

ANNUAL REPORT 2024-2025





Welcome

Flinders Shire Council's Annual Report 2024–2025 provides a comprehensive overview of our operational and financial performance over the past financial year. This document highlights Council's progress in meeting the priorities outlined in our Corporate Plan 2023–2028, the Operational Plan and Budget. It reflects our commitment to a resilient and vibrant future for the Shire.

Through this Annual Report, we aim to keep residents, ratepayers, business owners, investors, community groups, government agencies, funding partners, and Council staff well-informed about our key initiatives, achievements, and ongoing projects.

We invite you to explore this report for a detailed understanding of how Flinders Shire Council is working to create a sustainable, connected, and prosperous future for our community.

Visit flinders.qld.gov.au for more details on our ongoing initiatives, policies, and future plans.



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Acknowledgement of Country

Flinders Shire Council would like to acknowledge local First Nations peoples – including the Yirendali people as the Traditional Owners – as the oldest living culture of the land on which Council operates, and pay respect to Elders past, present and emerging.

Approval Date – 26 November 2025

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INTRODUCTION

About Flinders Shire

Nestled in the heart of North West Queensland, Flinders Shire is a region of rich history, diverse landscapes, and vibrant community spirit. Named after the famous explorer Matthew Flinders, the Shire covers approximately 41,200 square kilometres and includes the towns of Hughenden, Prairie, Torrens Creek, and Stamford. With its vast open plains, rolling hills, and picturesque waterways, Flinders Shire offers a unique blend of natural beauty and rural charm.

Our Heritage

Flinders Shire is steeped in history, from the early Indigenous populations who called this land home to the pioneering settlers who helped build the region. The area is rich in fossils and is known as part of Australia's Dinosaur Trail, drawing enthusiasts and researchers from around the world to explore its prehistoric treasures. The Porcupine Gorge National Park, affectionately referred to as Australia's 'Little Grand Canyon', is another stunning natural landmark that showcases the Shire's rugged landscape and geological significance.

Community and Lifestyle

The Flinders Shire community is known for its welcoming, close-knit character. The Shire's 1,500 residents enjoy a quality rural lifestyle with access to modern amenities, health services, quality education, and vibrant community events. Local festivals and events, such as the Festival of Outback Skies, Hughenden Country Music Festival, and the annual Hughenden Agricultural Show, celebrate the area's cultural heritage and bring the community together.



1,500 residents
(2021 Census)



324 metres above sea level

Economy and Industry

Agriculture is the backbone of Flinders Shire, with cattle grazing and cropping playing a significant role in the local economy. The Shire also supports a growing tourism sector, inviting visitors to explore its fossil sites, national parks, and cultural attractions. Additionally, the Shire is focused on sustainable development, exploring renewable energy initiatives, and investing in infrastructure to support future growth.

Explore Flinders Shire

Whether you're visiting to witness the natural wonders, taking a step back in time through ancient history, or experiencing the warmth of country hospitality, Flinders Shire has something for everyone. The Shire's commitment to preserving its heritage, fostering economic growth, and enhancing community well-being makes it a wonderful place to live, work, and visit.



1,943.21km Shire Controlled Roads

Sealed – Rural 135.75km

Gravelled – Rural 1,800.99km

Sealed – Urban 33.19km

Gravelled – Urban 6.21km

Total – 1,943.21km

770.23km State Controlled Roads

Sealed – 637.70km

Gravelled – 132.53km

Total – 770.23km

Leadership Message

On behalf of your Councillors and the Executive Management Team, we present the 2024–2025 Annual Report.

2024–2025 was a year of meaningful progress, resilience, and collaboration across the Flinders Shire. I'm proud to reflect on the achievements of our Council and community, and I extend my heartfelt thanks to everyone who contributed to making this a transformative year.

I begin by extending my sincere thanks to Deputy Mayor Nicole Flute, who served as Acting Mayor during my maternity leave. Her steady leadership ensured continuity and progress in my absence. I also acknowledge the leadership of Interim CEO Bruce Davidson, who guided our organisation through a critical transition. In October, we welcomed our new CEO, Eddie Jackson, whose strategic vision and energy are already shaping the future of our Shire.

This year, Council delivered its first budget of the current term. We focused on identifying core community issues, finalising carry-over capital projects, and establishing a robust Corporate Plan to guide future budgets and address long-standing underinvestment in our assets. Challenges such as limited resources, housing constraints, and the need to improve organisational culture and performance have shaped our approach. Through internal audits and renewed planning processes, we are building a more transparent, accountable, and future-focused organisation.

Water, sewerage, and housing remain our top priorities. Council has focused on building relationships, planning strategically, and lobbying effectively to secure essential funding. While major infrastructure upgrades require substantial investment, we've made steady progress through smaller, affordable projects. A modest rate increase was implemented this year to balance reliable service delivery with the financial pressures faced by our community.

Our region is increasingly recognised as a central hub for renewable energy development. The CopperString project and Queensland Energy Roadmap bring major state investment to our region, positioning Flinders Shire as a key player in Queensland's critical minerals province and the renewable energy transition. Council is committed to supporting this transformation while continuing to deliver essential services.

New state legislation now empowers local governments to negotiate community benefit agreements for energy developments. Council is actively exploring pathways to strategically leverage the influx of proposed renewable energy projects—not only to enhance sustainability but also to increase revenue. This enables reinvestment in essential services and stimulates growth in our diversified rural economy.

Given our region contributes 3.27% more per capita than anywhere else in Queensland to the national economy, it is vital that Council secures favourable agreements for Flinders Shire. We also aim to empower residents to invest in and benefit from these projects, creating new income streams and job opportunities.

Our community showed remarkable resilience in the face of natural disasters, including bushfires and flooding. Strengthening the capacity and coordination of our Local Disaster Management Group was a key focus this year, ensuring we are better prepared for future challenges. In similar vein, the formation of quarterly Community Advisory Groups has provided a vital channel for direct feedback, helping Council stay closely connected to community needs and aspirations.

We have laid strong foundations for the future with the development of the 2025–2030 Corporate Plan, which outlines our strategic vision and priorities. The adoption of the 2025–2026 Budget reflects our commitment to sustainability, economic diversification, and liveability.

A highlight of the year was our partnership with Coexistence Queensland to host a community forum on the energy transition. This initiative increased local understanding of the CopperString project and the broader renewable energy landscape—an exciting opportunity for our region.

We also secured vital funding for the Country Universities Centre (CUC) Hughenden, a foundational step toward improving local training, education, and workforce development. This investment supports our long-term goals of enabling young people to study locally, enhancing liveability, and driving economic growth.

Dr Eddie Jackson
CHIEF EXECUTIVE OFFICER

To drive economic development, Council worked with local businesses to improve infrastructure, diversify, and expand. Our Business Incentive Policy supported local businesses with over \$72,000 in grant funding in 2024–2025. Additionally, Council provided more than \$148,000 in grants to community organisations, supporting events and infrastructure improvements that enhance community life.

The CopperString project has progressed significantly, with the 410-person workers' accommodation facility nearing completion. Council is working closely with the project to support essential water, sewerage, and road upgrades to assist operations in early 2026.

Tourism continues to play a vital role in our local economy. Our team has attracted visitors through innovative campaigns and product development. The third consecutive 'Festival of Outback Skies' was a resounding success, drawing over 2,500 attendees and solidifying its place on the Queensland Tourism calendar.

As we look ahead, I am confident that Flinders Shire is well-positioned to thrive. Our community's strength lies in its people, and together, we are building a future that is sustainable, inclusive, and full of opportunity.

Thank you for your continued support.

Cr Kate Peddle
MAYOR





Director Messages

Melanie Wicks

Director of Corporate and Financial Services

Financial Management

Flinders Shire Council remains firmly committed to strategic decision making and strong financial governance ensuring the delivery of cost-effective and quality services to the community. Throughout 2024–2025, Council reached several key milestones in financial management and business system improvements.

Like many similar remote and small councils, Flinders Shire Council continues to navigate the challenges associated with attracting specialised financial expertise. Consequently, the finance team has demonstrated versatility, with each member demonstrating a multidisciplinary approach and fulfilled a variety of roles. This adaptability has strengthened operational resilience.

The external audit report was successfully completed with an unqualified opinion, confirming the integrity and transparency of Council's financial practices. This outcome reflects the finance team's commitment to accuracy, compliance and financial management.

Preparations for the 2025–2026 budget were strengthened through a series of collaborative workshops organised by finance, involving Councillors and senior staff. These meetings facilitated robust discussions that helped shape strategic pathways that support Council's vision for a sustainable and progressive future.

Information Computer Technology (ICT)

In alignment with the Council's ICT Digital Roadmap Review (2023), the Information and Communication Technology (ICT) function has continued to deliver against its strategic agenda and key initiatives. Over the past year, the focus has remained on strengthening ICT governance, uplifting policy frameworks, enhancing vendor management practices, improving service delivery, and advancing cybersecurity measures.

A significant milestone was the successful implementation of the Managed Service Provider (MSP) contract, now in its first year of operation. The MSP arrangement and internal ICT team have delivered improved reliability and elevated support services across the organisation. Concurrently, vendor management has been a priority, working to ensure that Council derives optimal value from its ICT service delivery partners.

The ICT Governance framework was developed and formally adopted during the reporting period. This framework provides a structured approach to reviewing, adopting, and tracking ICT initiatives, while also facilitating the identification and mitigation of associated risks and issues.

Cybersecurity remains a top priority. Notable progress has been made in strengthening the Council's security posture through targeted initiatives and enhanced protective measures, aligning with industry and government standards.

Infrastructure renewal has also commenced, with the replacement of the aging telephony system currently underway. In addition, Council has applied and received grant funding to expand and enhance its corporate and public-facing CCTV network, further supporting community safety and operational resilience.

