian Independent Remuneration Tribunal (VIRT) made the allowance payable to mayors, deputy mayors, and councillors (Victoria) Annual Adjustment Determination 2025.

The VIRT determined a 3.0% increase to the values of the base allowances payable to mayors, deputy mayors, and councillors, effective from 1 July 2025. A 3.0% increase has also been applied to the base allowance values which take effect on 18 December 2025.

³ Brisbane City Council's Independent Councillor Remuneration Tribunal
<https://www.brisbane.qld.gov.au/about-council/governance-and-strategy/councillors-and-wards>

⁴ COLA refers to the Cost-of-Living Adjustment paid if CPI is higher than the base wage increases e.g. in a year where base increase is 4% and CPI is 7% the COLA paid will be 3%. If base increase is 4% and CPI is 6%, the COLA paid will be 2%
<https://www.qirc.qld.gov.au/agreements/public-service-agreements>

⁵ <https://www.olg.nsw.gov.au/https-www-olg-nsw-gov-au-category-https-www-olg-nsw-gov-au-category-council-circulars/governance/council-circular-2025-26-determination-of-the-local-government-remuneration-tribunal/>

⁶ <https://www.remunerationtribunal.vic.gov.au/allowances-mayors-deputy-mayors-and-councillors-annual-adjustment>

Western Australia⁷

- In a determination published on 4 April 2025, the Western Australian Salaries and Allowances Tribunal, resolved that attendance fees and annual allowance ranges for Elected Members would be increased by 3.5%, with the adjustment to taking effect from 1 July 2025.
- In Western Australia a local government or regional local government can elect to pay council members an attendance or an annual fee to all council members who attend council, committee, or prescribed meetings. There is also provision for reimbursement of expenses.

Tasmania⁸

In Tasmania, the remuneration for local government councillors is automatically increased under the provisions of the Local Government (General) Regulations 2015.

Allowances are adjusted from 1 November each year by multiplying the allowances for the previous year by the inflationary factor for the current year.

Individual allowances payable to elected members from 1 November 2025 will be rounded to the nearest dollar using the inflationary factor, which is 3.09% for 2025-26.

Northern Territory⁹

The Northern Territory Remuneration Tribunal has increased all base allowances paid to Mayors and Councillors on 10 December 2024 by 4% in recognition of movements in earnings within Australia as well as the Territory, effective from 1 July 2025.

Determination of remuneration policy for A1, A2 and A3 Councils

The Commission resolved to discontinue the meeting-based remuneration requirement for councillors in A1, A2, and A3 category councils, effective from the 2026–2027 determination period.

Prior to making this determination, the Commission consulted with councils from these categories, as well as more broadly across the sector, to ascertain industry support for removing the meeting-based remuneration model. Overwhelming positive support was received during consultations, with many councils expressing favour in ensuring there is parity in the remuneration policies for all councillors in Queensland and in taking steps to remove unnecessary administrative burden on category A1, A2 and A3 councils.

This amendment to the remuneration policy seeks to:

⁷ <https://www.wa.gov.au/government/publications/local-government-chief-executive-officers-and-elected-council-members-determination-no-1-of-2025#determination-of-the-salaries-and-allowances-tribunal-for-local-government-chief-executive-officers-and-elected-council-members>

⁸ https://www.dpac.tas.gov.au/divisions/local_government/councillor_resources/councillor_allowances

⁹ <https://cmc.nt.gov.au/supporting-government/boards-and-committees/reports-determinations>

1. **Promote Equity:** Ensure that all councillors across Queensland's 77 local governments remuneration process is administered on a similar basis, reflecting the value of their contributions irrespective of council size or classification.
2. **Reduce Administrative Burden:** Simplify remuneration processes by eliminating the need for monthly certification, consistent with the Queensland Government's commitment to reducing red tape for local governments.
3. **Support Financial Sustainability:** Enable councils to allocate their operating budgets with greater consistency and predictability

Councillor advisors

The Commission was not approached to make recommendations relating to councillor advisors in the period between 1 December 2024 to 30 November 2025.

2. The Commission

Formation and composition

The Local Government Remuneration Commission (the Commission) is an independent entity established under the *Local Government Act 2009* (the Act). On 1 October 2019, the Governor in Council, approved the current Commission for a term of four years.

The Chair and Commissioners were reappointed by the Governor in Council for a second four-year term on 1 October 2023.

This is the seventh report of the Commission, and the 19th report about Queensland councillor remuneration, including the reports of the former Local Government Remuneration and Discipline Tribunal and the Local Government Remuneration Tribunal.

The Chair and Commissioners of the Commission are:

Mr Robert (Bob) Abbot OAM

Chairperson

Mr Abbot has extensive experience in the local government sector with 32 years as an elected councillor and mayor. Mr Abbot has experience working at state and national local government organisations and has held board and panel positions, including Deputy Chair of the South-East Queensland Council of Mayors, Director of the Local Government Association of Queensland (LGAQ), and Director of the Australian Local Government Association. Mr Abbot has been a mentor for newly elected mayors on behalf of the LGAQ, with a particular focus on mentoring Queensland Indigenous mayors.

In the 2021 Australia Day Honours List, Mr Abbot was the recipient of an Order of Australia (OAM) for his service to local government and to the communities of Noosa and the Sunshine Coast.

Ms Andrea Ranson

Commissioner

Ms Ranson is a practising commercial and dispute resolution lawyer with experience in both public and private sectors of business and governance. She holds a Master of Laws (LLM), Bachelor of Laws (Hons) and Bachelor of Arts from Monash University, Victoria. She is additionally a Graduate of the Australian Institute of Directors (AICD) and a Fellow of the Governance Institute of Australia (FGIA).

Ms Ranson was a director appointed to North Queensland Bulk Ports Corporation, a government owned corporation, holding the role of Chair of the Corporate Governance and Planning Committee, and the role of Member of the Audit & Financial Risk Management Committee of that Board from 2018 to 2025. Ms Ranson was appointed on 1 October 2024, as a Member of the Mackay Health & Hospital Service, a board upon which she currently serves, and is a Member of the Finance Committee, a Member of the Quality, Safety and Health Committee and a Member of the Sustainability and Capital Works Committee of that Board. Her experience includes business and commercial law, employment and industrial relations, diversity, justice, and ethics. Ms Ranson lives regionally and is passionate about regional development. Ms Ranson is a Nationally Accredited Mediator presently working with QCAT, the QSBC, and is a member of the QLD Department of Justice & Attorney-General Dispute Resolution Panel.

Mr Reimen Hii

Commissioner

Mr Hii is a barrister and Nationally Accredited Mediator. He holds the degrees of Bachelor of Laws and Bachelor of Arts. He is a practicing lawyer with extensive knowledge in public administration and community affairs, and a particular interest in civil and commercial law. Mr Hii is experienced in professional discipline matters, including investigations, public administration, corporate and public governance, public sector ethics and finance.

Mr Hii has a culturally and linguistically diverse background and experience collaborating with diverse communities. Mr Hii has previously been recognised as Australian Young Lawyer of the Year by the Law Council of Australia, in recognition of his significant contribution to access to justice and diversity advocacy. Mr Hii provides a deep understanding of diversity and brings well respected analytic skill, together with legal and business acumen to the role.

Commission Responsibilities

Chapter 6, Part 3 of the *Local Government Act 2009* (the Act) established the Local Government Remuneration Commission to assume the remuneration functions of the former Local Government Remuneration and Discipline Tribunal which ceased to exist on 3 December 2018.

Section 177 of the Act provides the functions of the Commission are:

- to establish the categories of local governments, and
- to decide the category to which each local government belongs, and
- to decide the maximum amount of remuneration payable to the councillors in each of the categories, and
- to consider and make recommendations to the Minister about the following matters relating to councillor advisors—
 - (i) whether or not to prescribe a local government under section 197D(1)(a)
 - (ii) the number of councillor advisors each councillor of a local government may appoint
 - (iii) the number of councillor advisors a councillor of the council under the City of Brisbane Act 2010 may appoint; and
- another function related to the remuneration of councillors if directed, in writing, by the Minister.

Chapter 8, Part 1, Division 1 of the *Local Government Regulation 2012* (Regulation) sets out the processes of the Commission in deciding the remuneration that is payable to mayors and councillors.

The Regulation requires the Commission to review the categories of local governments once every four years, to determine whether the categories and the assignment of local governments to those categories require amendment.

After determining the categories of local governments, the Regulation also requires the Commission to decide annually, before 1 December each year, the maximum amount of remuneration to be paid to mayors, deputy mayors, and councillors in each category from 1 July of the following year.

In addition, section 248 of the Regulation allows a local government to make a submission to the Commission to vary the remuneration for a councillor, or councillors, where the local government considers there are exceptional circumstance and seeks payment of an amount *higher than the maximum amount* stated in the Remuneration schedule. The Commission may, but is not required to, consider any such submission. If the Commission is satisfied that exceptional circumstances exist, the Commission may approve payment of an amount higher than the maximum amount of remuneration scheduled.

Section 248 of the Regulation does not address whether a council can pay a councillor whilst temporarily acting in higher duties, such as moving from Councillor to Deputy Mayor or from Deputy Mayor to Mayor. The determination to compensate for higher duties during any relieving period—provided the payment amount does not exceed the maximum established by the commission for the respective role—resides exclusively with each individual council. The Commission strongly encourages all councils to establish thorough human resources policies that guide decision-making protocols concerning the assignment of higher duties, minimum relieving periods (eg.4 weeks), the disbursement of allowances, superannuation payments, and any other related procedures.

3. Remuneration determination

Remuneration determination for councillors

As required by section 246 of the Regulation the Commission has prepared a Remuneration Schedule (the Schedule) for the 2026-27 financial year, applicable from 1 July 2026, which appears below.

Arrangements have been made to publish the Schedule in the Queensland Government Gazette and for this report to be presented to the Minister for Local Government.

Methodology

The Commission had regard to the matters in section 244 and 247 (2) and (5) of the Regulation in determining the Schedule. The Commission also noted and had regard to the matters listed throughout this report to determine the appropriate maximum remuneration in each category of local government.

Pro rata payment

Should an elected representative hold a councillor position for only part of a financial year, they are only entitled to remuneration to reflect the portion of the year served. It is out of the scope of the Commission's powers to determine otherwise.

Remuneration schedule to apply from 1 July 2026

Remuneration determined from 1 July 2026 (\$ per annum; see Note 1)

Category	Local Governments assigned to categories	Mayor	Deputy Mayor	Councillor
A1 *Note 1	Barcaldine Regional Council	\$128,509	\$74,139	\$64,253
	Barcoo Shire Council			
	Bulloo Shire Council			
	Croydon Shire Council			
	Doomadgee Aboriginal Shire Council			
	Kowanyama Aboriginal Shire Council			
	Mapoon Aboriginal Shire Council			
	McKinlay Shire Council			
	Richmond Shire Council			
	Torres Shire Council			
	Woorabinda Aboriginal Shire Council			
	Wujal Wujal Aboriginal Shire Council			
A2 *Note 1	Aurukun Shire Council	\$128,509	\$74,139	\$64,253
	Blackall-Tambo Regional Council			
	Boulia Shire Council			
	Burke Shire Council			
	Cherbourg Aboriginal Shire Council			
	Cloncurry Shire Council			
	Diamantina Shire Council			
	Etheridge Shire Council			
	Hinchinbrook Shire Council			
	Hope Vale Aboriginal Shire Council			
	Lockhart River Aboriginal Shire Council			
	Mornington Shire Council			
	Murweh Shire Council			
	Napranum Aboriginal Shire Council			
	North Burnett Regional Council			
	Palm Island Aboriginal Shire Council			
	Paroo Shire Council			

Category	Local Governments assigned to categories	Mayor	Deputy Mayor	Councillor
	Pormpuraaw Aboriginal Shire Council			
	Quilpie Shire Council			
	Winton Shire Council			
	Yarrabah Aboriginal Shire Council			
A3 * Note 1	Longreach Regional Council			
	Balonne Shire Council			
	Douglas Shire Council			
	Flinders Shire Council			
	Goondiwindi Regional Council			
	Northern Peninsula Area Regional Council			
B1	Banana Shire Council			
	Carpentaria Shire Council			
	Burdekin Shire Council			
	Cook Shire Council			
	Torres Strait Island Regional Council			
B2	Maranoa Regional Council			
	Cassowary Coast Regional Council			
	Charters Towers Regional Council			
	Gympie Regional Council			
	Livingstone Shire Council			
	Mareeba Shire Council			
	Mount Isa City Council			
	Scenic Rim Regional Council			
	Somerset Regional Council			
	South Burnett Regional Council			
	Southern Downs Regional Council			
	Tablelands Regional Council			
B3	Isaac Regional Council			
	Noosa Shire Council			
	Whitsunday Regional Council			

Category	Local Governments assigned to categories	Mayor	Deputy Mayor	Councillor
	Lockyer Valley Regional Council			
C1	Central Highlands Regional Council	\$157,010	\$98,130	\$83,409
	Western Downs Regional Council			
C2	Gladstone Regional Council	\$181,137	\$119,170	\$104,868
	Rockhampton Regional Council			
C3	Bundaberg Regional Council	\$182,895	\$120,327	\$105,886
	Fraser Coast Regional Council			
D2	Cairns Regional Council	\$209,739	\$143,002	\$123,938
	Mackay Regional Council			
	Redland City Council			
	Toowoomba Regional Council			
D3	Townsville City Council	\$238,338	\$162,076	\$143,002
	Ipswich City Council			
E2	Logan City Council	\$266,942	\$184,952	\$162,072
	Moreton Bay City Council			
	Sunshine Coast Regional Council			
F2	Gold Coast City Council	\$295,542	\$208,148	\$176,371

Notes to the Remuneration schedule

The 2014 annual report by the former Local Government Remuneration and Discipline Tribunal explained the rationale behind the adoption of a system of remuneration which comprised a base payment (of two thirds of the annual remuneration) and a monthly payment based upon attendance at, and participation in, the 12 mandated council meetings.

The monetary amounts shown are the per annum figures to apply from 1 July 2026. If an elected representative only serves for part of a full financial year (that is, 1 July to 30 June) they are only entitled to a pro rata payment to reflect the portion of the year served.

***Note 1: The meeting-based remuneration requirement for A1, A2 and A3 Councils has been removed in 2026-27.**

Previously, councillors in A1, A2, and A3 category councils were remunerated through a hybrid model comprising a base payment (constituting two-thirds of the annual remuneration) and a meeting attendance payment (constituting one-third of the annual remuneration). This meeting attendance payment was contingent upon certification by the mayor or chief executive officer of the council. In contrast, mayors and deputy mayors in these categories received their total annual remuneration without this attendance-based condition.

The Commission resolved to discontinue the meeting-based remuneration requirement for councillors in A1, A2, and A3 category councils, effective from the 2026–2027 determination period.

4. Matters raised with the Commission

Meetings and deputations

Local governments were invited to engage with the Commission during the Annual Conference of the Local Government Association of Queensland (LGAQ), held in Brisbane from 20 to 23 October 2025. As part of this engagement, the Commission conducted face-to-face deputations with representatives from eight councils, including:

- Barcoo Shire Council
- Cassowary Coast Regional Council
- Cherbourg Aboriginal Shire Council
- Gladstone Regional Council
- Isaac Regional Council
- Redlands City Council
- Townsville City Council
- Whitsunday Regional Council

In addition to oral deputations, local governments were also encouraged to provide written submissions to the Commission. A total of seven written submissions were received and carefully considered.

Overall, the submissions highlighted the need for increased remuneration to better reflect the growing complexities and demands faced by mayors and councillors in modern local government. Several councils also proposed changes to their individual categorisation. However, the Commission has decided to defer any decisions regarding category changes until the next scheduled review.

In reaching its maximum determination decision for 2026-27, the Commission considered the submissions received, as well as the broader notions outlined in this report.

Key themes raised during the 2025 deputations, and the previous twelve-month review period reflected issues/topics consistently highlighted by councils in previous years as accounting for increasing the complexity and workload for elected members. These included:

- **Remuneration and Talent:** The need for competitive salaries to attract diverse and skilled candidates, particularly in regional areas, and to retain high-quality elected representatives.
- **Innovation Recognition:** Suggestions to explore mechanisms for incentivising and rewarding innovative council initiatives that foster community growth, resourcefulness, and development.
- **Inflationary Impact:** Concerns about the disproportionate effects of rising inflation and cost escalation on local governments and their communities, especially those with lower-income populations and in rural areas.
- **Community Sustainability:** A greater emphasis on ensuring the long-term viability and prosperity of communities, particularly in the context of the global transition to renewable energy and the associated need for significant infrastructure changes.
- **Leadership in Crisis and Recovery:** Acknowledging the heightened responsibilities, physical and emotional burden faced by councillors during natural disasters and other

significant events, including leading their communities through immediate response efforts and long-term recovery processes.

This feedback will continue to inform the Commission's future deliberations and decisions.