Governance and Regulatory Services

During this financial year Council embarked on a process of cultural renewal following the change in leadership following the 2024 Council elections. As well as the processes involving employees the elected members also commenced work on a new Corporate Plan in early 2025.

An external consultant was engaged to interview all staff, advise on common themes of concern, and provide a range of recommendations to alleviate issues which are directly affecting staff.

During the process some key factors were identified early which has enabled Council to focus on the following areas before the process was finalised:

- Communication and consultation
- Our organisational structure
- Our people

A Joint Consultative Committee has been established with employee and management representatives. The purpose of the Joint Consultative Committee is to foster cooperation, facilitate dialogue, and promote mutual understanding between management and employees.

The organisational structure is under review to determine the appropriate structure and staffing to meet our needs now and into the future. The new structure will also strengthen the critical areas for our people including human resources, governance, payroll, safety, and learning and development.

The new structure is to be implemented during the 2025–2026 financial year, to align with the new Corporate Plan being developed by elected members.





Barbra Smith Director of Community Services and Wellbeing

In 2024–2025, the Community Services and Wellbeing Department continued to prioritise meaningful community engagement, responsive service delivery, and the implementation of locally driven initiatives aligned with identified needs and collective impact.

Key Highlights

- Country University Centre (CUC) Hughenden – Secured triennial funding to establish CUC Hughenden, enabling residents to pursue higher education locally through supported distance learning.
- Seniors Programs – Delivered *Active and Healthy in Flinders* and *Age-Friendly Seniors* programs, promoting physical activity, social connection, and improved accessibility. These initiatives will continue into 2025–2026.
- Library Services – Expanded offerings with inclusive programs and events for all age groups—from early childhood to older adults—enhancing access to learning, literacy, and community connection.
- Showgrounds Upgrades – Secured over \$3 million in state and federal funding for major infrastructure improvements, including a new amenities block, bar and canteen, announcer's box relocation, and a multipurpose recreational hall. Construction is scheduled to commence in 2025–2026.
- Festival of Outback Skies – Successfully delivered the third annual festival, attracting over 3,600 attendees and generating approximately \$480,000 in economic stimulus for the Shire.
- Flinders Discovery Centre – Welcomed 18,264 visitors, reinforcing the Centre's role as a key tourism and information hub.
- Services Australia Office – Continued operations four days per week, providing essential support for government service enquiries.

Community Care Program

The program supported over 120 aged and disability clients across the Shire. Preparations are underway for the implementation of the new Aged Care Act and the *Support at Home* program, commencing 1 November 2025. Our dedicated team provides tailored support to meet individual needs, and the service also hosts the *Care Finder Program*, assisting clients in navigating aged care and social support systems to ensure access to appropriate services.

Community Engagement

Council's four Community Advisory Committees—Business and Economic Development, Hughenden and Small Towns, Rural Services and Roads, and Community Services and Wellbeing—met quarterly throughout the year. These committees serve as a key platform for community input, supporting Council's engagement strategy and guiding informed decision-making.

In addition to formal committee engagement, Council has seen increased interaction across all communication channels. This includes growth in newsletter subscriptions and social media engagement. Regular updates have been provided through media releases and the *Moovers and Shakers* video series following Council meetings, enhancing transparency and keeping the community informed.

Misenka Duong

Director of Engineering

The Engineering Department's works program underwent significant changes in the 2024–2025 Financial Year. In previous years, the team's efforts were focussed on delivering large road construction projects for clients such as the Department of Transport and Main Roads, to allow growth and connectivity between communities. These projects were achieved by self-performing the works with the Council's experienced local roads and construction crews, as well as local contractors.

Although we saw other roads projects funded through programs such as Local Roads and Community Infrastructure (LRCI), Roads to Recovery (RTR), the Transport Infrastructure Development Scheme (TIDS) and Queensland Reconstruction Authority's (QRA) Disaster Recover Funding Arrangements (DRFA), this year saw the beginning of a shift towards providing essential infrastructure upgrades, not only for our community but also to allow integration of Powerlink's CopperString 2032 Project into our community. With Hughenden at the centre of the multi-billion-dollar transmission line from Townsville to Mount Isa, we are in the midst of a once in a lifetime opportunity to contribute to driving economic growth in the region. Planning has been underway for several years, and now we are seeing progress transform into results.

The start of our commitment to upgrade essential services in our townships came from funding received through Building Our Regions. This project involved

a comprehensive condition and capacity assessment of the Council's water assets, aiming to quantify the extent of disrepair in the Council's aging infrastructure. The resulting technical reports are critical documents that will be helpful for applying for grant funding opportunities to address the issues we face with water quality in our community.

Funding from Works for Queensland (W4Q) saw the first tangible results in our water and sewerage upgrades strategy. The project included the official decommissioning of the Council's fluoride plant, which had not been in use for many years, to make way for upgrades to the chlorine dosing system at the Hughenden Water Plant. The W4Q funding will continue into the 2025–2026 financial year to provide further upgrades to water assets, as well as upgrades to the showgrounds and staff housing. Other projects in this space included water and sewerage mains replacements, the relining of the Prairie town bore, chlorination upgrades to the Prairie water plant, additional water storage and the integration of Prairie's water system into Council's water control system.

Maintaining and delivering essential services to the community will be a top focus in the future. With the necessities at the forefront of our strategy, the Council aims to capitalise on the opportunities presented by the inevitable growth, economic development, and potential in our region all while maintaining a focus on the basic needs of the community.



OUR COUNCIL

Our Vision and Guiding Principles

Our Vision

The Flinders Shire aims to be a thriving community in outback North Queensland.

We want to leverage our strengths to support a diversified and growing economy – providing opportunities for our residents for generations to come.

Realising the Flinders Shire Vision

Council can achieve the vision through:

- Delivering and operating enabling infrastructure to industry to support private investment
- Delivering services to improve quality of life and facilities for community use
- Advocating for state and federal investment in infrastructure and services
- Identifying and promoting regional development opportunities
- Planning for growth and unlock development opportunities.

Our Guiding Principles

1. A strong and diverse economy
 - Supporting a diversified and resilient economy that drives growth and creates job opportunities.
2. A cohesive and growing community
 - Foster a connected community that is happy and healthy, with strong community spirit and belonging.
3. A protected and productive natural environment
 - Promoting and enhancing our unique natural environment for opportunities now and into the future
4. A high-performance Council
 - Being a key supporter of economic and social growth as a community-focused and values-led Council.

Council’s strategic planning framework

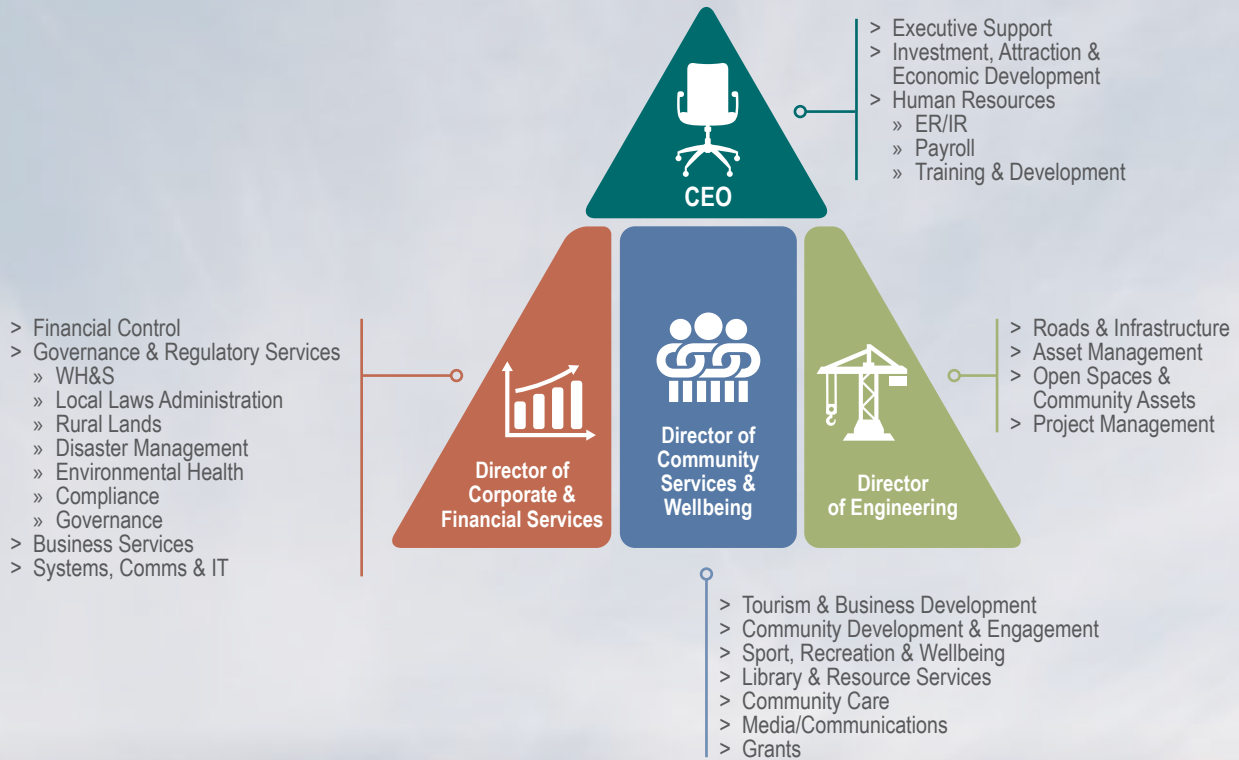
The 2023–2028 Corporate Plan will direct the Council’s actions for the next five years. To promote accountability and ensure the Corporate Plan’s success, Operational Plans will be created. Progress will be tracked and assessed through quarterly and annual reports.