A summary table of written submissions made to the Commission during the previous 12 months is provided below:

Table – Summary of 2025 written submissions

1. Date received	10 October 2025
Received from	Gladstone Regional Council Mayor, Cr Matt Burnett
Summary of submission	Gladstone Regional Council proposed the introduction of a transition allowance for councillors who are not re-elected. This allowance would recognize the long-term service of elected officials and support their reintegration into the workforce, aligning local government entitlements with those of other public and private sector roles. The proposal suggests a base of 12 weeks' salary, with an additional two weeks for each consecutive term served.
Determination	The Commission acknowledges the submission and the significance of this proposal and will consider it during the next category review.
2. Date received	24 September 2025
Received from	Hope Vale Aboriginal Shire Council CEO, Lew Rojahn
Summary of submission	Hope Vale Aboriginal Shire Council advocated for a 20% increase in councillor salaries for remote Queensland communities, particularly for category A2 councils. The submission highlighted the unique demands placed on councillors in small communities, including their deep involvement in daily community life and responsibilities that extend beyond formal duties (e.g. attend funerals, resolve disputes, respond to emergencies within community). Key factors cited include cost of living differentials, workload intensity, recruitment and retention challenges, and the need for equity with urban counterparts.
Determination	The Commission acknowledges the submission. Given the nature of the issue seeking a substantial increase to base councillor remuneration rates, the Commission will consider this proposal at the next category review.
3. Date received	4 November 2025
Received from	Northern Peninsula Area Regional Council CEO, Dalassa Yorkston
Summary of submission	The Northern Peninsula Area Regional Council requested that the Commission take into account the unique cultural and community challenges faced by councillors in their region as part of the 2028

	<p>council categorisation review. Councils' submission provided a comprehensive statistical overview, comparing the Northern Peninsula Area to Queensland averages on several key indicators, including the proportion of Indigenous residents, population mobility, homelessness rates, developmental vulnerability in children, educational attainment, and socio-economic disadvantage. The Council emphasised that these factors significantly increase the complexity and demands of the councillor role in their community. Additionally, the submission proposed the introduction of new classifications to distinguish between divisional and regional councils, reflecting the distinct governance and service delivery challenges in remote areas. Council has sought that its proposal and issues are considered as part of the next category review. The proposal and issues will be taken into consideration in the next category review.</p> <p>Determination</p> <p>The Commission acknowledges Councils submission and the importance of these issues and confirms that they will be considered in the next category review.</p>
<p>4. Date received</p> <p>Received from</p> <p>Summary of submission</p> <p>Determination</p>	<p>7 November 2025</p> <p>Winton Shire Council Mayor, Cr Cathy White</p> <p>Winton Shire Council expressed support for the current framework in which remuneration levels are independently set by the Local Government Remuneration Commission. In its submission, the Council has requested the removal of the requirement for council resolution to formally accept or not the Commission's maximum remuneration determination. Council is seeking that once the Commission makes the determination that it should automatically apply to all councils within the relevant category. Council has also proposed that remuneration levels be set for the full four-year term, incorporating an annual adjustment applying indexation by the Consumer Price Index.</p> <p>The Commission acknowledges Winton Shire Council's submission and confirms that, once the Commission makes its annual maximum remuneration determination, it is automatically applied to all councils within the relevant category for the forthcoming financial year. A council resolution is only required if a council resolution is only required if a council wishes to provide a lesser remuneration amount. The Commission will consider the suggestion to implement fixed four-year remuneration terms with annual CPI indexation as part of its next category review.</p>
<p>5. Date received</p> <p>Received from</p> <p>Summary of submission</p>	<p>6 November 2025</p> <p>Toowoomba Regional Council CEO, Sal Petroccitto OAM</p> <p>Toowoomba Regional Council requested a reclassification from category D2 to D3 to ensure parity with comparable councils. The submission provided comparative statistical and financial data, as well as details of significant capital infrastructure projects required to address regional growth.</p>

Determination	The Commission noted that the new methodology allows for category review based on factors such as population and will consider this request in the next review cycle.
6. Date received	10 October 2025
Received from	Isaac Regional Council Councillor Jane Pickels CEO, Cale Dendle
Summary of submission	Isaac Regional Council has formally requested a reclassification of its remuneration category from B3 to C1 for 2026. The submission highlights that the Council's 2025/26 budget operating revenue is \$154 million, aligning the Council to category C1 based on the primary criterion under the new categorisation framework which the Commissioners have previously advised is the principal determinant applied. Council concludes its alignment to the C1 classification is further justified when service population, geography, forecast growth, and SEIFA indices are considered. The submission also noted that Isaac has long advocated for reclassification alongside Central Highlands and Western Downs Councils, which were recently reclassified to C1. While the financial difference in remuneration is minimal, the Council seeks recognition of its councillors' roles in comparison to similar resource and agriculture-based councils.
Determination	The Commission acknowledges the submission from Isaac Regional Council and will review the request in 2026, taking into account the Council's audited financial statement and other relevant data.
7. Date received	20 October 2025
Received from	Western Downs Regional Council CEO, Jodie Taylor
Summary of submission	Council has requested consideration of a category change from C1 to C2. Council has identified previous submissions made to the Commission that identify factors in the Western Downs Regional Council Area impacting upon councillors' time, workload and responsibilities. In this new submission the Council also refers to the increasingly high level of activity in the clean energy sector in the region.
Determination	The Commission notes the submission and will consider category change as part of the next category review.

5. Other activities

Exceptional circumstances submissions (matters raised under Local Government Regulation 2012, section 248):

Nil.

6. Future priorities

The Commission will continue to consider enhancements to the framework for council remuneration categorisation including an equitable method to consider industry impacts on councils and matters relating to transitioning communities and improving sustainability.

The Commission will continue to invite submissions from all Councils as part of its general review of categories and maximum determination of remuneration, as well as make themselves available for deputations at the annual LGAQ conference.

The Commission intends to travel during 2026 to engage with local governments.

Further information about the Commission can be located at

<https://www.localgovernment.qld.gov.au/for-councils/governance/local-government-remuneration-commission>

Local Government Remuneration Commission

GPO Box 2247

Brisbane Qld 4001

1 William Street

Brisbane Qld 4000

Email: LGRCEnquiries@dlgwv.qld.gov.au

Website: <https://www.localgovernment.qld.gov.au/for-councils/governance/local-government-remuneration-commission>

Department of Local Government,
Water and Volunteers
GPO Box 2247, Brisbane,
Queensland 4001
13 QGOV (13 74 68)
info@dlgwv.qld.gov.au
dlgwv.qld.gov.au

DELIVERING
FOR QUEENSLAND



Queensland
Government

AGENDA
28 JANUARY 2026 – 9:00 AM
McNAMARA BOARDROOM

3. CLOSED BUSINESS

That Council close the meeting to the public at under section 254J Local Government Regulations 2012.

- Nil Required

AGENDA
28 JANUARY 2026 – 9:00 AM
McNAMARA BOARDROOM

4. INFORMATION PAPERS

Engineering

- Civil Works Report
- Operational Works Report
- Fleet Report
- Plant Replacement Budget 2025-2026

Community Services and Wellbeing

- Library Report
- Tourism Report
- Community Care Report
- Festival of Outback Skies Up-Date

People, Safety & Governance

- Rural Lands
- Workplace Health & Safety

SENIOR CIVIL WORKS CO-ORDINATOR REPORT - JANUARY 2026

Update on Work Crews:-

Road Construction 1 Crew:	Crew 1 and Crew 2 combined. Works continued on CopperString Project Intersection. Install binder for culvert, shoulder stabilisation, cleaned up for xmas break.
Road Construction 2 Crew:	
Concrete Crew:	Concrete Crew assisting RMPC and Road Construction on CopperString Project.

Maintenance Crew & 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14C – Hughenden to Richmond Road	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
99B – Hughenden to Lynd Road	<input 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5701 – Hughenden to Muttaburra Road	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5703 – Torrens Creek to Aramac Road	<input 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"/>
TMR Works:	Medium Formation Grading on 5701 Hughenden Muttaburra Road.							

Shire Roads Maintenance - Rural Roads

Shire Road Maintenance - Medium Formation Grading Works on the below road:-

ASSET MANAGEMENT - PARKS AND GARDENS

Maintenance Item	Location
Street Maintenance	Street Sweeper operated Tuesdays and Thursdays.
Parks and Open Space	<ul style="list-style-type: none"> All Parks & entrances and irrigated Areas, mowed and whipper snipped. Show Grounds and Lake, Mowed-W/ snipped and Herbicided. Town Garden Beds and Town entrances have been Pruned. All vacant land in town has been slashed. All town gardens have been pruned. Delivered sand and new wheelie bins to residences Majority of town streets have been herbicided. Lawn cemetery mowed fortnightly Set & pack up for Street Party
Irrigation systems	Irrigation repairs are still ongoing.
General Maintenance	
Other	Garbage truck, picking up Rubbish on Mondays/Wednesdays/Fridays.

ASSET MANAGEMENT - WATER AND SEWERAGE

Operations and Maintenance Plan															
	Description	Dec-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24
Reactive Maintenance Undertaken Hughenden	Water Main	3	1	0	2	0	0	5	2	8	2	0	1	2	0
	Planned	1	2	3	5	4	5	2	3	2	2	1	1	1	2
	Water	4	7	4	3	6	2	6	2	7	3	4	6	1	3
	Unplanned	4	2	8	4	2	0	0	0	0	0	0	1	3	3
	Sewer	0	0	0	0	0	0	0	2	0	0	0	0	0	0
	House Drain	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Septics	1	3	2	3	0	0	2	0	3	2	2	0	5	0
Reactive Maintenance Undertaken Prairie	Water Main	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Planned	0	0	0	1	3	0	0	0	0	0	0	1	0	2
	Water	0	0	0	0	0	0	0	0	0	0	0	1	2	0
	Unplanned	0	0	0	0	0	0	0	0	0	0	0	0	0	3
	House Drain	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Septics	2	1	3	3	5	0	0	0	0	0	0	0	3	2
	Description	Dec-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24
Reactive Maintenance Undertaken Torrens Creek	Water Main	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Planned	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Water	0	0	0	0	0	0	0	0	1	0	0	0	0	0
	Unplanned	3	3	5	3	0	0	0	0	0	0	0	0	0	2
	House Drain	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Septics	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Description	Dec-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24
Reactive Maintenance Undertaken Stamford	Water Main	0	0	1								0			
	Planned	0	0	0								0			
	Water	0	0	3								0			
	Unplanned	0	1	0								0			
	House Drain	0	0	0								0			
	Septics	0	0	0								0			
	Description	Dec-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24
Scheduled Maintenance Undertaken															
Water Consumption (Bore Readings)	Bore No.	Dec-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24
	Total Flow	56,130.00	56,130.00	29,554.00	31,365.00	16,646.00	9,771.00	9,793.00	6,424.00	988.00	6,424.00	476.00	7,258.00	399.00	459.00
	5	14,462.00	18,543.00	9,838.00	10,324.00	9,105.00	9,848.00	9,927.00	5,852.00	9,890.00	5,852.00	9,949.00	9,780.00	9,768.00	9,853.00
	7	16,452.00	18,586.00	9,778.00	10,586.00	5,471.00	-	-	5,458.00	9,939.00	-	6,321.00	-	-	-
	8	9,512.00	7,821.00	8,552.00	7,475.00	7,475.00		14,523.00	3,565.00	2,541.00	15,214.00	24,876.00	25,857.00	26,198.00	27,545.00
	9	16,726.00	19,001.00	9,938.00	10,455.00	3,634.00	9,979.00	9,851.00	1,158.00	9,977.00	158.00	9,901.00	9,649.00	9,966.00	9,582.00
	Prairie	1,950.00	2,215.00	937.00	2,215.00	6,011.00	2,251.00	2,351.00	2,587.00	2,847.00	29.00	2,758.00	2,815.00	1,855.00	2,015.00
	Torrens Creek	2,854.00	2,854.00	772.75	2,854.00	3,214.00	2,187.00	2,058.00	2,298.00	2,657.00	2,257.00	2,301.00	2,894.00	2,573.00	1,554.00
	Stamford	2,512.77	1,415.00	1,386.00	1,415.00	1,328.00	534.00	854.00	801.00	898.00	709.00	1,120.00	1,892.00	1,006.00	1,251.00
Scheduled Maintenance Undertaken															
Sewerage Treatment Plant	Description	Dec-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24
	Hughenden WTP Hypo	3067	3,067.00	3,018.00	1,679.00	799.00	2,156.00	2,204.00	2,291.00	268.00	1,438.00	1,441.00	1,403.97	652.61	605.00
	Prairie WTP Hypo	87													
	TC TWP Hypo	65													
	FH Standpipe 1														
	FH Standpipe 2														
	FH Standpipe 3														
	FH Standpipe 4														
	FH Standpipe 5														
	FH Standpipe 6														
Sewerage Treatment Plant	Description	Dec-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24
	Sewerage	14,845.00	15,021.00	13,475.00	14,851.00	14,201.00	11,219.00	10,541.00	9,550.00	17,854.00	14,423.00	23,321.00	13,548.00	12,022.00	12,884.00
	Lagoon	13,558.00	14,889.00	12,847.00	13,122.00	12,045.00	8,902.00	8,545.00	7,524.00	12,451.00	9,835.00	19,743.00	13,981.00	13,164.00	12,054.00
	STP Alum						N/A	347.00	1,220.00	1,163.68	776.00	956.00	1,000.00	290.43	913.00
	STP Hypo	1,685.00	1,814.00	1,154.00	1,355.00	1,245.00	101.00	2,000.00	2,000.00	375.50	1,000.00	222.00	240.00	103.00	166.83
	STP Sugar						N/A	-	285.72	761.00	776.39	587.00	595.00	592.00	566.00

BUILDING SUPERVISOR'S REPORT

Building	Works in Progress / Completed - Our work schedule has comprised of (but not limited to) numerous tasks in various areas such as;
Council Facilities / Housing	<ul style="list-style-type: none">- Maintenance tasks surrounding Caravan Park, Workers Camp, Pensioner Cottages and Various Staff Housing- Continuance Construction Work on Page Street House Extension Including lock up for use over break , windows door and air condition steps and ramp- Internal fit of internal works at 6 railway estate and internal painting- Shelters and seating completed in Brodie Street and HCA
Other Maintenance	Other Minor Maintenance tasks have been performed on a day-to-day basis as the need has arisen, and also the engagement of electrical contractors to complete various tasks as necessary

FLEET MANAGER REPORT – DECEMBER 2025

Safety:

Workshop Incidents: – 0

Safety Talks and Procedures:

- Manual Handling
- Environmental – 7 steps for managing spills.
- Working under and around machinery (Isolation steps)
- Working in wet and humid climate (Dangers)

(Discussed during Prestart meetings)

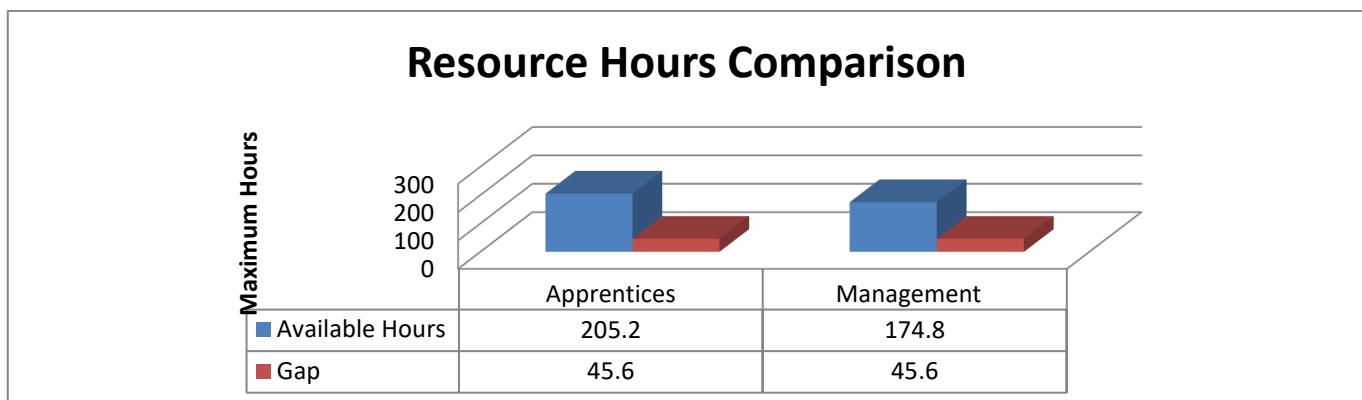
Prestart Meetings: Every Day 5:50 to 6:00am

Available Hours in Month

(Maximum) 380.00 Hrs

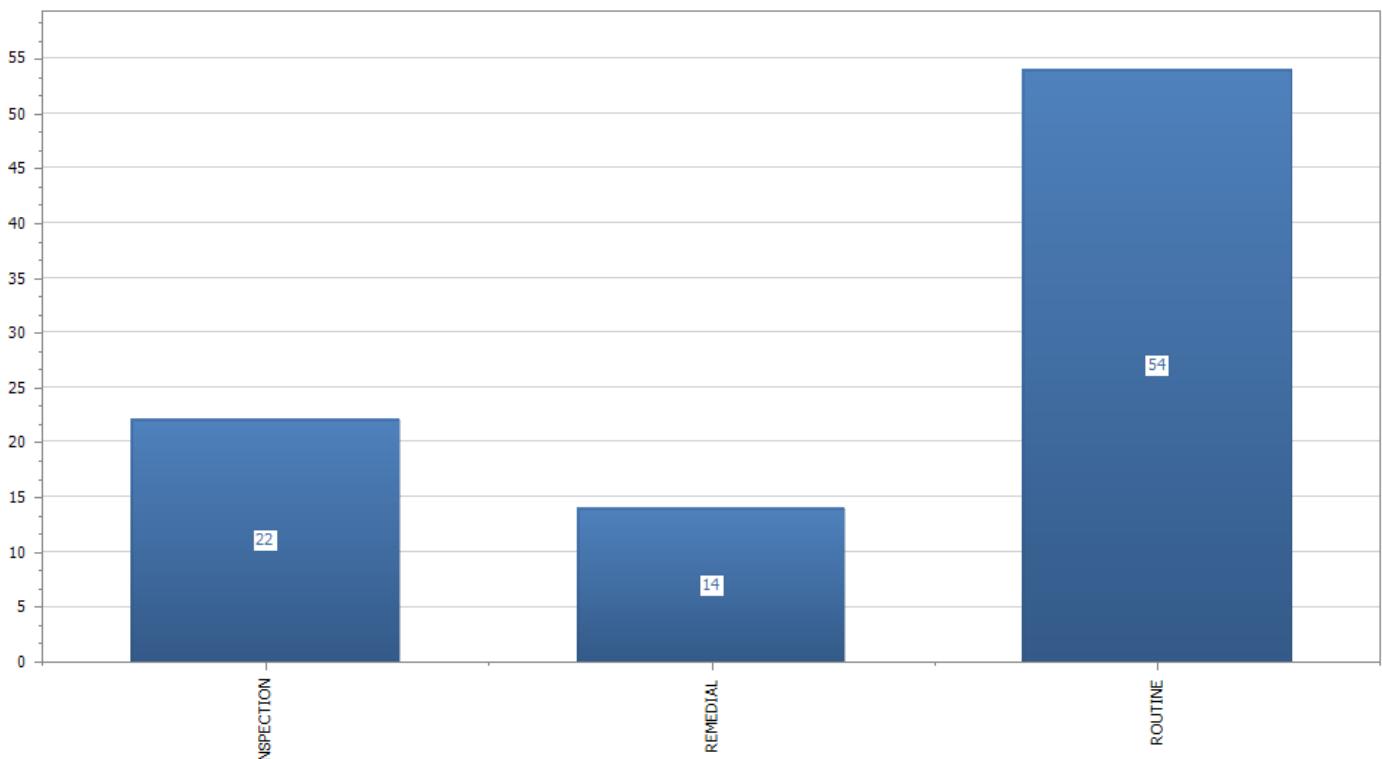
(Resources Gap – IE - Training, Sick and Annual Leave) (Xmas Shut Down) 91.20Hrs

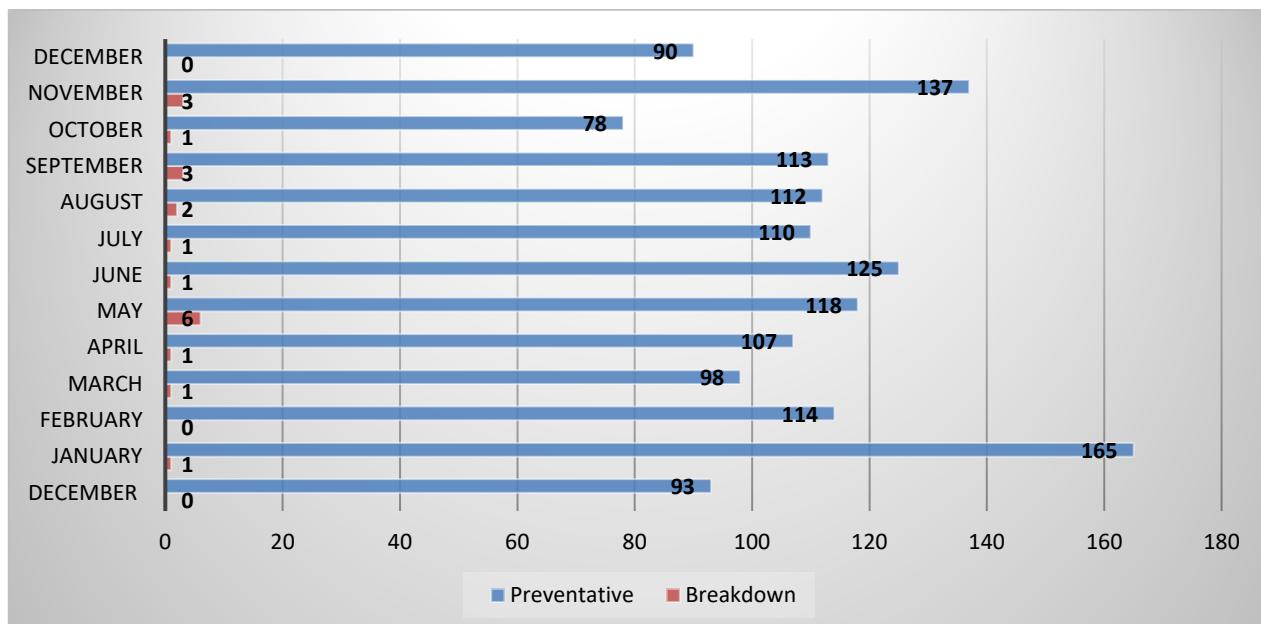
Note – Ongoing vacancy for full time fitter and Leading Hand



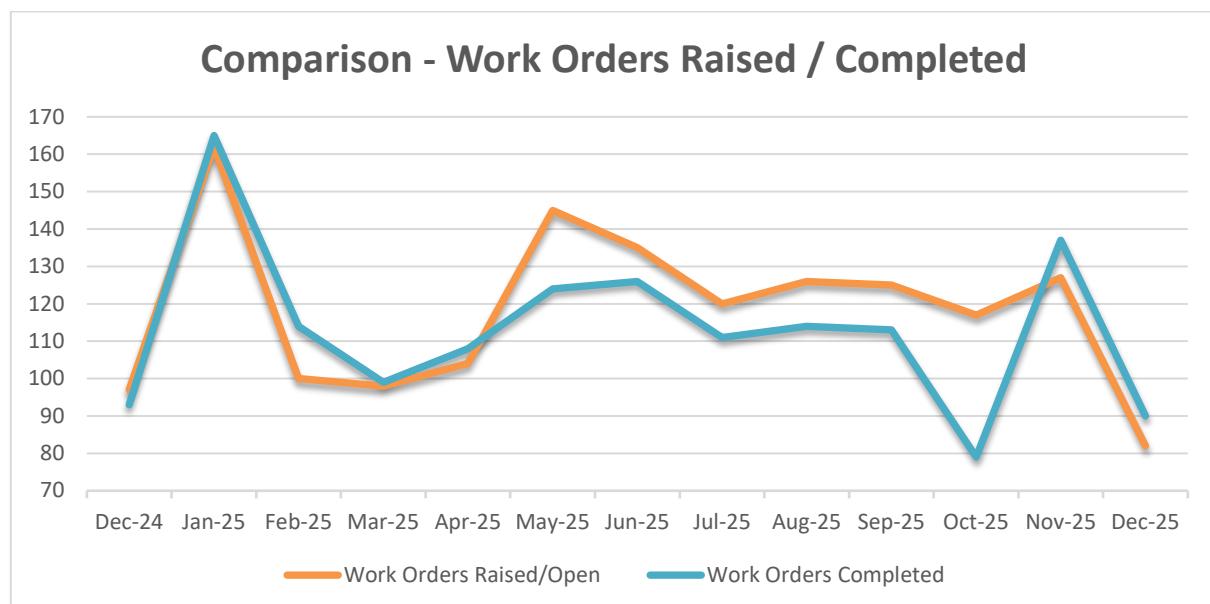
Summary of Work Types through the Workshop for the Month of December

Completed Work Order Count by Job Type



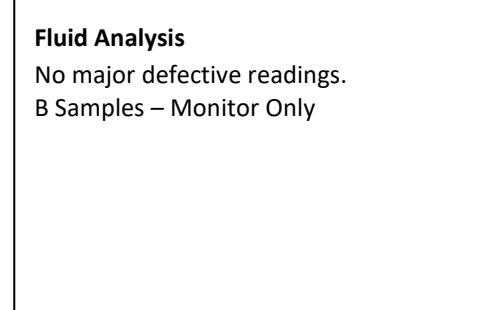
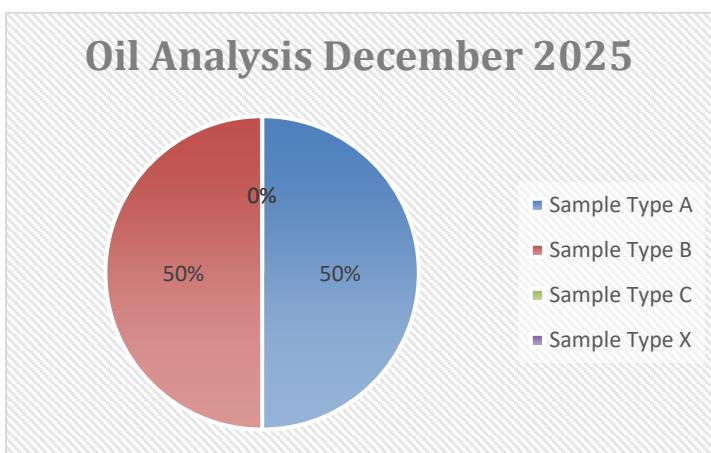


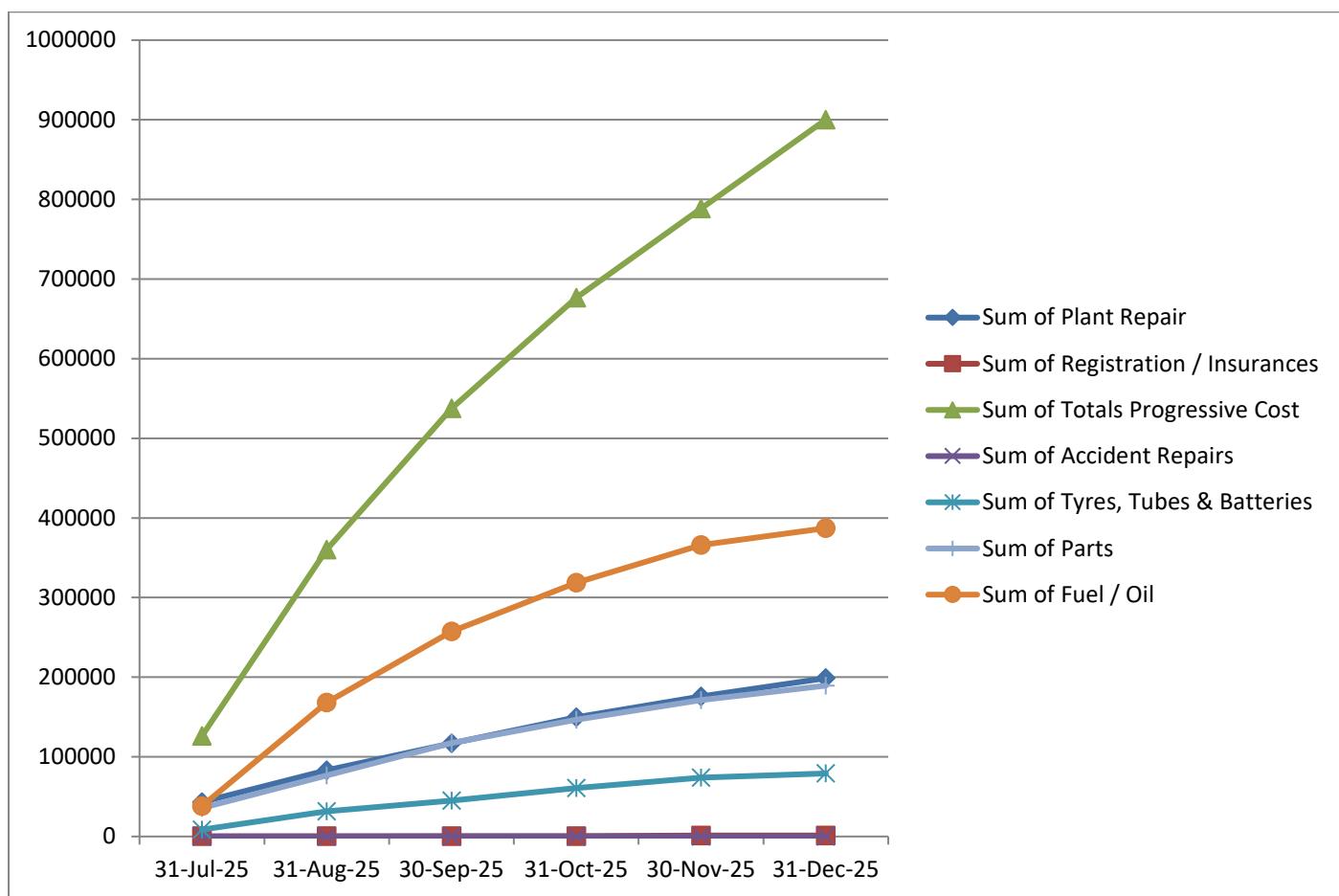
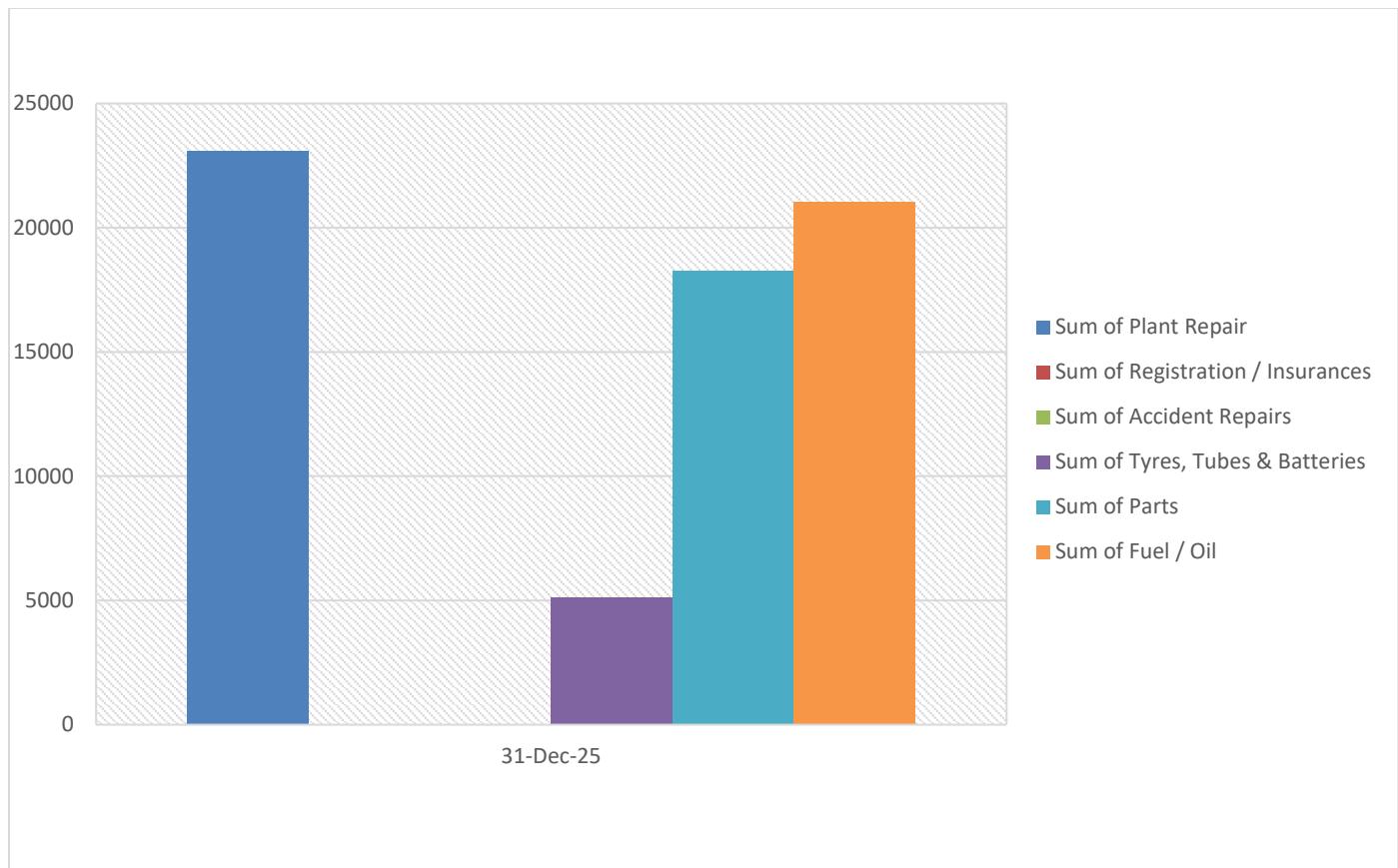
- Current Open Work Orders – 25



Notes + Major Work & Expenses 5K and over.