Functional Structure 2024-2025

Local government is comprised of two groups of people:

- Councillors who are elected by the community to represent them and make decisions on behalf of the community.
- Employees who are responsible for implementing those decisions.



Our Workforce

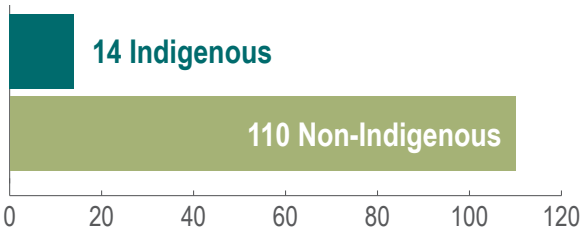
The Flinders Shire Council has a workforce of approximately 133 dedicated professionals across various administrative, technical, operational, and professional roles, all working together to deliver a broad array of services.

Here is an overview of the council’s workforce as of 30 June 2025.

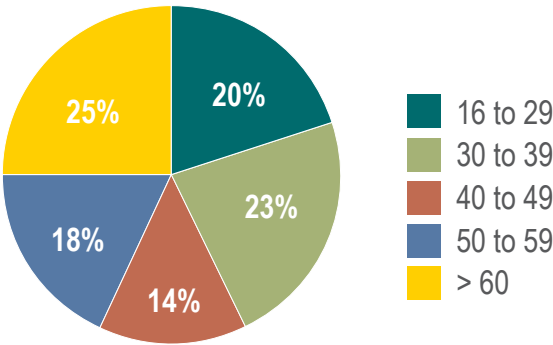


STAFF NUMBERS 133
126 Staff
7 Councillors

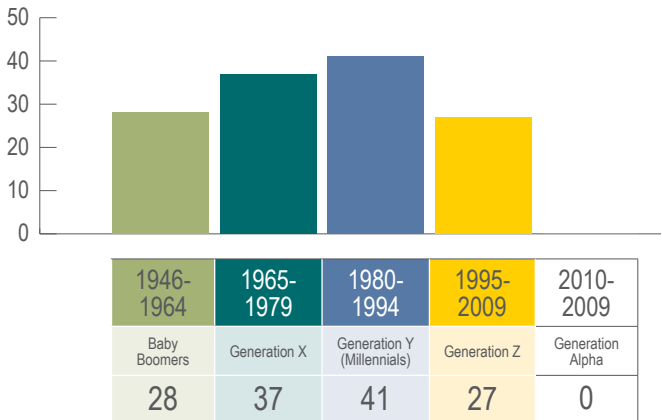
CULTURAL



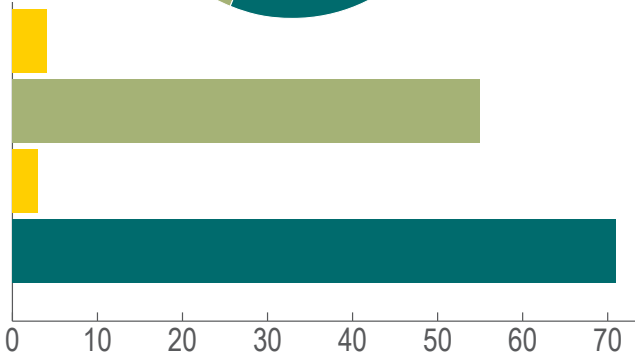
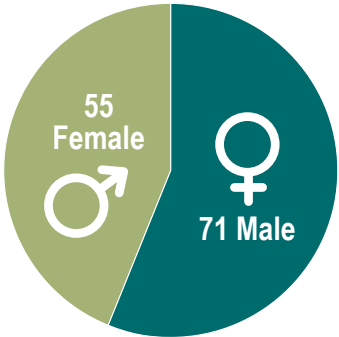
EMPLOYEE AGE RANGES



GENERATIONS



STAFF

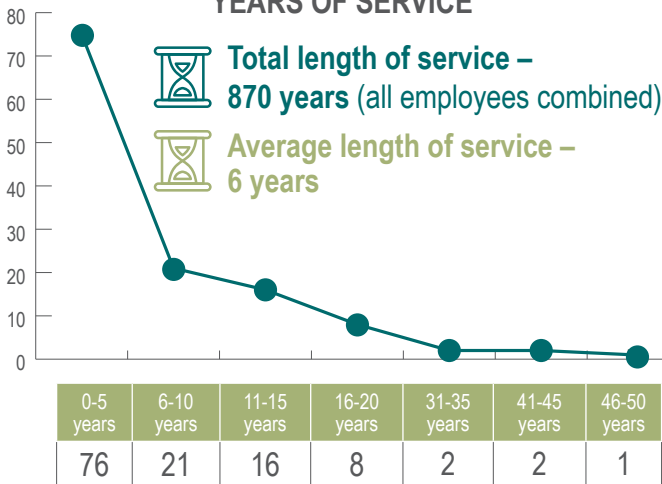


	Female	Male
Councillors	4	3
Staff	55	71

EMPLOYMENT STATUS



YEARS OF SERVICE



Our Elected Representatives



Cr Kate Peddle, Mayor

0428 791 941
Mayor.KatePeddle@flinders.qld.gov.au



Cr Nicole Flute, Deputy Mayor

0439 707 370
DepMayor.NicoleFlute@flinders.qld.gov.au



Cr Kelly Carter

0439 631 780
cr.KellyCarter@flinders.qld.gov.au



Cr Kerry Wells

0448 104 995
cr.KerryWells@flinders.qld.gov.au



Cr Peter Fornasier

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Cr Shane McCarthy

0437 312 059
cr.ShaneMcCarthy@flinders.qld.gov.au



Cr Kim Middleton

0439 994 732
cr.KimMiddleton@flinders.qld.gov.au



ROLE OF COUNCIL

Our elected members make decisions on behalf of the local government and make important determinations which plan for the future of our community. The Local Government Act 2009 ('the LGA') outlines the roles and responsibilities of Councillors, the Deputy Mayor, Mayor and the Chief Executive Officer.

The Role of the Mayor & Councillors

1. A councillor must represent the current and future interests of the residents of the local government area.
2. All councillors of a local government have the same responsibilities, but the mayor has some extra responsibilities.
3. All councillors have the following responsibilities:
 - a. ensuring the local government:
 - (i) discharges its responsibilities under this Act; and
 - (ii) achieves its corporate plan; and
 - (iii) complies with all laws that apply to local governments;
 - b. providing high quality leadership to the local government and the community;
 - c. participating in council meetings, policy development, and decision-making, for the benefit of the local government area;
 - d. being accountable to the community for the local government's performance.

4. The mayor has the following extra responsibilities:

- a. leading and managing meetings of the local government at which the mayor is the chairperson, including managing the conduct of the participants at the meetings;
- b. leading, managing, and providing strategic direction to the chief executive officer in order to achieve the high quality administration of the local government;
- c. directing the chief executive officer in accordance with the local government's policies;
- d. conducting a performance appraisal of the chief executive officer, at least annually, in the way that is decided by the local government (including as a member of a committee, for example);
- e. ensuring that the local government promptly provides the Minister with the information about the local government area, or the local government, that is requested by the Minister;
- f. being a member of each standing committee of the local government;
- g. representing the local government at ceremonial or civic functions.

Role of the Administration

The Role of the Chief Executive Officer is defined in section 13(3) of the LGA.

The Chief Executive Officer:

- Implements the local government's policies and decisions;
- Is responsible for organising the presentation of reports and reporting to the local government; conducts correspondence between Council and other persons; manages and oversees the administration of Council and its corporate plan and coordinates the activities of all Council employees.