- Regular services are remaining consistent, with little disruption to work crews.
- Preparation for upcoming Certificate of Inspection – Transport of main roads (Mandatory Inspection)
- No Major Expense for the month



Budget: Workshop Expenses –


PLANT REPLACEMENT BUDGET 2025-2026
PLANT REPLACEMENT 2025-2026

BUDGETED					ACTUALS				PROCUREMENT INFORMATION			
Name of Plant	Plant # Being Replaced	Expected Purchase Price ex GST	Expected Trade in Price ex GST	Expected Total Cost ex GST	Actual Plant Cost (exclude trade-in) ex GST	Actual Trade In / Auction Price ex GST	Actual Total Cost ex GST	Savings / OVERRUNS ex GST	Tender / Quote No.	Status	Changes / Notes	New Plant #
Genelite 80 KVA Generator - DEC	918	\$ 60,000.00	\$ 5,000.00	\$ 55,000.00						Procurement	Hughenden Freight - PO 67928	
Genelite 80 KVA Generator - Main Office	945	\$ 60,000.00	\$ 5,000.00	\$ 55,000.00						Procurement	Hughenden Freight - PO 67929	
John Deere Grader 770GP	1028	\$ 750,000.00	\$ 80,000.00	\$ 670,000.00								
Generator @ Fluoride Treatment Stn - PPS	1099	\$ 60,000.00	\$ 5,000.00	\$ 55,000.00								
John Deere Mower (Lawn Cemetery)	1103	\$ 17,000.00	\$ 1,000.00	\$ 16,000.00						Carry Over Next FY		
Everide Hornet Ride on Mower	700	\$ 17,000.00	\$ 1,000.00	\$ 16,000.00					103.2026.3	Procurement	Closes 27/01/2026	
Generator - Lister Petter 20kVA LWA27A	1112	\$ 60,000.00	\$ 5,000.00	\$ 55,000.00								
Hustler Super Z Mower FX 1000 Kaw60"	1126	\$ 17,000.00	\$ 1,000.00	\$ 16,000.00						Carry Over Next FY		
Cox Cruiser Ride on Mower CZZ142-4277 21HP 42"	699	\$ 17,000.00	\$ 1,000.00	\$ 16,000.00					103.2026.2	Procurement	Closes 27/01/2026	
Hustler Super Z HD Ride on Mower FX1000 72" C	1143	\$ 17,000.00	\$ 1,000.00	\$ 16,000.00								
Toyota Hilux 2.4ltr DC 4x2 TD 6A H/Rider(S.Wiggins)	1218	\$ 85,000.00	\$ 20,000.00	\$ 65,000.00	\$ 57,819.44		\$ 57,819.44		103.2025.20	Completed	Mike Carney Toyota - PO 67089	
Toyota Prado GXL A D (HACC) (REP #1013)	1295	\$ 80,000.00	\$ 35,000.00	\$ 45,000.00					103.2026.1	Procurement		
Toyota Fortuner GX TD 6A (SA) Grame.K	1325	\$ 80,000.00	\$ 20,000.00	\$ 60,000.00	\$ 65,424.35	\$ 22,727.27	\$ 42,697.08	\$ 17,302.92	103.2025.22	Procurement	Charters Towers Toyota - PO 67091	
Toyota Hilux 4WD SC (B.PAINE)	1327	\$ 75,000.00	\$ 20,000.00	\$ 55,000.00								
Toyota Hilux 4x4 SR 2.8L TD AD/Cab (Works C/Ord)TP	1372	\$ 85,000.00	\$ 25,000.00	\$ 60,000.00	\$ 68,529.10	\$ 28,181.82	\$ 40,347.28	-\$ 19,652.72	103.2025.21	Completed	Charters Towers Toyota - PO 67090	
Toyota Hilux DC (Rep 1237)Greg McDonald	1446		\$ 25,000.00			\$ 29,772.73				Completed		
Toyota Hilux DC TD SR 2.8L 4WD (Concrete Super)	1479	\$ 85,000.00	\$ 25,000.00	\$ 60,000.00	\$ 78,952.77	\$ 30,909.09	\$ 48,043.68	\$ 11,956.32	103.2025.30	Procurement	Charters Towers Toyota - PO 67975	
Isuzu NPR 45/55 SWB Truck (RMPC)	1486	\$ 85,000.00	\$ 25,000.00	\$ 60,000.00		\$ 35,909.09		-\$ 10,909.09		Completed		
Toyota Hilux DC (Road Crew 2 L/H)	1504		\$ 25,000.00									
TOYOTA HILUX DC (TOM CORNEY) REP 1369	1506	\$ 85,000.00	\$ 25,000.00	\$ 60,000.00	\$ 78,952.77	\$ 30,909.09	\$ 48,043.68	\$ 11,956.32	103.2025.29	Procurement	Charters Towers Toyota - PO 67974	
Total		\$ 1,735,000.00	\$ 350,000.00	\$ 1,435,000.00		\$ 178,409.09	\$ 236,951.16	\$ 15,426.48				

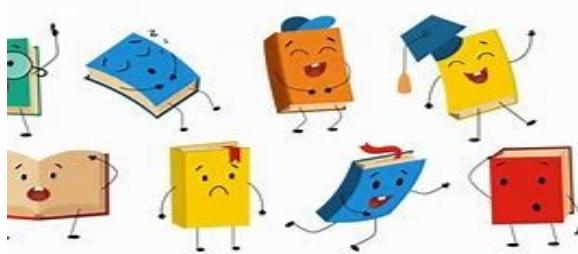
PLANT REPLACEMENT - CARRIED OVER FROM 2024-2025 BUDGET

BUDGETED					ACTUALS				PROCUREMENT INFORMATION			
Name of Plant	Plant # Being Replaced	Expected Purchase Price ex GST	Expected Trade in Price ex GST	Expected Total Cost ex GST	Actual Plant Cost (exclude trade-in) ex GST	Actual Trade In / Auction Price ex GST	Actual Total Cost ex GST	Savings / OVERRUNS ex GST	Tender / Quote No.	Status	Changes / Notes	New Plant #
Lister Generator 13.5KVA T/Creek	10	\$ 20,000.00		\$ 20,000.00	\$ 29,090.91		\$ 29,090.91	-\$ 9,090.91		Completed		
Re-quoted (Wrong generator ordered originally)									103.2025.31	Procurement	Quotations close 19.11.2025	
John Deere Grader 770G	630	\$ 575,000.00	\$ 100,000.00	\$ 475,000.00	\$ 658,000.00	\$ 85,000.00	\$ 573,000.00	-\$ 98,000.00	102.2024.10	Completed		
Tristar ST3 Side Tipping Trailer (D.Boalar)	815	\$ 170,000.00	\$ 25,000.00	\$ 145,000.00	\$ 159,000.00	\$ 40,909.09	\$ 118,090.91	\$ 26,909.09	102.2024.11	Completed		
Jackson Low Loader Trailer (red)	827	\$ 225,000.00	\$ 50,000.00	\$ 175,000.00	\$ 164,318.18	\$ 63,636.36	\$ 100,681.82	\$ 74,318.18	102.2024.9	Procurement	Lionel Moore Trailers - PO 66100	
Tristar ST3 Side Tipping Trailer (D.Boalar)	828	\$ 170,000.00	\$ 25,000.00	\$ 145,000.00	\$ 159,000.00	\$ 40,909.09	\$ 118,090.91	\$ 26,909.09	102.2024.11	Completed	Paid on 26/06/25 - 24/25	
Yanmar Generator - Prairie	1041	\$ 25,000.00		\$ 25,000.00	\$ 29,090.91		\$ 29,090.91	-\$ 4,090.91		Completed	Paid on 3/7/25, accrued in 24/25	
Re-quoted (Wrong generator ordered originally)									103.2025.1041	Procurement	Quotations close 19.11.2025	
Nissan Navara RX Dual Cab Utility	1147	\$ 85,000.00	\$ 15,000.00	\$ 65,000.00	\$ 74,859.14		\$ 74,859.14	-\$ 9,859.14		Completed		
Isuzu Crew Truck FRR 110-260 (Lenny.N)	1395	\$ 160,000.00	\$ 40,000.00	\$ 120,000.00	\$ 158,031.66	\$ 61,818.18	\$ 96,213.48	\$ 23,786.52	103.2024.38	Procurement	Tony Ireland Isuzu PO 65396	
Total		\$ 1,430,000.00	\$ 255,000.00	\$ 1,170,000.00	\$ 1,431,390.80	\$ 292,272.72	\$ 1,139,118.08	\$ 30,881.92				

PLANT REPLACEMENT 2025-2026 - DEFERRED PURCHASES

BUDGETED					ACTUALS				PROCUREMENT INFORMATION			
Name of Plant	Plant # Being Replaced	Expected Purchase Price ex GST	Expected Trade in Price ex GST	Expected Total Cost ex GST	Actual Plant Cost (exclude trade-in) ex GST	Actual Trade In / Auction Price ex GST	Actual Total Cost ex GST	Savings / OVERRUNS ex GST	Tender / Quote No.	Status	Changes / Notes	New Plant #
John Deere 544K Powerlift Loader	1040	\$ 410,000.00	\$ 60,000.00	\$ 350,000.00								
Mack Titan Prime Mover (D.Boalar)	1056	\$ 575,000.00	\$ -	\$ 575,000.00								
Toyota Fortuner GX Wagon TD6A (ADMIN)	1222	\$ 75,000.00	\$ 20,000.00	\$ 55,000.00								
Toyota Prado GXL A (HACC) (REP #220)	1294	\$ 80,000.00	\$ 35,000.00	\$ 45,000.00								
Toyota Prado GXL Wagon 2.8L TD A (B.Smith)	1351	\$ 95,000.00	\$ 35,000.00	\$ 60,000.00								
Toyota Hilux 4x4 SR SCC 2.8L TD (Float)	1393	\$ 80,000.00	\$ 20,000.00	\$ 60,000.00								
Toyota Prado Wagon GXL (Mayor) (Replaced 1267)	1416	\$ 95,000.00	\$ 35,000.00	\$ 60,000.00								
Toyota Prado Wagon	1418	\$ 80,000.00	\$ 35,000.00	\$ 45,000.00								
Toyota Prado GXL A Wagon (Misenka)	1435	\$ 95,000.00	\$ 35,000.00	\$ 60,000.00								
Toyota Prado Wagon (HACC) (replacement 1136)	1442	\$ 80,000.00	\$ 35,000.00	\$ 45,000.00								
Total		\$ 1,665,000.00	\$ 310,000.00	\$ 1,355,000.00	\$ -	\$ -	\$ -	\$ -				

FLINDERS SHIRE PUBLIC LIBRARY & CUC

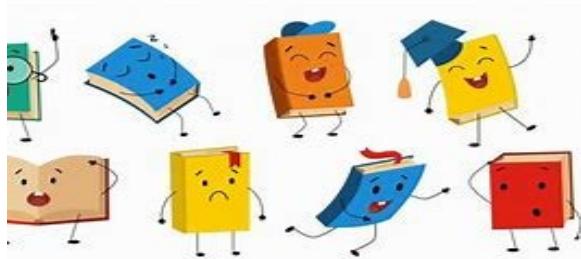


Community Outreach and Events

Usage Statistics 1 December to 19 December 2025 – open 14 days

Activity	Details – 25 days to report)	Average
Door Tally	150	10
Quarter 4 24/25*	<ul style="list-style-type: none"> 562 eAudiobooks loaned 396 eBooks loaned 125 electronic downloads 41 Total 562 3 	per month
Loans – Electronic		187
*Calculated from SLQ stats		
New members		
Loans – Physical Items	92	6 Approx. loans/day
Loans - Physical returns	93	7 Approx. returns /day
Seniors Morning Tea	8 attendees over 1 session	8 Average per session
First 5 Forever	12 children for the month – 2 sessions	6 Average of per session
History Enquiries	1	1 hour
IT Assistance	2 hours plus Telstra assistance	
Computer /WIFI Quiet Space	10 hours	8 people for the month
Study Room Use	0	
Books read in Library	4 books	People finding a cool place out of the heat
New memberships, Library	new members	0
Enrolments CUC	2	25 in total
Attendees in CUC	3 exams	33

FLINDERS SHIRE PUBLIC LIBRARY & CUC



Community Outreach and Events



CHRISTMAS

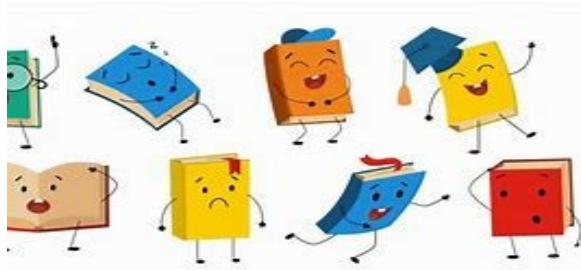
December maybe a short month in the library – closing on the 19th, but it has been a busy fun filled few weeks of everything Christmas – we made wrist bands, decorated cookies, watched movies, posted letters to Santa and of course some fun photos with Santa!!

- 8 letters to Santa, with responses back to all the kids
- Gingerbread cookie decorating on two sessions weekday and Saturday to be inclusive of all.
- Santa costume and photos with the kids on the holidays!
- Wrist Band Crafts with choices of Santa, elves, reindeer and more
- Fruit, popcorn, and Christmas movies are always a hit.

We had loads of fun at our Street party – with a stall with a kids raffles and mystery book sale. Sarah playing guitar and signing with all money raised going to the starlight foundation \$230.00!!



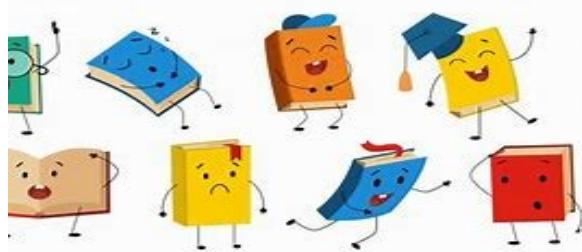
FLINDERS SHIRE PUBLIC LIBRARY & CUC



Community Outreach and Events



FLINDERS SHIRE PUBLIC LIBRARY & CUC



Community Outreach and Events

Country Uni Centre

the CUC is really starting to flow, there is a steady flow of students up there studying, there was one afternoon that in particular warmed my heart – three local girls with one thing in common – ‘study time’ listen to them engage and have a little chat while all in their own space – it’s just wanted we want to see!

We have Andrew that is in almost daily – amazing to watch him grow and feel comfortable here in the CUC. We help him out as much as we can giving all the extra support with both his study and his personal ‘self-study’ on Autism learning – we have engaged with Autism Queensland for some feedback and registering for some of their online workshops.