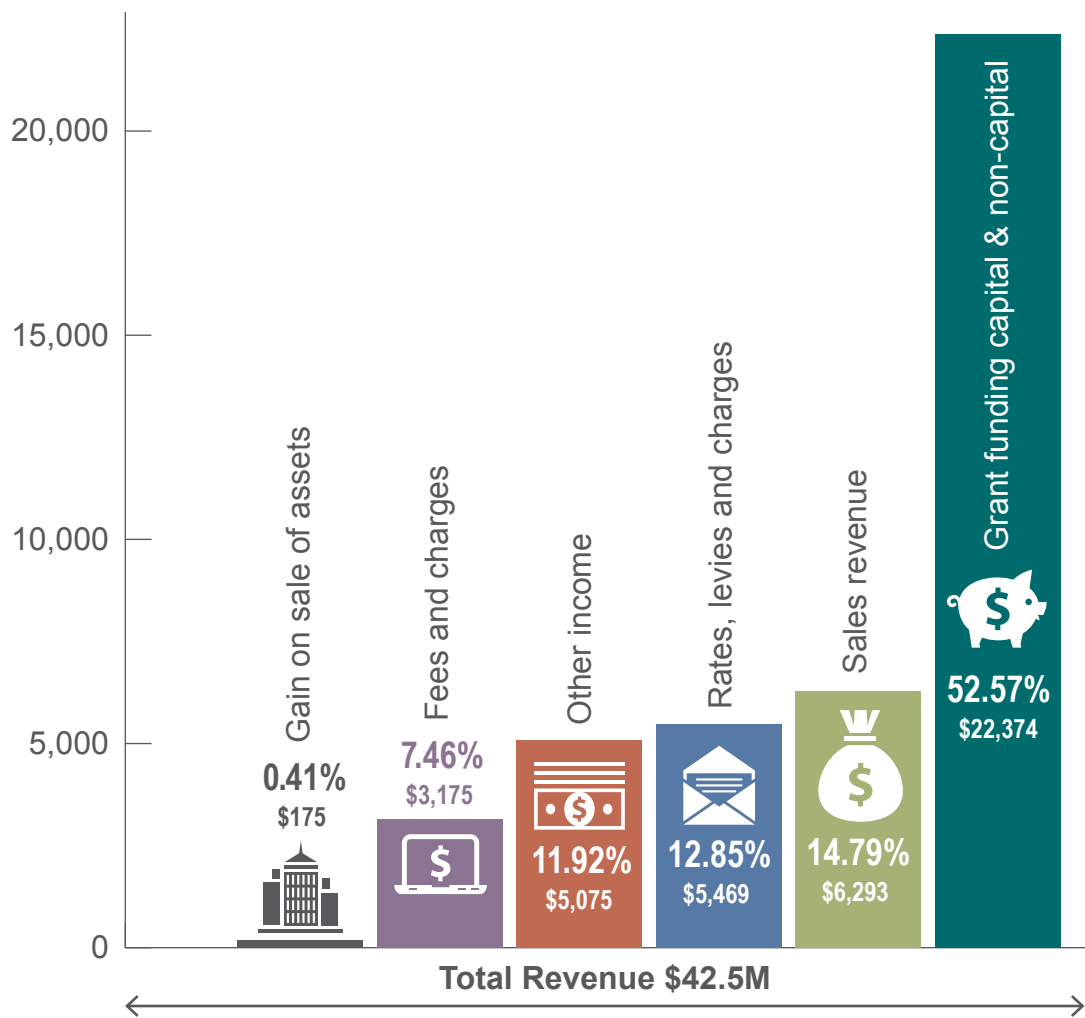
FINANCES

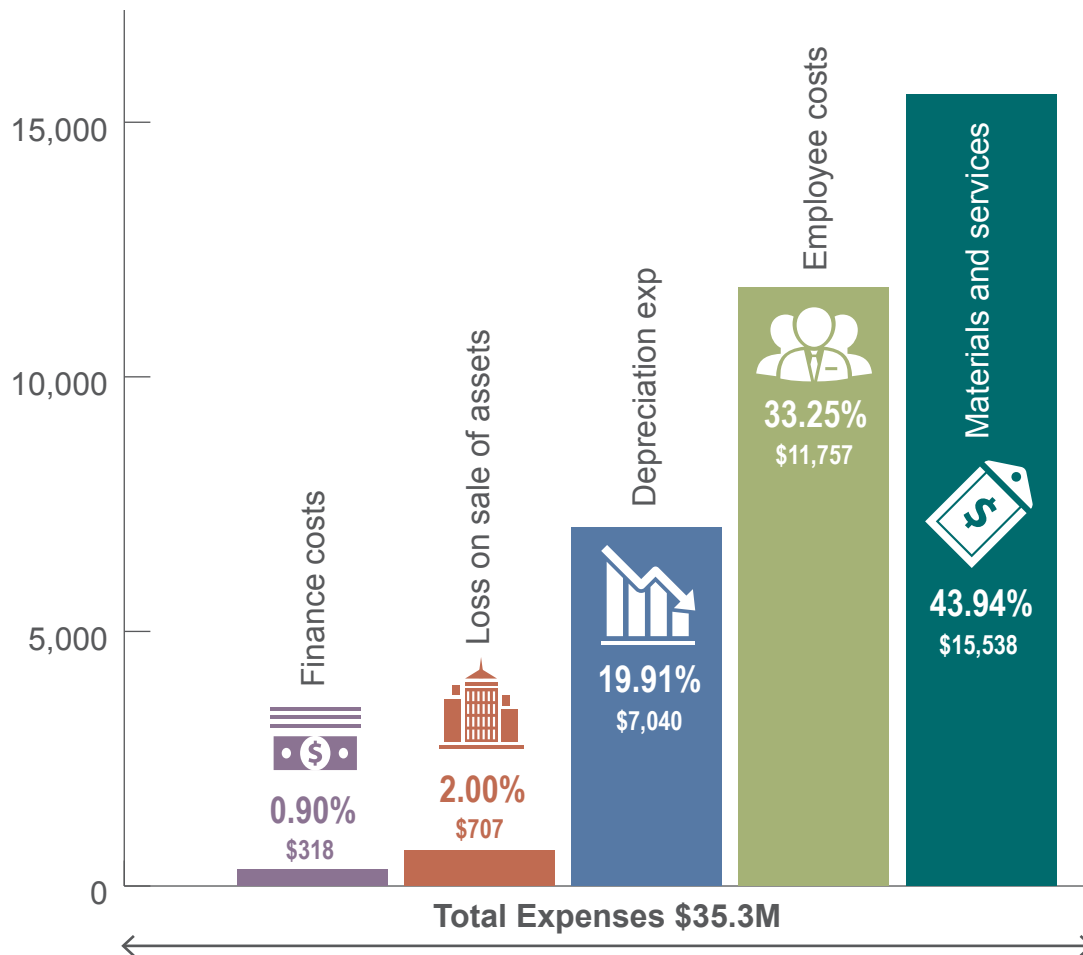
Community Financial Report

The Community Financial Report, as required by Section 184 of the *Local Government Regulation 2012* (the Regulation), provides a clear and accessible overview of Flinders Shire Council's financial performance and position for the 2023–2024 financial year. This report is crafted to help residents, stakeholders, and other interested parties understand how Council manages financial resources and maintains fiscal health. It includes a summarised view of Council's revenue, expenses, assets, and liabilities, offering insights into Council's efforts to ensure sustainable financial practices while meeting community needs. By presenting financial results in a simplified format, the report encourages transparency and promotes community engagement with Council's fiscal responsibilities and achievements.

Revenue & Expenditure

value in \$'000





The Statement of Financial Position & Ratios



\$316.9M
Total Community Assets



\$19.3M
Total Liabilities



\$7.9M
Increase in infrastructure
assets due to revaluation



\$6.4M
Balance of Borrowings



19.10%
Operating Cash Ratio
5 year average
(Greater than 0%)

Greater than 1% indicates that Council has generated the cash required to pay its current liabilities suggesting strong short-term financial health.



19.44 months
Unrestricted Cash
Expense Cover Ratio
(Greater than 4 months)

The unrestricted cash expense cover ratio demonstrates how long Council can pay its operating expenses from available cash reserves without new income. Council's higher ratio indicates better financial liquidity.

Assets

value in \$'000



Simplified Statement of Comprehensive Income

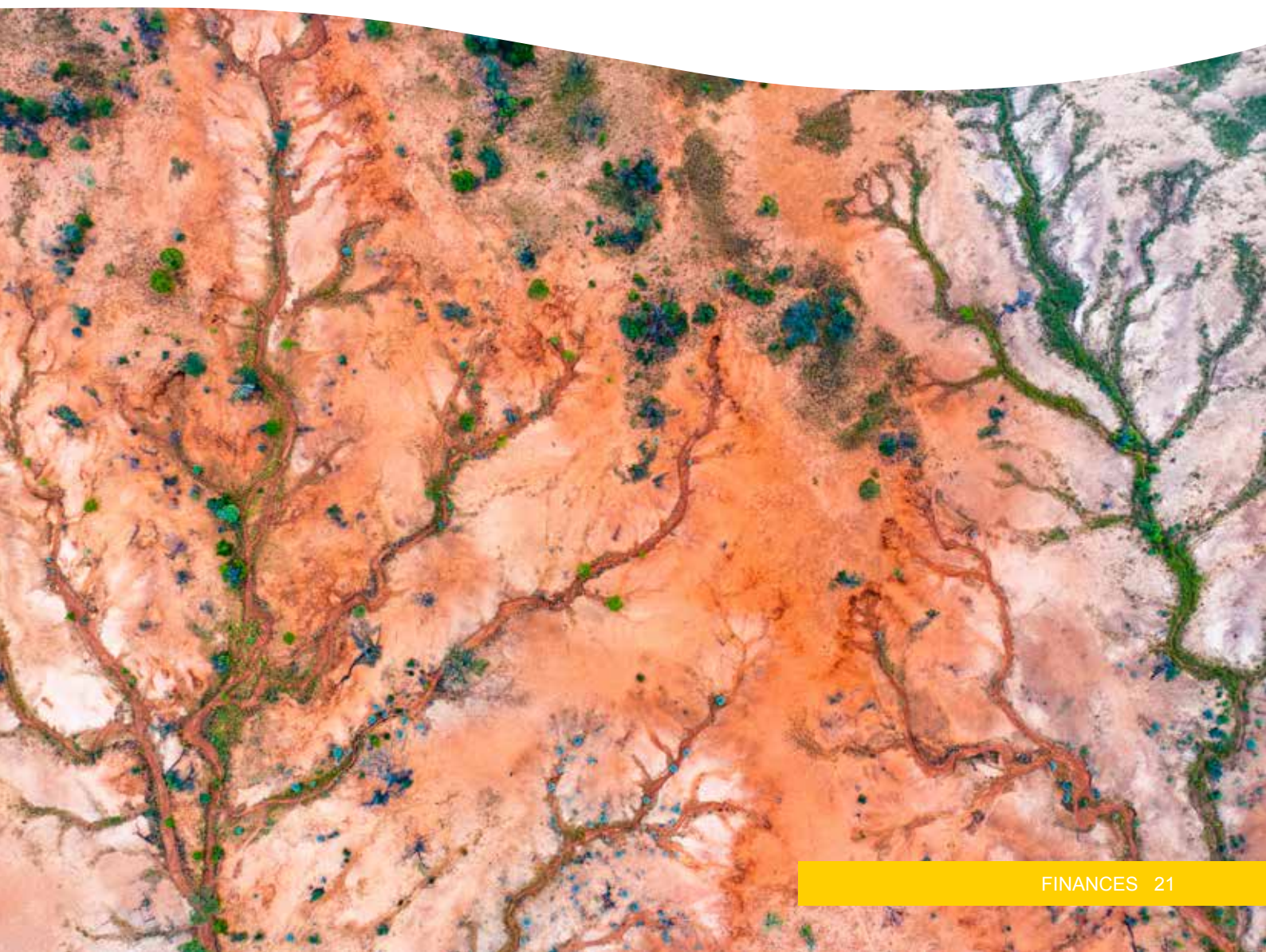
The two main categories of revenue are recurrent revenue and capital revenue. Council's recurrent revenue is money raised that is used to fund the operations of Council. Council raises recurrent revenue from income sources such as rates, levies and charges, grants, subsidies and donations, contract and recoverable works revenue, interest, fees and charges, rent and other income. Council's capital revenue is sourced for the purpose of constructing and/or reconstructing Council's assets now and into the future. Capital revenue consists of grants, subsidies and donations, as well as gains/losses on disposal of assets.