- *There have been 3 exams in the CUC in December*

We ended the year with a fun afternoon with our amazing team.



flinders discovery centre

Monthly Tourism Information Report December 2025



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December Marketing Report

Website Performance Overview

December Users: 1,763 (+28.2%)

November Users: 1,297 (-26.8% from Oct)

Sessions December: 2,058 (+26.1%)

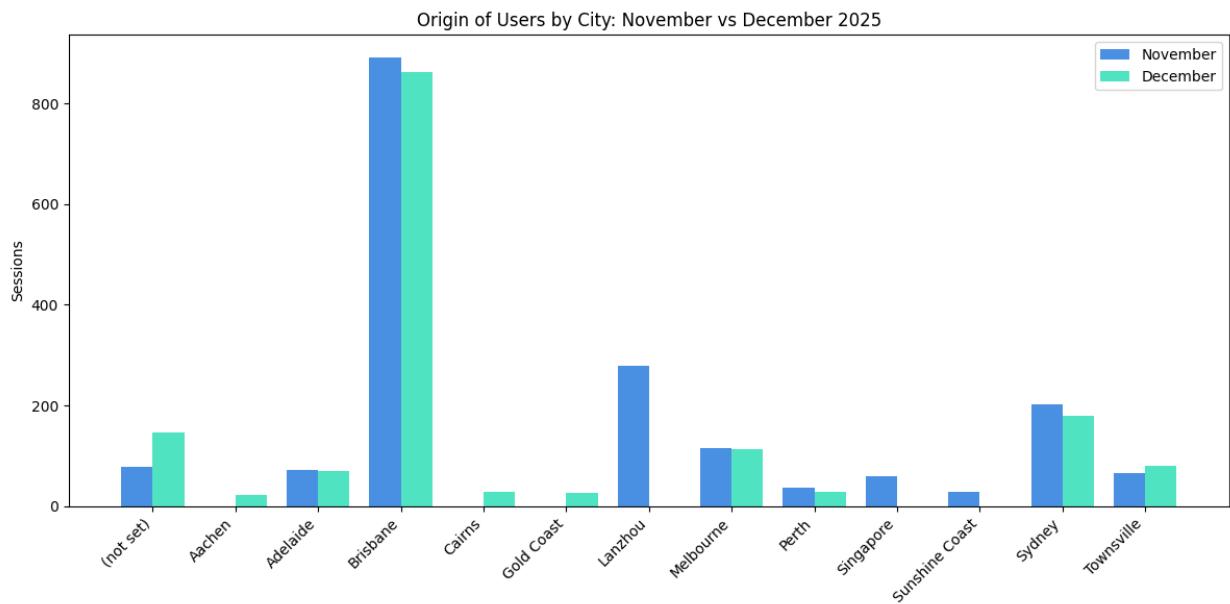
Engagement Rate December: 31.68%

Conversions December: 36 (+5.9%)

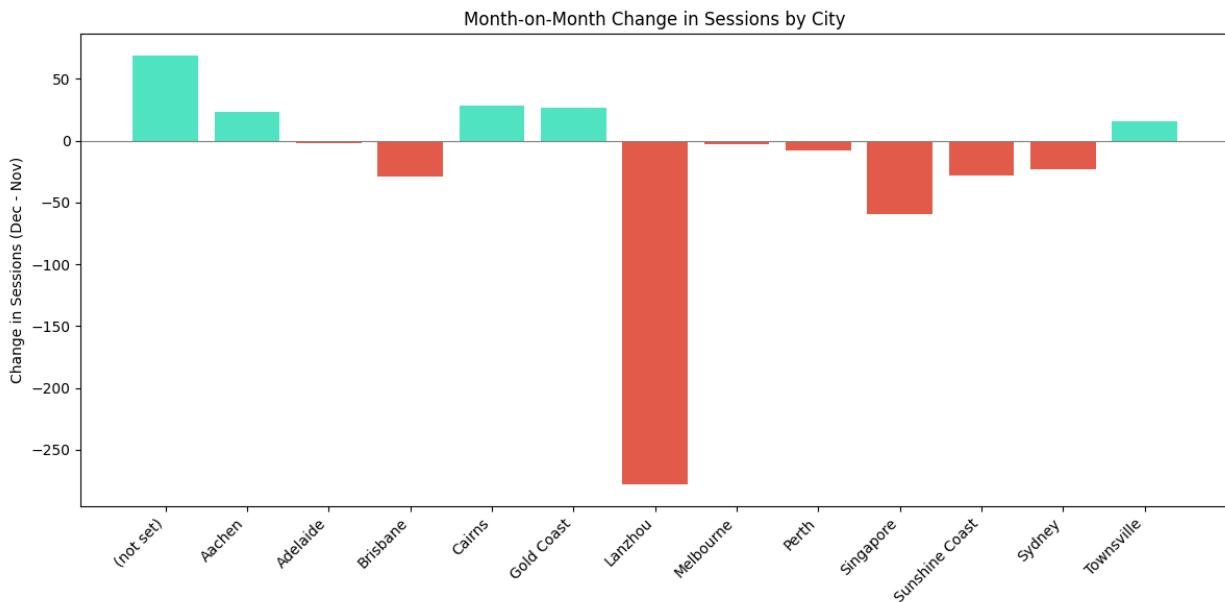
Visit Hughenden – Origin of Users (City) Comparison

Comparing November vs December 2025 based on website analytics. Cities shown are the union of top cities appearing across both months.

Side-by-side Comparison



Month-on-Month Changes



Notes & Observations

- Brisbane remains the largest source of sessions, slightly down in December vs November (863 vs 892).
- Sydney and (not set) increased in December, while Melbourne was roughly flat.
- Regional Queensland cities like Townsville and Adelaide show modest December growth.
- Some November-only origins (e.g., Lanzhou, Singapore, Sunshine Coast) and December-only origins (e.g., Gold Coast, Aachen, Cairns) likely reflect one-off referrals and scammers.

Device Usage Breakdown

- Desktop December: 1,110 sessions, 19 conversions
- Desktop November: 873 sessions, 13 conversions
- Mobile December: 909 sessions, 14 conversions
- Mobile November: 633 sessions, 15 conversions

Key Insights

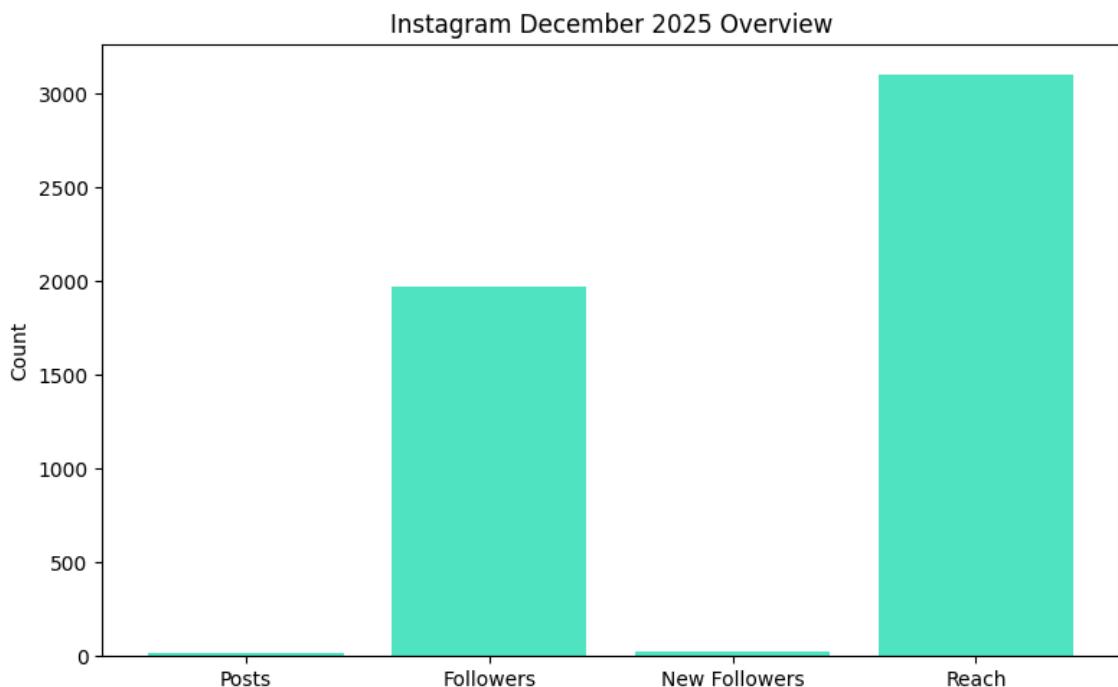
- Strong uplift in December across all major metrics compared to November.
- Organic search remains the dominant traffic source and improved month-on-month.
- Desktop continues to drive the most conversions.
- Younger travellers (25–34) remain the most engaged audience segment.

Social Media Report – Visit Hughenden (December 2025)

Instagram Performance

Instagram – December Snapshot

- Posts Published: 15 (MoM: +66.7%)
- Total Followers: 1969 (+8)
- New Followers: 25 (MoM: +108.3%)
- Reach: 3105 (MoM: -20.9%)



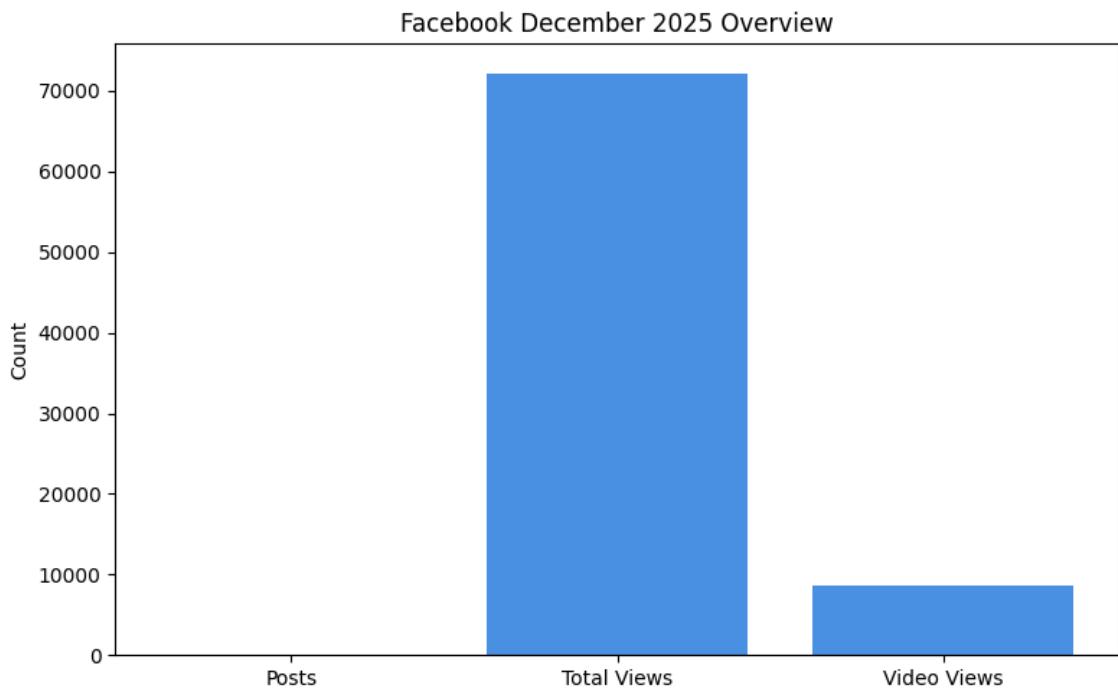
Top Performing Instagram Content (Dec)

- ART / CULTURE (Water Tower Mural) – 776 impressions; 599 reach; 13 likes
- BASALT (Byways) – 379 impressions; 227 reach; 15 likes
- REEL – Business (Butcher) – 306 impressions; 239 reach; 16 likes; 2,709 reel plays on FB counterpart

Facebook Performance

Facebook – December Snapshot

- Posts Published: 16
- Total Likes: 3998 (change vs prior: +63)
- Total Views: 72209 (MoM: -14.7%)
- Video Views: 8711 (MoM: -66.8%)
- Organic Views: 72209
- Paid Views: 0



Top Performing Facebook Content (Dec)

- ART / CULTURE (Water Tower Mural) – 12,791 impressions; 139 reactions; 143 clicks
- BASALT (Byways) – 6,436 impressions; 56 reactions; 81 clicks
- NATIONAL PARKS – 3,097 impressions; 65 reactions; 42 clicks

Emerging Trends vs Previous Months

Data Availability Note:

November social rollups were partially unavailable due to data set configuration errors; however, comparing item-level metrics and website trends yields the following:

- Video/Reels remain strong for engagement when published (e.g., Porcupine Gorge, 4WD), but overall December video views declined—likely due to fewer high-reach reels and zero paid amplification.
- Content about iconic attractions (Porcupine Gorge, Water Tower mural) consistently ranks among top performers across months.
- Business showcase posts (Flinders Butchery, Prairie Hotel) deliver solid engagement and clicks, aligning with earlier months.
- Audience growth on Instagram accelerated in December (new followers +108%), even as reach softened (-20.9%), suggesting follow acquisition from niche interest rather than broad discovery.
- Facebook organic views dominated in December (paid = 0), so reach dips are expected compared to months that included boosts; despite this, clicks on key attractions remained healthy.

Recommendations

- 1) Plan a monthly calendar of high-quality Reels (Porcupine Gorge, 4WD adventures, Wildlife).
- 2) Repurpose top-performing themes into carousels and short videos for Instagram to sustain follower growth while improving reach.

3) Test light paid boosts during peak travel planning windows (Brisbane/Sydney) to recover video views while keeping spend efficient.

4) Continue Business spotlights and tie them to trip-planning CTAs (book, call, map).

5) Maintain consistent posting around national parks and scenic assets; integrate UGC prompts and location tags.

Flinders Discovery Centre (FDC) Updates

December 2025

The Flinders Discovery Centre

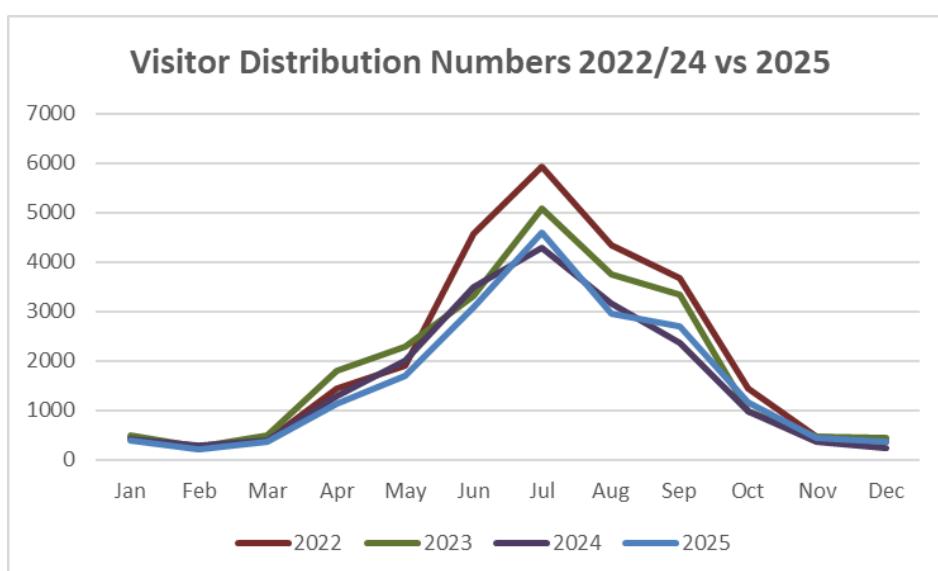
- Answered email enquiries - 240
- Answered phone enquiries - 40

Walk-in visitors: 361 Adults: 272 Children: 89

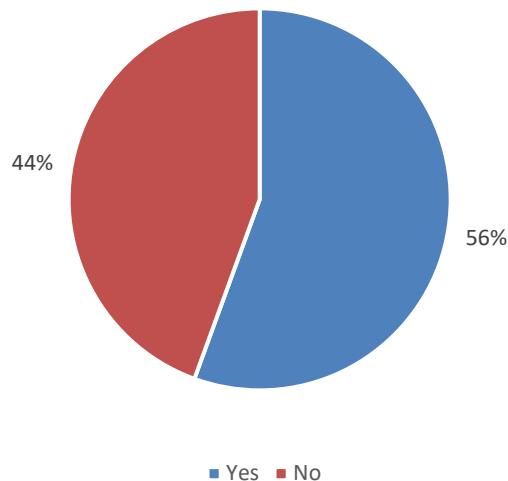
General Updates

- Christmas spirit was in full swing and everyone was winding down for the year
- We have all been busy preparing for the festival next year

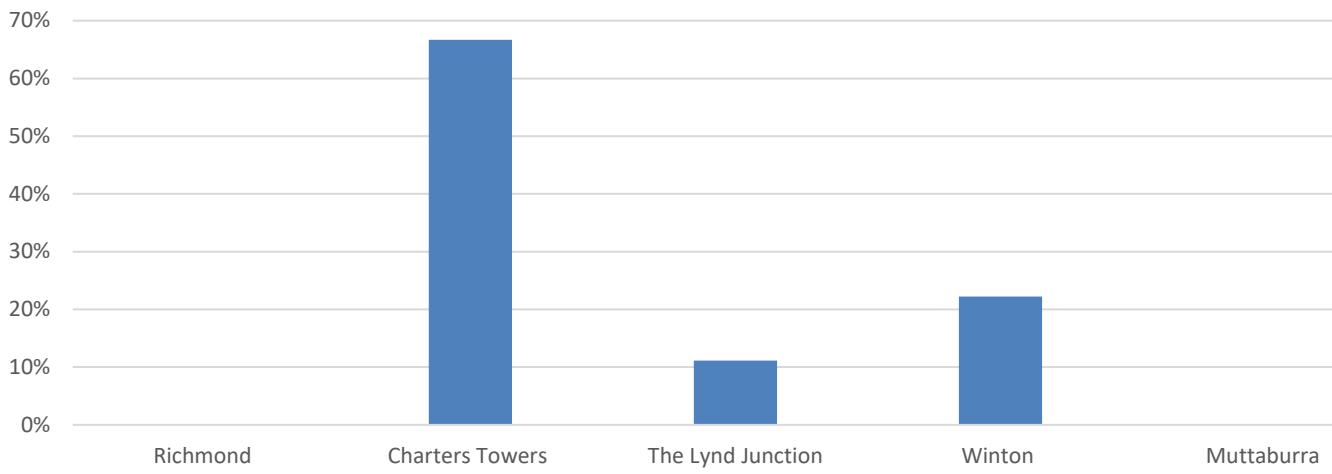
Origin of visitors



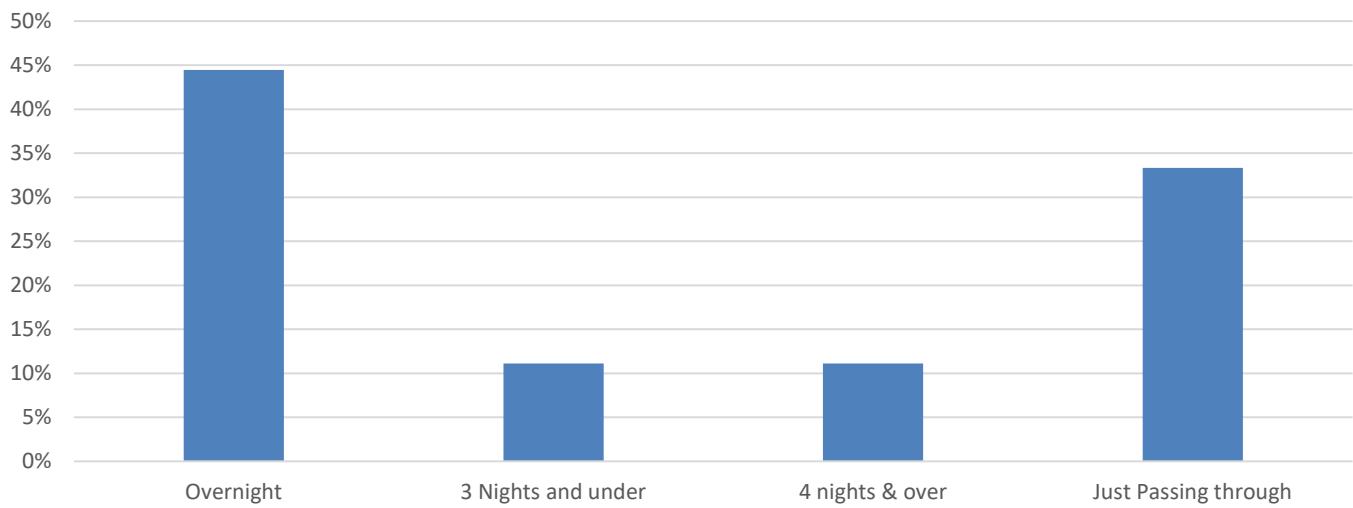
Is it your first time visiting Hughenden?



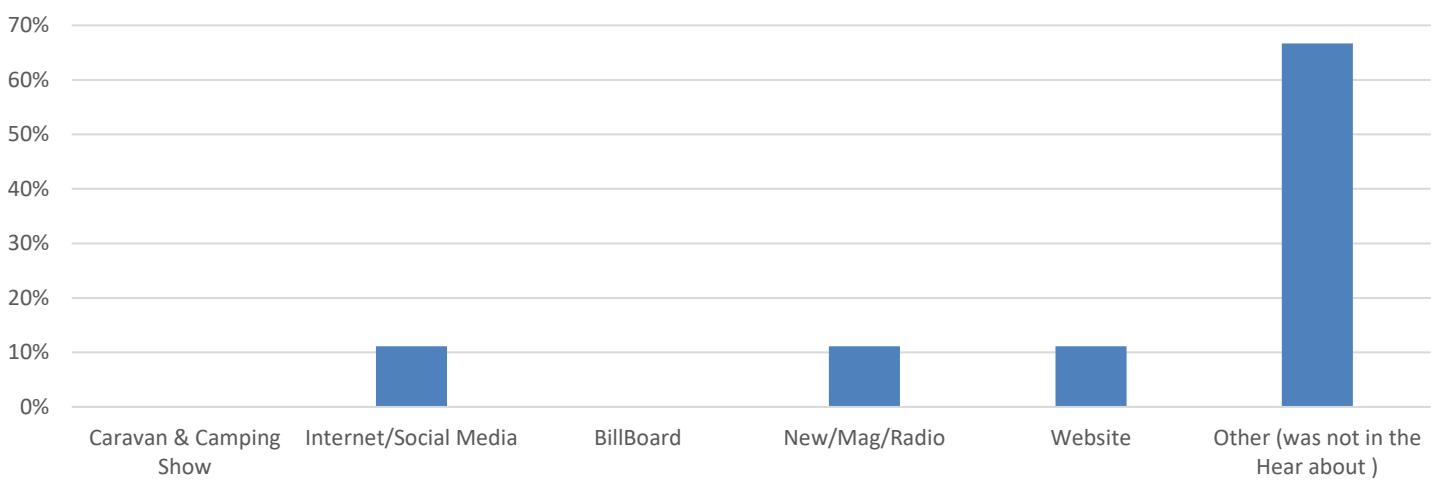
Which road did you travel in from today?



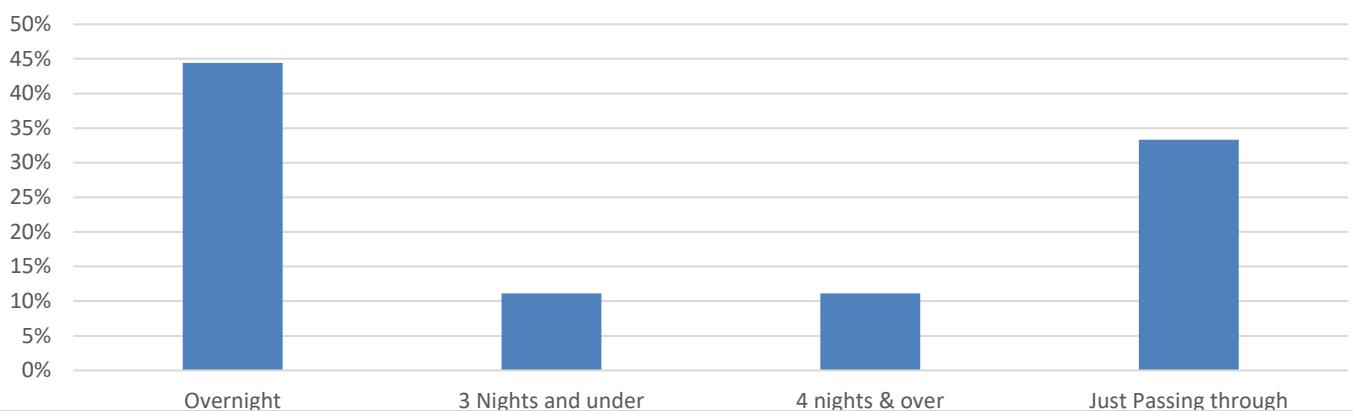
Length of stay



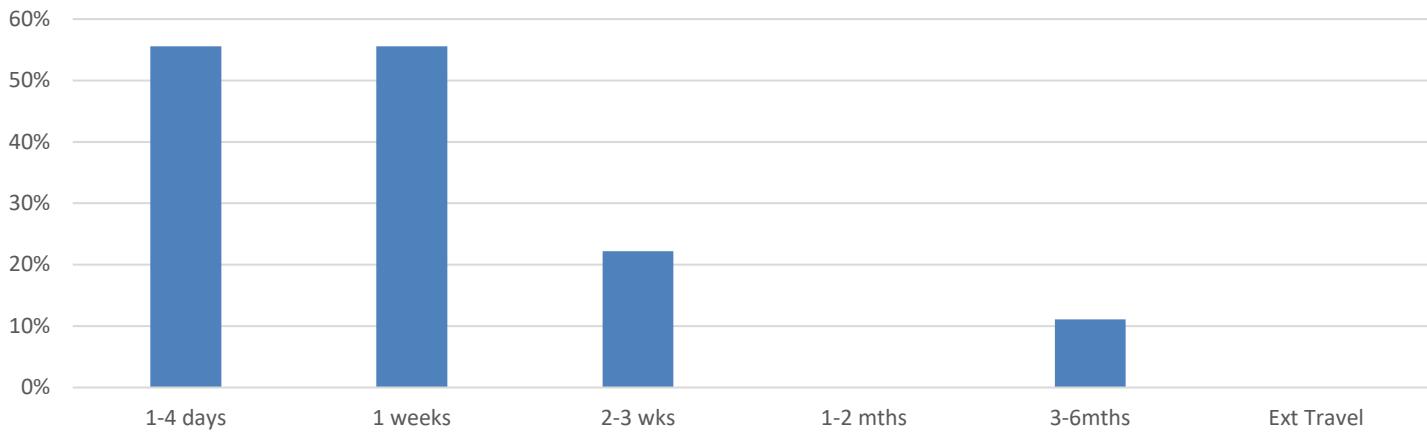
How'd you hear about Flinders Shire?



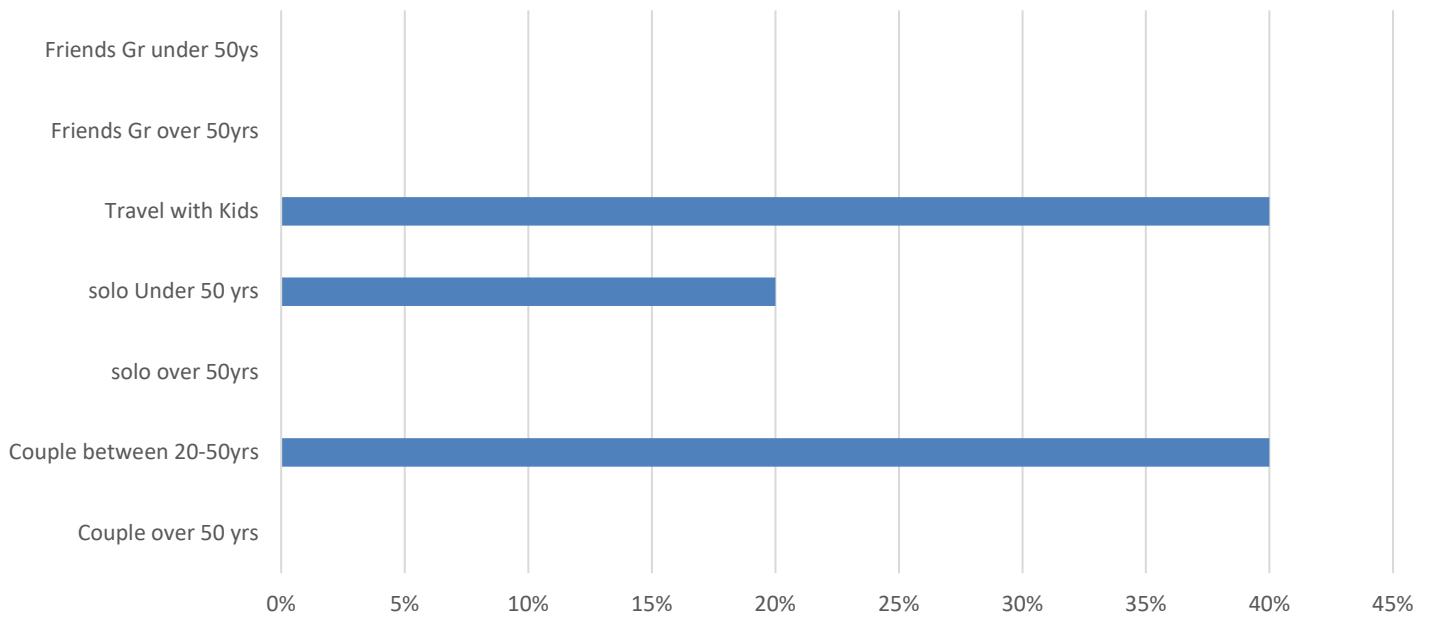
Length of stay



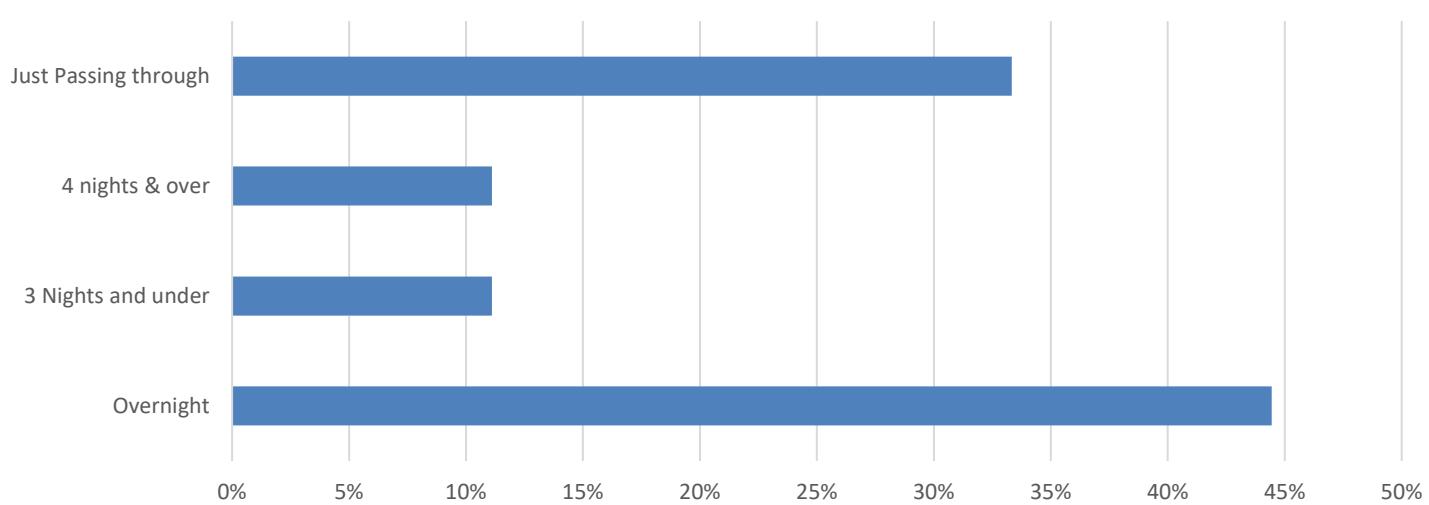
What is the length of your current trip?



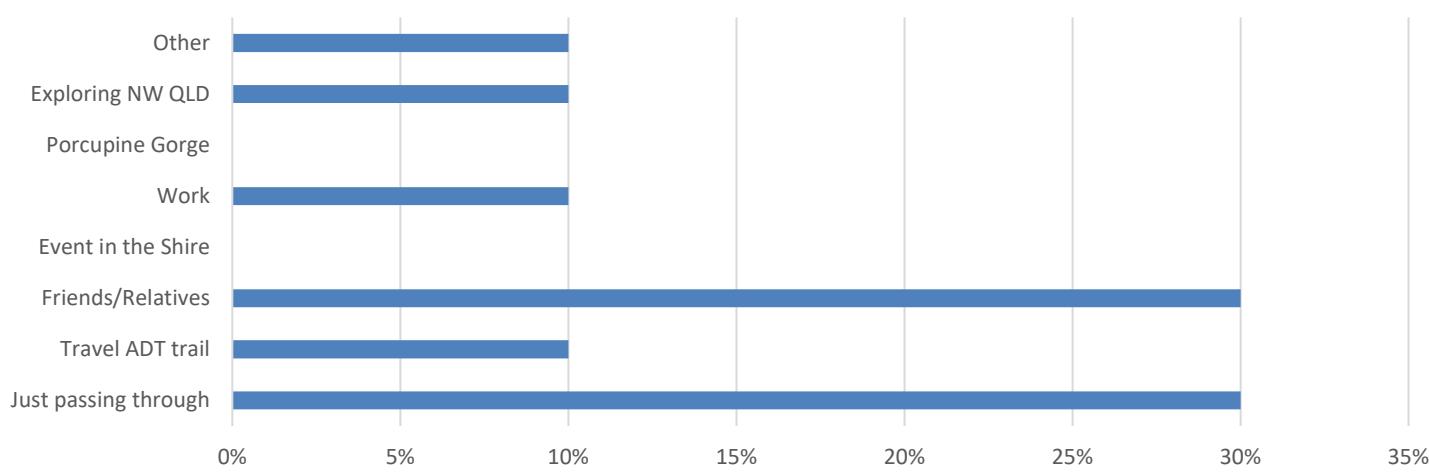
Travelling Party



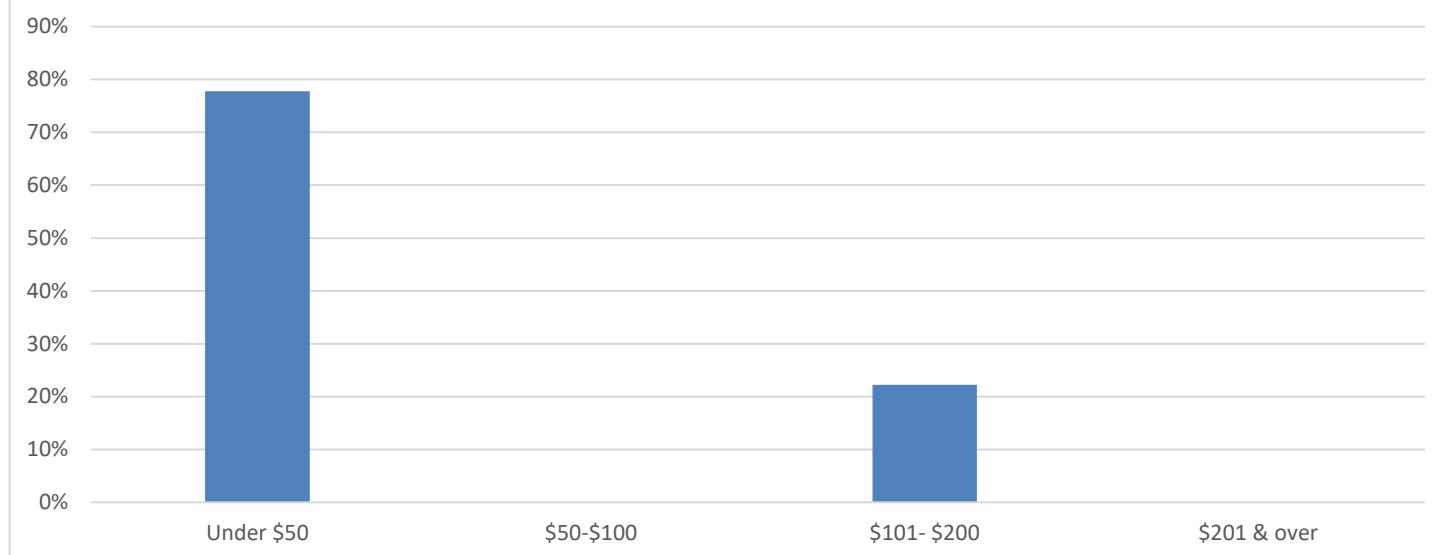
How long are you intending to stay in the area?