	2024–2025 (in \$'000)	2023–2024 (in \$'000)
EARNINGS		
What we levied our ratepayers	5,469	4,969
What we invoiced our customers	9,988	16,794
What we received as grants & subsidies	19,279	4,080
What we received as interest from investment	2,124	2,056
Our other revenue	2,431	691
Our total recurrent earnings	39,291	28,591
SPEND		
What we spent on our staff	11,757	11,339
What we spent on our suppliers	15,538	19,970
Our total direct spend	27,295	31,309
OPERATING SURPLUS/(DEFICIT)		
What we paid our bankers	318	329
What we set-aside for asset renewals	7,040	5,998
Our operating surplus/(deficit)	4,638	(9,045)
CAPITAL SURPLUS/(DEFICIT)		
Our capital revenue	3,270	4,680
Our capital expenses	707	934
Our capital surplus/(deficit)	2,563	3,746
OUR NET EARNINGS	7,201	(5,300)

Simplified Statement of Financial Position

The Statement of Financial Position provides information regarding the assets Council owned, as well as liabilities that it has incurred, as at the last day of the reporting period.

	2024–2025 (in \$'000)	2023–2024 (in \$'000)
ASSETS		
Assets we own	263,358	255,677
Inventory we hold	424	455
What we are owed (by ratepayers & customers)	5,478	4,093
What we have in the bank	47,725	38,190
Our total assets	316,985	298,414
LIABILITIES		
What we owe our suppliers	8,179	3,668
What we put aside for future costs (for landfill and staff leave)	4,796	4,839
What we owe our lenders	6,405	7,198
Our total liabilities	19,380	15,705
OUR COMMUNITY WEALTH	297,605	282,710



Financial Sustainability Indicators

The Sustainability Framework has been developed by the Department of State Development, Infrastructure, Local Government and Planning. It provides a more holistic approach to monitoring Council sustainability, and it covers both financial and non-financial indicators.

As a Tier 7 Council, the table below presents the target range and Council's position for the current year and the 5-year average. All Financial Sustainability ratios are within the targeted range.



Type	Measure	Target (Tier 7)	2024–2025	5-Year Average
Financial Capacity	Council Controlled Revenue	N/A	22.00%	17.23%
	Population Growth	N/A	0.62%	0.70%
Liquidity	Unrestricted Cash Expense Cover Ratio	> 4 months	19.44 months	N/A
Operating Performance	Operating Surplus Ratio	N/A	11.80%	4.10%
	Operating Cash Ratio	> 0%	30.06%	19.01%
Asset Management	Asset Sustainability Ratio	> 90%	10.06%	36.12%
	Asset Consumption Ratio	> 60%	70.04%	75.44%
Debt Servicing Capacity	Leverage Ratio	0–3 times	0.54 times	0.13 times



Concessions for Rates and Charges Granted by Council

Rating Rebates and Concessions

Flinders Shire has a policy with reference to rebate concessions, as detailed below:

Pensioner Rate Concessions Policy

Council continued its current Pensioner Rate Concession policy. This policy provided a 50 per cent concession to ratepayers in a residential category on General, Garbage, Sewerage and Water Rates up to a maximum of \$500 per annum for all eligible pensioners. A copy of Council's Pensioner Rate Concession Policy is available at www.flinders.qld.gov.au.

PROGRESS AND PERFORMANCE

Our progress against the Corporate Plan

The Flinders Shire Corporate Plan 2024–2028, founded on four guiding principles, provides a strategic framework to realise our community's vision and shapes our Annual Operational Plan, which details specific projects and performance targets to address community needs. Transparency and accountability are ensured through rigorous performance indicators, with quarterly Operational Plan Performance Reports tracking progress for all stakeholders.

In accordance with legislative requirements, Council reviewed the Operational Plan four times within the financial period. Each review included an assessment of the plan's progress, with Council consistently considering the implementation as satisfactory. A written assessment of the plan's implementation is provided to Council at the end of each quarter.

The Corporate Plan, Operational Plan, and Quarterly Reports are accessible on Council's website, www.flinders.qld.gov.au.



DISCLOSURES

Councillor Remuneration

In accordance with Section 186 of the Regulation, the remuneration levels for Councillors are established by a Local Government Remuneration Commission appointed by the State Government. This Commission conducts an annual review of remuneration levels and publishes a report with its recommendations.

The rates payable to elected representatives were set as follows for the 2024–2025 financial year:

- Mayor: \$120,541.00
- Deputy Mayor: \$69,543.00
- Councillor: \$60,270.00
 - Councillor remuneration is broken down into:
 - » Annual Remuneration – \$40,179.96
 - » Meeting Allowance – \$20,090.64

These rates reflect a decision made during the Ordinary Council Meeting on 28 January 2025 Resolution no. 4189, where Councillors resolved to accept remuneration amounts recommended by the Commission. Remuneration payable for Flinders Shire Council (Category A3) from 01 July 2025:

- Mayor: \$124,157.00
- Deputy Mayor: \$71,629.00
- Councillor: \$62,078.00
 - Councillor remuneration is broken down into:
 - » Annual Remuneration – \$41,385.36
 - » Meeting Allowance – \$20,692.68

Flinders Shire Council does not participate in a superannuation scheme. This decision underscores the Council's commitment to responsible financial management while ensuring that elected representatives are compensated fairly for their roles.

Total remuneration 2024–2025				
Councillor	Remuneration	Meeting Allowance	Vehicle Allowance	Total Remuneration
Kate Peddle	\$120,540.96	-	-	\$120,540.96
Nicole Flute*	\$40,180.32	-	\$997.50	\$41,177.82
Nicole Flute**	\$45,810.00	-	\$969.00	\$46,807.50
Kelly Carter	\$40,179.96	\$20,090.04	\$79.20	\$60,349.20
Kerry Wells	\$40,179.96	\$20,090.04	-	\$60,270.00
Kim (Clancy) Middleton	\$40,179.96	\$20,090.04	-	\$60,270.00
Peter Fornasier	\$38,505.80	\$18,415.87	-	\$56,921.67
Shane McCarthy	\$40,179.96	\$18,415.87	\$89.10	\$58,684.93

*Acting Mayor (September–December)

**Deputy Mayor

Councillor Expenses

The following table shows the actual costs incurred by Councillors or Council in undertaking their responsibilities as Councillors.

Councillors are also provided with smart phones, tablets and laptop computers.

To acknowledge the fact that the role of Mayor requires extensive ‘after hours’ work, the Mayor is provided with a Council vehicle with full private use.

The following table outlines the total expenses incurred by Councillors under the policy between 1 July 2024 and 30 June 2025. This includes expenses from professional development, phone/ internet, uniforms, and council business related device costs.

Any equipment, facilities or reimbursements were provided in accordance with the [Councillor Expenses Reimbursement and Provision of Facilities Policy](#).

Total expenses incurred by each Councillor during 2024–2025	
Facilities Provided: Professional Development, General Council Business, Phone/Internet, and Uniforms	
Councillor	Total Expenses
Kate Peddle (Mayor)	\$13,395
Nicole Flute	\$11,533
Kelly Carter	\$5,248
Kerry Wells	\$5,071
Kim ‘Clancy’ Middleton	\$5,071
Peter Fornasier	\$3,049
Shane McCarthy	\$10,067

Councillor Meeting Attendance:

In total of 14 meeting were held in 2024–2025 Financial Year.

In accordance with section 186(c) of the *Local Government Regulation*, meeting attendance for the financial year is shown in table pictured below.

Council made 288 resolutions in 2024–2025, with 229 resolutions requiring action.