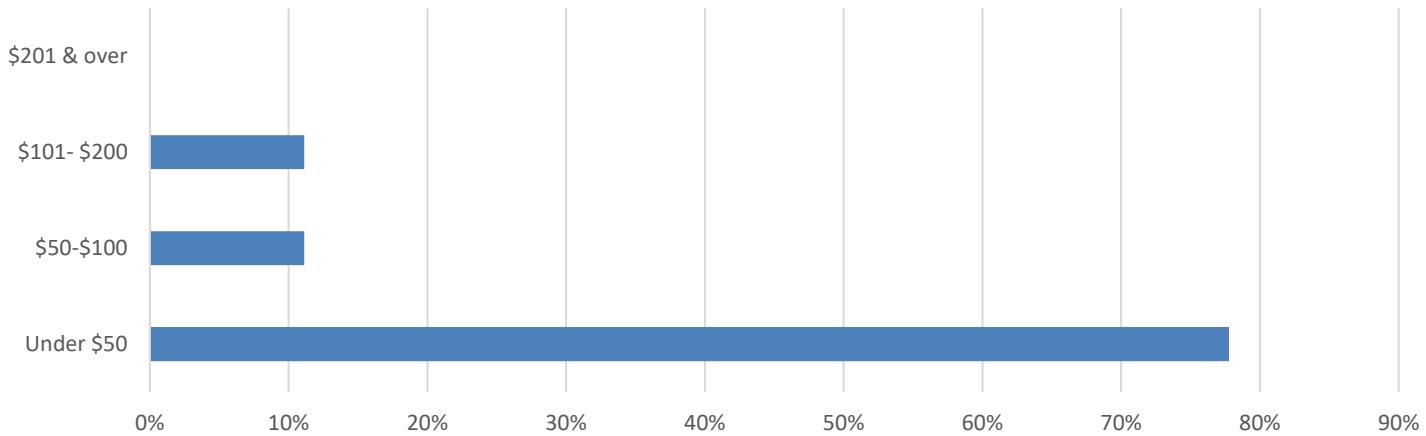
What is the purpose of your visit to the shire?



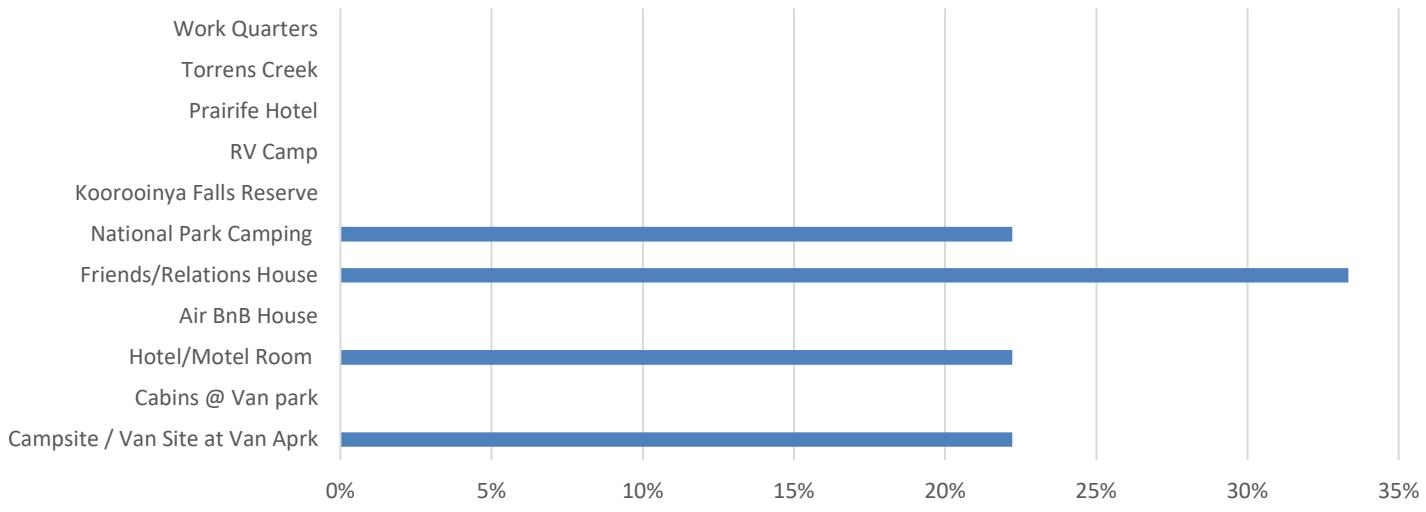
Spend on cafes, pubs and takeaway food



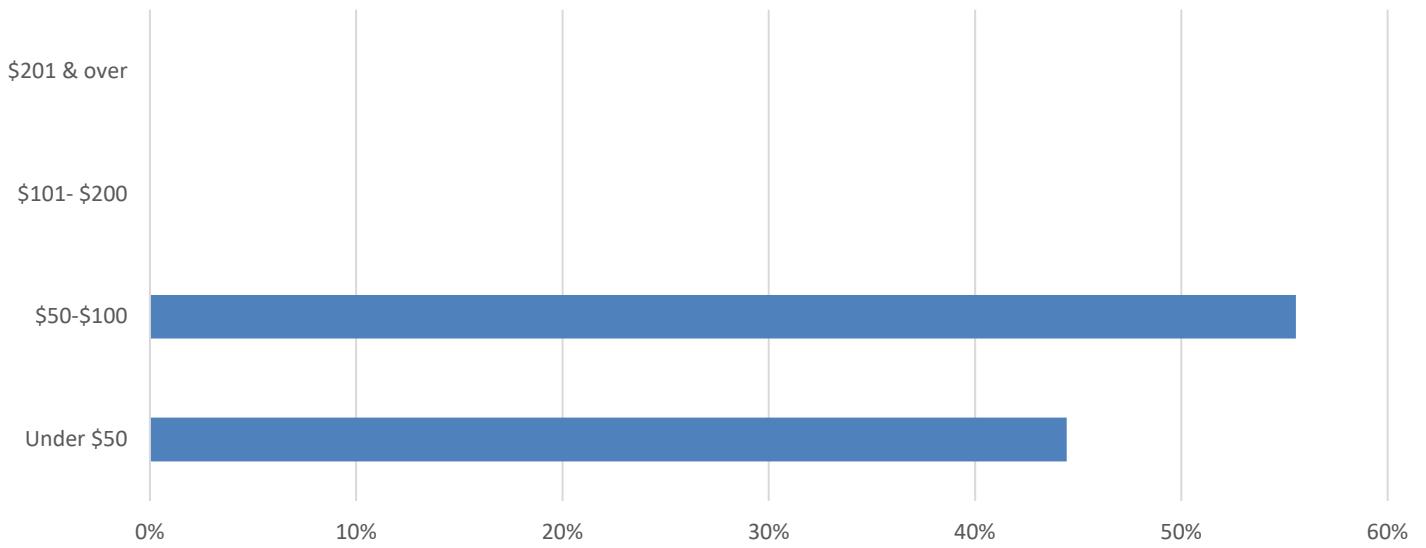
Spend on Groceries

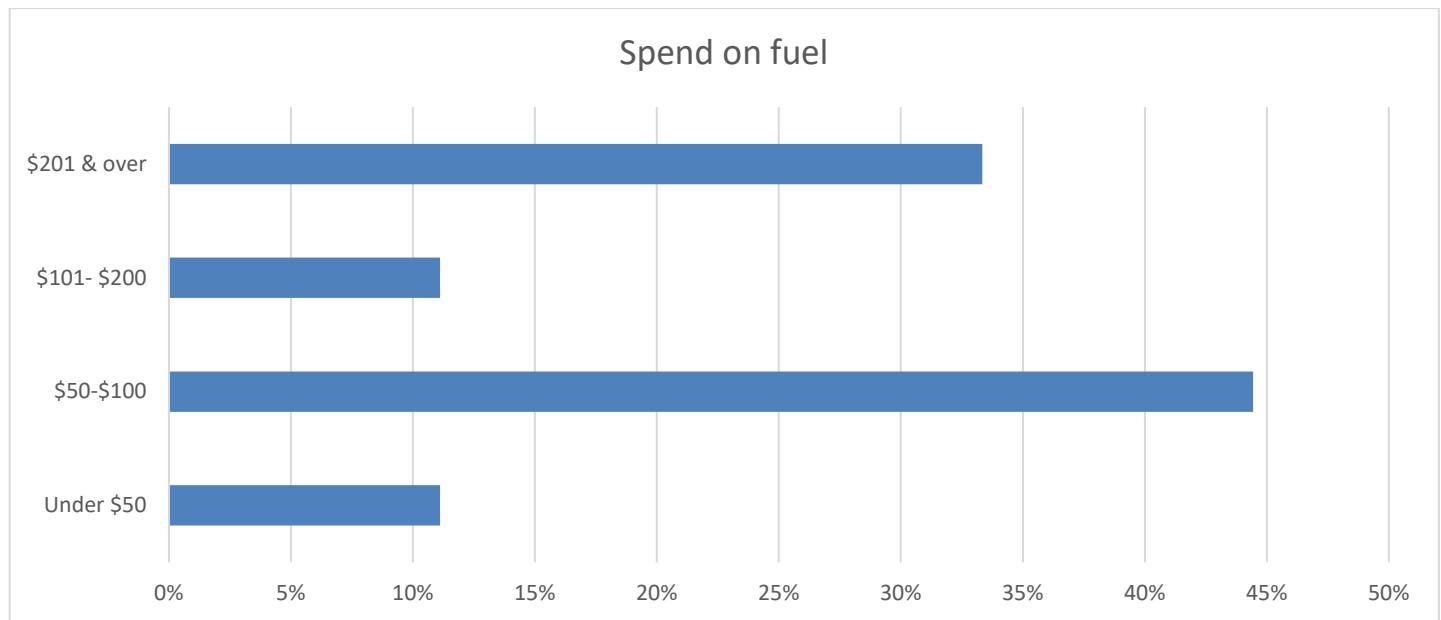


What type of Accommodation



Spent on Retail/Souvenirs





❖ Tourist Feedback

1/12/2025

- Awesome
- Great Display

3/12/2025

- Cool place great set up

6/12/2025

- Love it, wonderful experience
- Awesome display

8/12/2025

- Great experience

10/12/2025

- Love it!

11/12/2025

- Such a Great Display
- An Awesome Place!!!!

12/12/2025

- Hughenden very Interesting!!

- Great Display

13/12/2025

- Loved it
- So many dinosaurs

15/12/2025

- Kids Loved it!
- So good
- Awesome

16/12/2025

- Very Good
- The upgrade was fantastic, so much information. Everything very impressive
- Please have adult sized dig vests, I, a 6'3 adult male got stuck wearing it

18/12/2025

- Very cool

19/12/2025

- Five stars

Free RV Site

RV Free Camp Permits - 21 permits issued in December

RV Free Camp Nights - 27 nights stayed in December

COMMUNITY CARE**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)
- Support at Home (incl. Transitioned Home Care Packages, Levels 1, 2, 3 &4)
- Veterans Home Care (VHC)
- National Disability Insurance Scheme (NDIS)
- Meals on Wheels (MOW)

Service Delivery:**Table 1: Number of Clients by Program type (as 31/12/2025)**

Commonwealth Home Support Program (CHSP)	Total number of clients	76
Support at Home S@H (incl. Transitioned HCP's)	Level 1 (Low care)	0
	Level 2	4
	Level 3	7
	Level 4 (high care)	9
	Clients exited in the past 3 months	1
	Total current clients (S@H)	20
Veterans Home Care (VHC)		1
National Disability Insurance Scheme (NDIS)		4
Queensland Community Support Scheme (QCSS)		2
Community Transport		8
Private Clients		14
Care Finder		16
MOW # of clients using service		103 meals / 7 clients
Total number of clients*		148



FLINDERS SHIRE COUNCIL

January 2026 COUNCIL

*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 31/12/2025

	Monthly Contracted Outputs (25-26)	Actual Monthly Outputs (Dec2025)	Output target % (Month)	Output target % (YTD)
Domestic Assistance	192.5	126	65.45%	41.2%
Home Maintenance	67.5	47.75	70%	31.1%
Meals	59.58333	58	98.3%	47.3%
Personal Care	41.66667	24.75	59%	39.5%
Social Support Group	62.5	67.5	107%	63.4%
Transport	62.5	116	185%	94.5%
Social Support Individual	17.5	28	160%	9.8%

Comments: Service is tracking well across most service outputs. Increase in transport outputs due to increase in service users. Increase in outputs for social support group due to strong attendance for out-of-town excursion. Flexibility provision remains in place, which means outputs from underutilised services can be utilised on the services with more demand. Nursing service provision ceased for CHSP clients from 1 July 2025.

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 31 October 2025, HCP Surplus funds held by Council is \$166,847.02

Care Planning & Service Delivery

Table 3: Number of care plans due for review in December 2025

Number of Care Plans due for review in December 2025	0
Number of Health Assessments completed in December 2025 (S@H)	0

Table 4: Unfilled shifts in December 2025

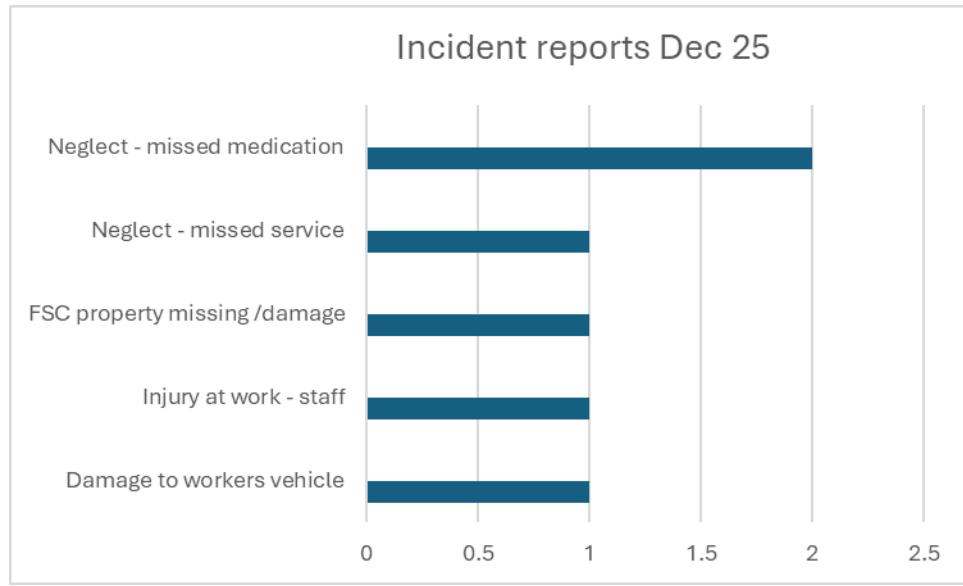
Total unfilled shifts (hrs)	219 hrs / 215 services
-----------------------------	------------------------

Comment: Unfilled shifts have increased on previous months due to staff vacancies and leave and Christmas closure where we provide essential services only. Seeking to employ additional staff to assist with increased service availability.

Governance:

	Report type	Number/KPI	Status (# resolved; # ongoing) / Comments
Complaints/Feedback/Incidents	Reported Incidents (Dec 25)	5	1 Reported to SIRS 9 Closed 0 investigation/actions in progress
	Total Incidents (Skytrust) (2025)	Open: 1 Closed: 79 Total: 80	Total (2025): 80
	Reported Complaints & Feedback (2025)	0 client visits 0 ACQSC	5 Closed 0 action in progress
	Total Complaints & Feedback (2024/25)	Open: 0 Closed: 33 Total: 33	
Continuous Improvement	Number of continuous improvements (2025)	0	
	Total CQI (2025)	Open: 1 In progress: 7 Closed: 10 Total: 20	

January 2026 COUNCIL

Total Incident Reports By Category (as at 31/12/2025)

Comments: Falls are the most prevalent incident type reported. All staff complete annual Falls Prevention training, and clients who have reported falls have been referred for allied health assistance. The next most common incident type is medical incident, which highlights staff following the deterioration and escalation policy.