Number of ordinary, budget and special Council meetings attended out of the number of meetings held	
Councillor	Total Meeting Attendance
Kate Peddle (Mayor)*	8
Nicole Flute	14
Kelly Carter	14
Kerry Wells	14
Kim ‘Clancy’ Middleton	13
Peter Fornasier	13
Shane McCarthy	12

*Maternity leave (September- December)

ADVISORY COMMITTEES

The Council has established advisory committees to provide a formal process to engage with community members to provide advice to the Council per sections 264 and 265 of the Regulation. The council has the following Advisory Committees:

- Community Services and Wellbeing Advisory Committee (including Health and Aged Care Services, Youth and First Nation)
- Economic Development and Business Advisory Committee (including Tourism, Local Business and Events)
- Rural Advisory Committee (including Roads and Rural Lands)
- Hughenden and Small Towns Advisory Committee
- Audit and Risk Committee (renamed in 2024–2025)
- Plant Committee
- Arts Advisory Group

Councillor Conduct

Requirement	Number	Reference
• The total number of the following during the financial year		
a) orders made under section 150I(2) of the LGA	0	LGR s186(d)(i)
b) orders made under section 150IA(2)(b) of the LGA	0	LGR s186(d)(ii)
c) orders made under section 150AH(1) of the LGA	0	LGR s186(d)(iii)
d) decisions, orders, and recommendations made under section 150AR(1) of the LGA	0	LGR s186(d)(iv)
• each of the following during the financial year:		
a) the name of each councillor for whom a decision, order, or recommendation under section 150I(2), 150IA(2)(b), 150AH(1) or 150 AR(1) of the LGA was made	0	LGR s186(e)(i)
b) a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors	0	LGR s186(e)(ii)
c) A summary of the decision, order or recommendation made for each councillor	0	LGR s186(e)(iii)
For councillors, the annual report must also contain the number of each of the following during the financial year:		
Requirement	Number	Reference
• complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government	4	LGR s186(1)(f)(i)
• matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission	1	LGR s186(1)(f)(ii)
• notices given under section 150R(2) of the LGA	3	LGR s186(1)(f)(iii)
• notices given under section 150S(2)(a) of the LGA	0	LGR s186(1)(f)(iv)
• occasions information was given under section 150AF(3)(a) of the LGA	0	LGR s186(1)(f)(v)
• occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected conduct breach of a councillor	0	LGR s186(1)(f)(vi)
• applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or a conduct breach	0	LGR s186(1)(f)(vii)
• the total number of referral notices given to the local government under section 150AC(1) of the LGA during the financial year	0	LGR s186(1)(g)
• for suspected conduct breaches the subject of a referral notice mentioned in paragraph (g) above <ul style="list-style-type: none"> • the total number of suspected conduct breaches; and • the total number of suspected conduct breaches for which an investigation was not started or was discontinued under section 150AEA of the LGA 	0	LGR s186(1)(h)
• the number of decisions made by the local government under section 150AG(1) of the LGA during the financial year.	0	LGR s186(1)(i)
• the number of matters not decided by the end of the financial year under section 150AG(1) of the LGA	0	LGR s186(1)(j)
• the average time taken by the local government in making a decision under section 150AG(1) of the LGA	N/A	LGR s186(1)(k)

Local Government Act 2009 – Known as LGA or the Act. Local Government Regulation – Known as LGR or the Regulation.

Administrative Action Complaints

Section 268 of the Act states an Administrative Action Complaint is a complaint that –

- a) is about an administrative action of a local government, including the following, for example:
 - i) a decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision
 - ii) an act, or a failure to do an act
 - iii) the formulation of a proposal or intention
 - iv) the making of a recommendation
- b) is made by an affected person.

Council’s **Complaints Management Procedure** underscores its commitment to ensure the transparent, effective and timely resolution to handling complaints. This includes a specific procedure for managing and resolving administrative action complaints, which is available on Council’s website at flinders.qld.gov.au. The procedure promotes consistency and fairness in assessing and addressing complaints, strengthening community confidence in Council’s response process.

Under Section 187 of the Regulation, Council requires Council to report on its performance in resolving administrative action complaints.

Council’s complaints management process

Flinders Shire Council follows the procedure laid out in the Complaints Management Procedure.

There are six steps in the management of administrative actions complaints:

1. Receive
2. Record
3. Assess
4. Respond and resolve
5. Communicate with the Complainant
6. Report

No administrative action complaints were carried over from the 2023–2024 year, and none were received during the current reporting period in 2024–2025.

Significant Business Activities

In compliance with section 45 of the Act, the Annual Report must include a list of significant business activities undertaken by the local government during the financial year. Flinders Shire Council did not conduct any significant business activities during 2024–2025. Consequently, the competitive neutrality principle does not apply for the 2024–2025 financial year.

Beneficial Enterprises

A Beneficial Enterprise is defined as an enterprise that a local government deems to provide, or reasonably expects to provide, benefit to the entirety or a portion of its local government area. In compliance with section 41 of the Act, Council did not undertake any beneficial enterprises during the 2024–2025 financial year.

Commercial Business

In accordance with section 190(1) of the Regulation, Council must provide an annual operations report for each commercial business unit. Council had no commercial business units over the course of the 2024–2025 year.

Contracts

As required by section 190 of the Regulation, the number of invitations to change tenders under section 228(8) during the 2024–2025 financial year was zero.

Asset Accounting

Council did not resolve to make any changes to the Asset and Services Management policy referred to in section 206(2) of the Regulation during the 2024–2025 financial year.

Senior Management Remuneration

Council’s Executive Leadership Team (ELT), which consists of the Chief Executive Officer and three departmental Directors, provide oversight of the strategic, tactical, and operational planning and activities of the local government. The ELT members are engaged on fixed term contracts.

Council determines executive remuneration levels by considering factors such as job complexity and work value, ensuring compensation aligns with the roles’ requirements. This approach positions Council to attract and retain skilled executives essential for delivering value-driven services to the community. In accordance with section 201 of the Act, the total number of senior management remuneration packages available during the period was:

Range	CEO and direct reports
\$200,000 to \$299,999	2
\$100,000 to \$199,999	2

Overseas Travel

Section 188 of the Regulation, the annual report must disclose details of any overseas travel undertaken by councillors or local government employees, including the individual's name, position, destination, purpose, and associated costs. During the 2024–2025 financial year, no overseas travel was undertaken by either councillors or local government employees.

Local Government Cooperation

Section 190 of the Regulation requires the Annual Report to contain details of any action taken for, and expenditure on, a service, facility or activity:

- supplied by another local government, under an agreement for conducting a joint government activity
- for which the local government levied special rates or charges for the financial year.

During the 2024–2025 financial year, no service, facility or activity was supplied by another local government for which a special rate or charge was levied.

Internal Audit Operations

Section 190 of the Regulation requires a local government's annual report to include a report on internal audit. Flinders Shire Council has established an internal audit function in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. The primary objective of the Audit and Risk Committee is to provide oversight and advice to Council and the Chief Executive Officer on matters relating to internal audit, external audit, financial statements and reporting, risk management, internal controls and legislative and policy compliance.

Internal audit adds value to Council by providing an independent, objective assurance and advisory service to improve its operations. It assists Council in achieving its goals and objectives by implementing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.

Registers and Corporate Publications

Section 190 of the Regulation states a local government's annual report must contain a list of registers kept by the local government.

Council meets these requirements by having the following:

- Registers of interests of councillors, councillor advisors, chief executive officers and related persons
- Declarable Conflict of Interest Register
- Prescribed Conflict of Interest Register
- Councillor Delegations Register
- Conflict of Interest Register & Material Personal Interest Register for Executive Staff
- Register of Delegations of Authority by Council
- Register of Delegations of Authority by the CEO
- Local Laws Register
- Register of Cost Recovery Fees & Commercial Charges
- Policy Register
- Roads Register
- Quotes and Tender Register
- Cemetery Register
- Building Application Register
- Corporate and Operational Plan
- Annual Report

For more information about accessing documents in the List of Registers contact council on (07) 4741 2900 or email flinders@flinders.qld.gov.au or view here: [Council Registers – Corporate Publications](#).

Council also makes available other information, including copies of Minutes of Council Meetings on the website www.flinders.qld.gov.au.



Grants to Community Organisations

Section 189 of the *Local Government Regulation 2012* mandates that a local government's annual report includes a summary of its expenditure related to grants provided to community organisations during the financial year.

Flinders Shire does not maintain discretionary funds. Therefore, the Annual Report for the 2024–2025 financial year will not include any expenditures from such funds or any related allocations for community grants.

The Flinders Shire Council is committed to providing financial assistance and support to the community through its Community Grants Program. The Community Grants Program has a clear framework for allocating resources to community organisations in a manner that is open, transparent, legal, and equitable, while effectively achieving the Council's aims and objectives.

This program applies to all requests for financial assistance from Council through the Community Grants Program consisting of the following streams:

- Program/Event Support – Up to \$2,500
- Program/Event Development – Up to \$10,000
- Special Request (Major Events, Activities, and Infrastructure) – Up to \$20,000 per organisation
- Facility and Equipment Stream – Up to \$10,000
- Quick Response Stream –
 - Contribution for Sporting Excellence Category – Ranging from \$500 to \$2000, dependant on applications representation (i.e. state, national, international)
 - Community Quick Response Donation Category – \$500
- Other grants administered on behalf of a third party through Council (for example RADF – Regional Arts Development Fund and Kennedy Energy Fund) – Funding ranges per year.

During the 2024–2025 financial year, Council managed community funding that encompassed various grants and donations, encouraging applicants to apply through funding programs for assistance for Council facility hire etc. In-kind assistance from Council is not available.

Regional Arts Development Fund (RADF) – Funding pool available for 2024–2025 – \$10,000

Community Group	Purpose	Amount
Cameron Downs State School P&C	Art Mural Project for Cameron Downs School – Artist Lavinia Letheby will be engaged to travel to Cameron Downs and work with community members including students to create a mural to serve as a lasting reminder of the creativity and collaboration that defines the regional community.	\$4,974.00
Total		\$4,974.00

Community Grants – Facility and Equipment

Community Group	Purpose	Amount
Richmond Early Education Centre Inc.	Installation of split system reverse cycle air conditioning at the Hughenden Anglican Church Hall for the Hughenden Me and My Mum Hub Playgroup.	\$15,726.39
Prairie Community Horse Sports Inc.	Build fence lines – Prairie Jockey Club and Prairie Town Common	\$20,000.00
Total		\$35,726.39

Community Sponsorship – Event Support

Community Group	Purpose	Amount
Flinders Classic Challenge and Campdraft Association Inc.	Flinders Classic Challenge and Campdraft.	\$2,500.00
Hughenden Golf Club Inc	Hughenden Masters	\$2,500.00
Hughenden Campdrafters Association Inc	Hughenden Campdraft	\$2,500.00
Hughenden Bowls Club Inc.	Flinders Invitational Triples	\$2,500.00
St Francis School, Hughenden	St Francis Catholic School and Sacred Heart Parish Fete	\$2,500.00
Stamford Race Club Inc.	Stamford Races	\$2,500.00
Kooroorinya Ladies Day Inc.	2025 Kooroorinya Races	\$2,500.00
Hughenden Golf Club Inc	Hughenden Golf Open Event – Each year, the Hughenden Golf Club proudly hosts its Open Event – a 36-hole competition held over two days. This popular tournament draws competitors from across our district, creating a vibrant and competitive atmosphere. Throughout the weekend, the Club warmly caters to both players and their families, ensuring a welcoming and enjoyable experience for all. A visiting Golf Pro from Townsville will be on hand to offer coaching sessions for both junior and senior players, and will also set up a mini golf shop stocked with essential gear and equipment to meet players' needs.	\$2,500.00
St Francis School, Hughenden (FACE)	St Francis Catholic School and Sacred Heart Parish Fete – The St Francis Catholic School and Sacred Heart Parish Fete is a much-anticipated annual event that brings the Hughenden community together for an evening of family-friendly fun. Designed to cater to all ages, the fete features a wide variety of stalls, rides, activities, and entertainment, creating a vibrant and inclusive atmosphere. Attendees can enjoy delicious meals, sweet treats, and a licenced bar while engaging in games and browsing local offerings. As a major fundraiser for both the school and the parish, the event plays a vital role in supporting educational resources, parish initiatives, and strengthening community connections.	\$2,500.00
Total		\$22,500.00

Community Sponsorship – Event Development

Community Group	Purpose	Amount
St Francis School (FACE)	Mix 'n' Mingle Cocktail Night	\$10,000.00
Hughenden Hammerheads	Swim Safer, Learn to swim and Squad	\$6,000.00
Flinders Hack and Pony Club Inc.	A two-day instructional and coaching weekend for local instructors and new local coaches	\$5,000.00
Oakley Amateur Picnic Race Club Inc.	Kooroorinya Races - 08 May to 11 May 2025	\$10,000.00
Flinders Tennis Club	Intensive Tennis Clinic – Flinders Tennis Club is hosting a 5 day intensive tennis clinic, coached by Lily and Amali, 2 highly qualified and experienced coaches. Coaching will be offered free of charge to all children aged 4-16 years of age in the Flinders Shire in the mornings, and free coaching to all club members in the afternoons. Lily and Amali will also offer interested parties the opportunity to shadow coach, and gain and understanding and build confidence in participants, who will then hopefully be interested in further development of skills to coach at Flinders Tennis Club, which is currently without a coach. On Saturday night the public are invited to a Sip and Hit display match, BBQ and opportunity for a game of tennis, in the hope of building club membership.	\$6,300.00
Hughenden State School P & C	Hughenden State School NAIDOC Celebrations – In its second year, the Hughenden State School will be holding a community event in celebration of NAIDOC Week. The event will be held at the school with a day of activities including Aboriginal and Torres Strait Islander dancers, cultural activities, colour run and radio broadcast with 4K1G. Local schools, Hughenden C & K and schools from Richmond and Pentland will be in attendance along with the wider community. The funding requested is to cover costs for the Torres Strait Islander Dancers, Radio Broadcast, Gail Mabo (Indigenous Storyteller) and Les Tanner (Indigenous Artist).	\$10,000.00
Total		\$47,300.00

Quick Response Stream – Donations

Community Group	Purpose	Amount
Hughenden Health Auxillary	Christmas In July Fair	\$500.00
Prairie State School	End of Year Award Ceremony	\$500.00
Hughenden State School	End of Year Award Ceremony	\$500.00
Cameron Downs State School	End of Year Award Ceremony	\$500.00
St Francis Catholic School	End of Year Award Ceremony	\$500.00
Cameron Downs State School	P & C Trivia Night	\$500.00
Farm Angels Ltd	Overnight stay 100 members of the charity trip - Long Drive For Drought. (29 August 2024)	\$527.00
Cameron Downs P&C	Trivia Night (14 September 2024)	\$500.00
Hughenden Amateur Swimming Association Inc.	Come and Try Swim Club event (2 October 2024).	\$500.00
Gymnastics Club	Community Halloween Disco	\$500.00
Bendigo Baptist Community Care Incorporated	Fees to stay at the Hughenden Showgrounds	\$199.00
Hughenden Lions Club	Annual Community Christmas Light Competition	\$500.00
Shitbox Rally	2025 Shitbox Rally Tour (Canberra to Townsville) Stopover in Hughenden Thursday 8 May 2025	\$527.00
Total		\$6,253.00



Quick Response Stream – Contribution to Sporting Excellence

Name	Purpose	Amount
Anjeleah Corrigan	UniSport Nationals in Canberra from 7–13 September 2024	\$1,000.00
Layne Naylor	Layne has been selected by Wanderers Australia to play for Australia in the Junior Girls Rugby League Tour of UK and France. She will depart Australia on 1 October and return on 18 October 2025. Layne has asked for financial assistance for travel and uniform expenses.	\$2,000.00
Bronte Johnstone	Bronte has been selected into the North Western 13–15yrs Netball team to play at the School State 13–15yrs Netball Championships. She will play at Nissan Arena from 15–18 May 2025. Bronte has applied for financial support towards the team levy.	\$500.00
Jakeb Sladden	Jakeb has been selected into the North Western 19yrs Netball team to attend the School Sports 15yrs and 19yrs Boys Netball Queensland team selection event. He will play at the Nissan Arena, Brisbane, on 16 & 17 May 2025. Jakeb has applied for financial support towards travel and accommodation expenses.	\$500.00
Dusty Brummell	Dusty has been selected into the North Western 10–11 yrs Rugby League Team to attend the State Championship – 10–11yrs Rugby League Vic Jensen Carnival. He will play at the West Arana Hills RLFC, Keperra on 29 June to 3 July 2025. Dusty has applied for financial support towards travel and accommodation expenses.	\$500.00
Total		\$4,500.00

Kennedy Energy Park Community Benefits Program – Equipment and Infrastructure Stream

Name	Purpose	Amount
Hughenden QCWA	Technology Upskilling for Hughenden CWA	\$6,420.95
Hughenden Bowls Club Incorporated	Solar Energy Replacement	\$8,000.00
Prairie Community Horse Sports Club	Portable Panel Cattle Yards/Arena	\$20,350.00
Flinders Hack and Pony Club Inc.	We would like funding to do maintenance and upgrade our riding field. The grounds have cracked open and swelled due to changes in the weather. The surface then become too dangerous for the riders and horses to work on. To have a safe riding area for both animals and humans the surface needs to be smoothed and the cracks filled in. Were possible we would then apply some sand cover to the worse affected areas.	\$1,000.00
Hughenden Golf Club Inc.	To construct a new barbeque facility including a new concrete slab and shelter and the purchase of a new barbeque.	\$3,000.00
Total		\$38,770.95

Business incentives Program

Name	Purpose	Amount
Krogh Family Trust T/A Hughenden Transportable Buildings	Create Website for Hughenden Transportable Buildings	\$5,000.00
Hughenden Freight & Industrial	261m ² concrete slab 125mm thick to upgrade our freight holding facility and allow us to expand our freight offering during wet weather seasons.	\$10,000.00
Anna Tindall Graphic Design	To purchase a custom branded marquee for marketing	\$983.80
Hardcor Windows and Doors Pty Ltd	To build a new workshop/ storage shed	\$5,000.00
Total		\$20,983.80

Other Donation Requests

Name	Purpose	Amount
Hughenden State School	Hughenden State School Bus Run	\$5,000.00
Hughenden Show Society	2025 Hughenden Show	\$20,000.00
Hughenden Country Music Association inc.	Hughenden Country Music Festival 2025 – Professional services are essential to transform this event from a local gathering into a high-profile regional festival. Funding will be used to engage a professional backing band, expert sound engineers, and qualified judges, as well as contribute to prize money and awards, which not only reward excellence but also encourage broader participation and foster aspirational pathways for emerging musicians — all critical for delivering a high-standard event that fosters local talent, draws visitors, and builds lasting cultural and economic impact. Without funding support, the event risks being unable to meet the professional standard needed to inspire participants, attract audiences, and grow into a flagship regional attraction.	\$20,000.00
Total		\$45,000.00

ANNUAL FINANCIAL STATEMENTS



Discovery • Opportunity • Lifestyle



Flinders Shire Council
Annual Financial Statements

For the year ended 30 June 2025

Flinders Shire Council

Financial statements

For the year ended 30 June 2025

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Flinders Shire Council
Statement of Comprehensive Income
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Income			
Revenue			
Recurrent revenue			
Rates, levies and charges	3(a)	5,469,402	4,969,117
Fees and charges	3(b)	3,175,408	1,929,191
Sales revenue	3(c)	6,292,679	14,345,903
Grants, subsidies, contributions and donations	3(d)	19,278,516	4,080,333
Total recurrent revenue		<u>34,216,005</u>	<u>25,324,543</u>
Rental income		519,725	519,195
Interest received	4(a)	2,124,410	2,056,381
Other income	4(b)	2,430,730	691,015
Total operating revenue		<u>39,290,870</u>	<u>28,591,134</u>
Capital revenue			
Grants, subsidies, contributions and donations	3(d)	3,095,447	4,588,726
Other capital income	5	174,810	91,400
Total capital revenue		<u>3,270,257</u>	<u>4,680,126</u>
Total income		<u>42,561,127</u>	<u>33,271,260</u>
Expenses			
Recurrent expenses			
Employee benefits	6	11,757,105	11,339,354
Materials and services	7	15,538,020	19,969,903
Finance costs	8	317,883	329,259
Depreciation and amortisation			
Property, plant and equipment	14	7,039,775	5,998,043
		<u>34,652,783</u>	<u>37,636,559</u>
Capital expenses	9	707,447	934,241
Total expenses		<u>35,360,230</u>	<u>38,570,800</u>
Net result		<u>7,200,897</u>	<u>(5,299,539)</u>
Other comprehensive income			
Items that will not be reclassified to net result			
Increase / (decrease) in asset revaluation surplus	20	7,694,325	(19,012,772)
Total other comprehensive income / (loss) for the year		<u>7,694,325</u>	<u>(19,012,772)</u>
Total comprehensive income / (loss) for the year		<u>14,895,222</u>	<u>(24,312,311)</u>

The above statement should be read in conjunction with the accompanying notes and accounting policies.