December 25 Incident reports included missed medication (2) and missed Service (1) SIRS report completed

Risk Management:**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.

January 2026 COUNCIL

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	83	13	15

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.

Severe weather events- CC staff review register and if LDMG action requires, contact clients to do welfare checks to ensure they can manage with essentials (food and medicine) if weather prohibits services or access.

Human resources:Staff and training:

Total Staff	<ul style="list-style-type: none"> Office Admin / Management – 4 Support Workers – 7 Transport officers – 1 usually 2 – recruitment still in progress Volunteers – 1 potential candidate in progress
Training completed (July- December 2025)	<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 14 Aug - Recognising Elder Abuse & Privacy & Confidentiality 2 Sep – 4 Sept Medication Assist 3 Sept - Manual Handling (new staff only) 17-18 Sept – CPR & First Aid completed 14 October – Medication Assist Extension Training (new staff) 15 Oct – Falls Prevention 29 Oct - Dangers of working in the heat 12 Nov– Aged Care Code of Conduct Refresher Training 12 Nov – Fire Drill at HCA 14 Jan – Spotex device use (IT) 4 Feb – Supporting people living with Dementia 11 Feb – Cross Cultural Awareness 19 Feb – Looking after your back (Bodyfix) 25 Feb – Personal safety in home 5 March - Manual handling, assisting clients safely (Bodyfix) 22 April – Rural Minds Mental Health training (Sean) 27 & 28 May– Mental Health First Aid training – Dianne (Sean) 26 June - Preventing burn out & identifying early signs of deterioration with mental health concerns (Sean & Mandy) 9/7 Transporting clients safely (Bodyfix) 4/9 CPR and First Aid 30/9 to 5/10 Ageing Australia National Conference (Dianne) 20/10 CPR training (Dianne & Kate) 27/10 Councillor Training – Governance and New Aged Care Act 4/11 & 5/11 Microsoft teams training 11/11 Managing Difficult & Demanding Customers (Tanka & Tennile)



January 2026 COUNCIL

	<ul style="list-style-type: none"> 28/11 Vicarious Trauma & wellbeing training for CC staff (CC staff only via TRACC)
FSC Compulsory Training	<ul style="list-style-type: none"> From Nov 25 all FSC staff have allocated training via Kineo portal. FSC CC staff are rostered time to complete same to ensure done
Other Training for new staff & existing CC staff	<ul style="list-style-type: none"> Altura online training - Showering & Medication Assist (new staff only) ALIS online – Strengthened Aged Care quality standards (CC staff) FSC LMS – 3rd November – compliance training to be completed online (FSC all staff)
Training planned	<ul style="list-style-type: none"> Fire Safety in the Home – Annual Training

General Information:

- Transition to Support at Home now completed – HCP clients transition from 1 November 2025.
- Aged Care Act 2025 – Councillor Responsibilities and Compliance Requirements – working with HR and Governance to collate required documentation and complete compliance checks
- New agreements and budgets and information for former HCP clients have been completed
- Emergency preparedness – service has updated list of vulnerable clients and clients requiring assistance in the event of an emergency. CCTL has completed training and is participating in LDMG.
- All CHSP clients required assessment prior to 1/11/25 so they can continue to receive services
- Support at Home program AH-TM (Assistive Technology and Home Modification Scheme) has some changes for purchasing of items for clients we were previously able to using HCP funding – still in process of understanding changes
- Some delays in processing November 2025 Support at Home claim due to system integration issues. Expected finalising of November claim. This will cause delays in December and January client invoicing.

DCSW BRIEFING JANUARY 2026

FESTIVAL OF OUTBACK SKIES UPDATE

1. PROGRAM UPDATES

Friday Night Program

- The Ladies Ranch Ride was rejected by the APRA Board as it is not a sanctioned event.
- The program has been revised to include:
 - Bulls – \$5,000 prize pool
 - Broncs – \$5,000 prize pool
 - Bareback Bronc Ride – \$5,000 prize pool
 - Junior Bulls – \$1,000 prize pool
- Wet Whistles will perform live with two 45-minute sets.
- The rodeo contract has been awarded

Workshops

- Ticketed workshops went on sale on 15 January and include:
 - Resin Art
 - Pottery
 - Metalwork
 - Copper Jewellery
 - Paint and Sip
 - Basket Weaving
 - Clay Animation and Filming
- Free workshops will include:
 - BBQ demonstrations
 - RACQ Caravan Towing Safety
 - Coping with Anxiety
 - Lantern Making
 - Musical Sound Garden

Kids Zone

- A dedicated Kids Zone will be established in the Outback Arena, featuring:
 - Craft activities
 - Musical Sound Garden
 - Kids rodeo practice (roping and bull riding using a drum)

Feature Events

- BBQ and Blues
 - Steak cook-off and BBQ demonstrations
 - Performers include Wet Whistles, Nathan Cavalieri, Minnie Marks and Junkyard Beats
- Barn Dance
 - To be held Saturday night (6.00pm–9.00pm) in the Outback Arena
 - Facilitated by Melissa Wyatt, who has previously delivered dance workshops at the festival
 - Includes live fiddle music

- Dinner Under the Stars
 - Three-course dinner with live entertainment by Oz Horns
 - Casino tables and a 1920s themed atmosphere

Sunday Program

- Mental Health Workshop facilitated by Nathan Cavaleri
- Kids Zone activities including:
 - Musical Sound Garden
 - Sand art
- BBQ and Blues
 - Performances by Minnie Marks and Nathan Cavaleri
 - BBQ demonstrations
- Festival Finale
 - Performers include:
 - Junkyard Beats
 - Lantern Parade
 - Yirendali Dancers
 - William Barton (+15-piece orchestra, *subject to successful funding application*)

2. OPERATIONAL UPDATES

Key operational arrangements have been confirmed to support event delivery:

- Security provider, Vigilant Security, has been contracted.
- Detailed site plans have been completed.
- Alcohol orders have been submitted
- Site Manager and two support staff (offsiders) have been contracted.
- QLD Mobile Toilets have been contracted to provide:
 - 1 combination toilet/shower block
 - 1 semi all-toilet unit
 - 5 shower stalls
 - 1 disabled toilet
- Council-owned portaloos will be utilised at the back of stage areas.
- 200 metres of temporary fencing has been hired

3. GRANTS AND SPONSORSHIP

Grant Funding (as at 17 January 2026)

- TEQ Destination Signature Event Funding:
 - \$25,000 per annum (three year funding)
- TEQ Elevate Funding:
 - \$25,000
- Arts Queensland Funding Application:
 - Application submitted – awaiting outcome – value: \$36,000
 - Funding aimed at supporting the William Barton orchestra and may also support a non-profit arts organisation

Sponsorship

- Confirmed sponsorship to date: \$83,100
- Sponsorship target: \$90,000

4. TICKET SALES

- Tickets went on sale: 1 December
- Sales as at:
 - 2 December: \$6,200
 - 19 January: \$23, 176
- Local seniors can organise their free tickets for the Bulls and Broncs event through the FDC.

5. MARKETING AND PROMOTIONS

- Festival posters are printed and currently being distributed.
- Rodeo-specific posters are still in print due to recent program changes.
- Monthly e-newsletters are being issued to subscribers.
- Television advertising will run from January to April.
- Radio advertising will also run from January to April, with two radio ticket package competitions being conducted in Townsville and Cairns.

NEXT STEPS / KEY RISKS

- Finalisation of Arts Queensland funding outcome.
- Continued monitoring of ticket sales against targets.
- Final confirmation of contractor deliverables and event logistics.

RURAL LANDS

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

WILD DOG CONTROL

Trapper - Wild Dog Scalps Dec 2025

Trappers	Number of scalps	Location where dogs trapped. (Property Name)
Trapper 1	4	Bogunda
Trapper 2	-	-
Public	17	Warwombie, Marathon, Etna, Ellington Park, Abbotsford, Gunnerside

Oct 2025

Number of scalps for current month (Public and Trappers)	Cost for Current month	Running Total - Number of Scalps for Current year
21	\$2300	191

SALEYARDS

Numbers: Oct - Dec 2025

Description	Oct 2025	Nov 2025	Dec 2025
Dip Totals (Head of Cattle)	11867	5260	2968
Weigh Totals (Hd of Cattle)	2600	1288	1057
Yard Totals (Head of Cattle)	12259	5436	3433
Train loading	1953	837	154

GENERAL MATTERS

Rural Lands Coordinator Billy Paine coordinated approx. 18 resupply drops to rural properties impacted by flooding from the Dec / Jan rainfall event.

EOI for Solar panel replacement at Stock Route Water Facility 'Woodsberry' has been submitted to the Department of Natural Resources & Mines, Manufacturing, & Regional & Rural Development, (NRMMRRD), for reimbursement of costs.

Works being completed by Westec Electrical, delayed due to inclement weather.

The cut-off date for expressions of interest for funding from the Dept.NRMMRRD of upgrade / maintenance works on stock route water facilities, (such as that above), has been extended to 27 Feb 2026.

Site inspections of these facilities to update asset data, & update associated Water Agreements, to continue when road access is drier.

Invoices re: Nov / Dec not yet received from 2nd wild dog contractor, will be added into following months report upon receipt.

Hughenden Saleyards contract expires on 30.04.2026.

Reports received from several residents raising concerns about weeds on roads etc throughout the Shire region.

**Billy Paine
Rural Lands Coordinator**

WORKPLACE HEALTH AND SAFETY

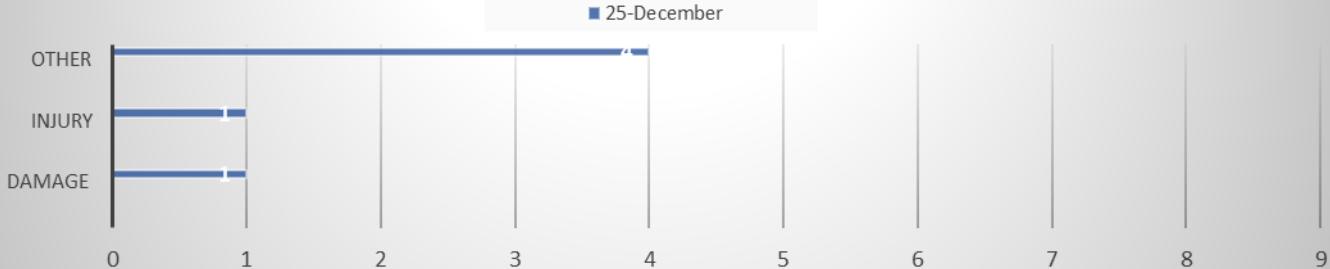
WHS Statistics for the period 1 December to 31 December 2025

Safety Statistics	Monthly Total	Year To Date
1. Community Care Client Incident Reports	3	57
2. Council Personnel Incident Reports	2	42
3. Contractor Personal Incident Reports	0	0
4. Contractor Plant Incident Reports	0	0
5. Public Personal Incident Reports	0	5
6. Public Vehicle Incident Reports	1	2
7. Lost Time Incidents	0 (INCLUDED IN ABOVE INCIDENTS)	2023 - 1 2024 - 1 2025 - 4
8. Notifiable Incidents	0	1 (included in above YTD)
9. Reported Near Misses	0	3 (included in above YTD)
10. Total Number of Incidents	2023 = 75 2024 = 81 2025 = 106	
11. Days Lost Due to Injury	31	335
12. Council Inductions	1	41
13. Contractor/Work Experience Inductions	0	27
14. FSCSMS Document / Procedures Reviewed	4	41
15. Council WHS Documentation Developed	7	89
16. Council Policies Reviewed / Renewed	0	1
17. Completed Hazard Inspections	4	95
18. Jobsites / Projects Visited	10	160
19. Drug And Alcohol Tests Conducted	0	10
20. Personal Take 5 & Hazard Identifications Completed	215	3346

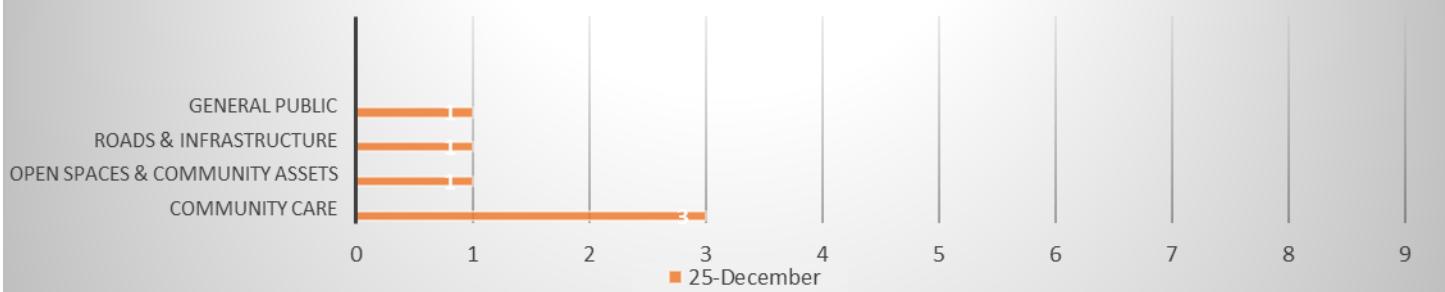
Statistic Summary

- 1-10. As Per Attached Graphs.
12. ROBIN STRANG (TOURISM & ECONOMIC DEVELOPMENT, TOURISM OFFICER).
14. REVIEWED WHS DOCUMENTS AND MADE CHANGES TO COPPERSTRING PROJECT PACKAGE #1 PROJECT.
15. YIRENDALI INTERSECTION WHS DOCUMENTS – SITE INDUCTION/CORRECTIVE ACTIONS FROM POWERLINK SAFETY AUDIT X5/SITE CONTACT LIST.
17. PARKS & GARDENS X2, ROAD CONSTRUCTION #1 X1, WATER & SEWERAGE X1.
18. FSC WORKS DEPOT (WORKSHOP), HUGHENDEN LAKE X2, COMMUNITY ASSETS (PLUMBERS X1, & PARKS & GARDENS X2), FSC SHOWGROUNDS, ROAD CONSTRUCTION CREW #1 X3,.
20. 215 PERSONAL TAKE 5 & HAZARD REPORTS COMPLETED

Monthly Incidents by Type



Monthly Incidents By Department



Workers Compensation Details

1. CLAIMS YEAR TO DATE – 5
2. CLAIMS WAITING ON ACCEPTANCE - 2
3. OPEN CLAIMS – 2023 X1 / 2025 X2.
4. LIGHT DUTIES – 1 (2025 Claim)
5. MODIFIED DUTIES – 0
6. MEDICAL COST ONLY – 0
7. CLOSED – 4 – (2024 Claim Closed)
8. TOTAL CLAIMS = 2023 – 1/ 2025 - 5

General Information and Activities

1. Audit Close Out Actions. **(On-Going)**.
2. Attend Open Spaces & Community Assets Fortnightly Toolbox Meeting.
3. Machinery and Equipment Noise Assessments arranged for January 2026.
4. HSR Meeting Held.

SHORT MONTH DUE TO THE CHRISTMAS SHUT DOWN PERIOD.

Ash Byers
Safety Systems Manager

AGENDA

28 JANUARY 2026 – 9:00 AM
 McNAMARA BOARDROOM

5. MEETING CALENDAR

COUNCIL MEETING DATE	CORRESPONDENCE DUE DATE
Wednesday, 28 January 2026 Commencing 9.00am	Tuesday, 06 January 2026
Wednesday, 25 February 2026 Commencing 9.00am	Friday, 30 January 2026
Wednesday, 25 March 2026 Commencing 9.00am	Friday, 27 February 2026
Wednesday, 22 April 2026 Commencing 9.00am	Tuesday, 31 March 2026
Wednesday, 27 May 2026 Commencing 10.00am	Thursday, 30 April 2026
Wednesday, 24 June 2026 Commencing 9.00am	Friday, 29 May 2026
Wednesday, 22 July 2026 Commencing 9:00am	Tuesday, 30 June 2026
Wednesday, 26 August 2026 Commencing 9:00am	Friday, 31 July 2026
Wednesday, 23 September 2026 Commencing 9:00am	Monday, 31 August 2026
Wednesday, 28 October 2026 Commencing 9:00am	Wednesday, 30 September 2026
Wednesday, 25 November 2026 Commencing 9:00am	Friday, 30 October 2026
Thursday, 10 December 2026 Commencing 9:00am	Monday, 30 November 2026



AGENDA
28 JANUARY 2026 – 9:00 AM
McNAMARA BOARDROOM

The meeting closed at

Kate Peddle
Mayor
Flinders Shire Council