Flinders Shire Council
Statement of Financial Position
As at 30 June 2025

	Note	2025 \$	2024 \$
Current assets			
Cash and cash equivalents	10	47,725,314	38,190,458
Receivables	11	2,891,752	1,179,320
Inventories	12	423,704	454,658
Contract assets	16	2,238,145	2,453,870
Other assets	13	347,395	458,410
Total current assets		53,026,310	42,730,710
Non-current assets			
Receivables	11	1,000	1,100
Property, plant and equipment	14	262,335,589	254,654,167
Intangible assets	15	1,022,400	1,022,400
Total non-current assets		263,358,989	255,677,667
Total assets		316,985,299	298,414,383
Current liabilities			
Payables	17	4,982,268	2,978,664
Contract liabilities	16	3,196,869	688,917
Borrowings	18	707,370	792,300
Provisions	19	1,643,464	2,052,751
Total current liabilities		10,529,971	6,512,631
Non-current liabilities			
Borrowings	18	5,697,829	6,405,737
Provisions	19	3,152,560	2,786,299
Total non-current liabilities		8,850,389	9,192,036
Total liabilities		19,380,360	15,704,667
Net community assets		297,604,938	282,709,716
Community equity			
Asset revaluation surplus	20	105,465,322	97,770,997
Retained surplus		192,139,616	104,938,710
Total community equity		297,604,938	282,709,716

The above statement should be read in conjunction with the accompanying notes and accounting policies.

Flinders Shire Council

**Statement of Changes in Equity
For the year ended 30 June 2025**

	Asset revaluation surplus	Retained surplus	Total
	\$	\$	\$
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 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
Balance as at 1 July 2023	116,783,769	190,238,258	307,022,027
Net result	-	(5,299,539)	(5,299,539)
Other comprehensive income for the year			
Decrease in asset revaluation surplus	(19,012,772)	-	(19,012,772)
Total comprehensive loss for the year	(19,012,772)	(5,299,539)	(24,312,311)
Balance as at 30 June 2024	97,770,997	184,938,718	282,709,716

The above statement should be read in conjunction with the accompanying notes and accounting policies.

Flinders Shire Council
Statement of Cash Flows
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from customers		15,581,531	24,504,536
Payments to suppliers and employees		(25,293,564)	(30,411,801)
		(9,712,032)	(5,907,266)
Interest received		2,124,410	2,056,381
Rental income		519,725	519,195
Recurrent grants, subsidies, contributions and donations		20,116,896	2,990,109
Borrowing costs		(317,883)	(329,259)
Net cash inflow (outflow) from operating activities	24	<u>12,731,116</u>	<u>(670,840)</u>
Cash flows from investing activities			
Payments for property, plant and equipment		(7,904,426)	(9,422,507)
Grants, subsidies, contributions and donations - Capital		5,055,101	3,307,635
Proceeds from sale of property plant and equipment		445,903	639,571
Net cash (outflow) from investing activities		<u>(2,403,423)</u>	<u>(5,475,301)</u>
Cash flows from financing activities			
Repayment of borrowings		(792,838)	(896,059)
Net cash (outflow) from financing activities		<u>(792,838)</u>	<u>(896,059)</u>
Net increase (decrease) in cash and cash equivalent held		<u>9,534,856</u>	<u>(7,042,200)</u>
Cash and cash equivalents at the beginning of the financial year		38,190,458	45,232,658
Cash and cash equivalents at end of the financial year	10	<u><u>47,725,314</u></u>	<u><u>38,190,458</u></u>

The above statement should be read in conjunction with the accompanying notes and accounting policies.

Flinders Shire Council

Notes to the financial statements

For the year ended 30 June 2025

1 Information about these financial statements

1.A Basis of preparation

The Flinders Shire Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2024 to 30 June 2025. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except where stated.

1.B New and revised Accounting Standards adopted during the year

Flinders Shire Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2024. There has been no material impact on Council on adopting these standards. The relevant standards were:

- AASB 101 Presentation of Financial Statements (amended by AASB 2020-1, AASB 2020-6, AASB 2022-6, AASB 2023-3) relating to current / non-current classification of liabilities.
- AASB 13 Fair Value Measurement (amended by AASB 2022-10)

1.C Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2025, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Standards issued but not yet effective are not considered to have a material impact on Council's financial report.

1.D Estimates and judgements

Council makes a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

- Revenue recognition (Note 3)
- Valuation and depreciation of property, plant and equipment (Note 14)
- Impairment of property, plant and equipment (Note 9)
- Provisions (Note 19)
- Contingent liabilities (Note 22)
- Financial instruments and financial liabilities (note 27)

1.E Rounding and comparatives

The financial statements are in Australian dollars and have been rounded to the nearest \$1.

Comparative information is prepared on the same basis as prior year.

1.F Taxation

Council is exempt from income tax, however Council is subject to Fringe Benefits Tax, Goods and Services Tax ('GST') and payroll tax on certain activities. The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

2. Analysis of Results by Function

2(a) Components of Council functions

The activities relating to Council's components reported on in Note 2(b) are as follows :

Governance

The objective of corporate governance is for Council to be open, accountable, transparent and deliver value for money community outcomes. This function includes strategic and operational planning, risk management, legal, administrative support, information technology, staff resources and employment creation, finance and stores. The Mayor, Councillors and Chief Executive Officer are included in governance.

Economy

We will approach all business aspects of the Shire in a manner that promotes growth and sustainability to achieve the best possible outcome. This function includes the following:

- Airports, Caravan Park, Saleyards, Cemeteries and Hann Highway Development;
- Main Roads Contracts, Private Works, Town Planning, Industrial Estate Development; and
- Area Promotion, Flinders Discovery Centre, Interpretive Signage, Porcupine Gorge Challenge, Tourism.

Environment

We will provide stewardship to maintain, protect and enhance our natural environment whilst supporting new and existing industries. This function includes the following:

- Pest/Vermin Destruction and Land Management.
- Refuse Collection and Disposal, Environmental Health and Noxious Weeds Control.

Community

We will work with our community to provide an appealing lifestyle with the available resources to build a healthy, happy and caring community. This function includes the following:

- Our Library, Community Bus, Centrelink Services, Arts and Culture, Emergency Services (SES) Hughenden Country University (CUC);
- Swimming Pool, Gymnasium, Racecourse, Skate Park, Showgrounds, Community Development, Community Grants;
- Hughenden Centre for the Aged, Aged Housing, Halls and Community Centres, Museums and Cultural Centres;
- Commonwealth Home Support Program, Meals on Wheels, Disability Services, Veterans Home Care;
- Home Care Packages Level 1, Level 2, Level 3 and Level 4, Qld Community Care Services; and
- TV and Radio Services, Street Lighting, Public Conveniences, Parks, Gardens, Recreational Lake and Reserves.

Infrastructure

We will aim to continuously improve products, services and processes through sustainable management of Council's core assets. This function includes the following:

- Shire Roads, Town Streets, Stormwater Drainage, Water Services and Sewer Services.

Resources

This function includes the following:

- Rural Lands Stock Routes, Irrigation Project and Flinders River Water Forum.

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

3 Revenue

(a) Rates, levies and charges

Rates, levies and charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

	2025 \$	2024 \$
General rates	2,822,659	2,665,236
Separate rates	129,698	124,577
Water	1,252,343	1,050,515
Sewerage	1,055,760	933,279
Garbage charges	257,344	244,577
Total rates and utility charge revenue	5,517,804	5,018,184
Less: Pensioner remissions	(48,402)	(49,067)
	<u>5,469,402</u>	<u>4,969,117</u>

(b) Fees and charges

Revenue arising from fees and charges are recognised at the point in time when the performance obligation is completed and the customer receives the benefit of the services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival, for example caravan parks. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

Revenue from infringements is recognised on issue of infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables.

Airport landing fees	49,282	46,659
Community care packages	482,490	514,938
Parks & reserves	256,068	153,003
Caravan park	858,826	700,416
Fees & permits	364,840	172,505
Accommodation fees	917,817	245,271
Other fees & charges	246,085	96,399
	<u>3,175,408</u>	<u>1,929,191</u>

(c) Sales revenue

Sale of goods revenue is recognised at the point in time that the customer obtains control of the goods, generally at delivery. Revenue from services is recognised when the service is rendered.

Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. This revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed. The contract work carried out is not subject to retentions.

Rendering of services

Main road contract revenue, Main Roads RMPC	4,361,331	3,716,175
Main road contract revenue, Hann Highway 99B	121,064	6,442,160
Main road contract revenue, Hughenden/Richmond 14C	1,225,465	3,665,723
Main road contract revenue, Hughenden/Charters Towers 14B	42,120	447,770
Main road contract revenue, Torrens Creek Aramac 5703	10,830	-
Main roads contract revenue, Hughenden/Muttaburra 5701	47,360	-
Main Roads contract revenue, Hughenden/Winton 99C	484,509	74,075
Total sales revenue	<u>6,292,679</u>	<u>14,345,903</u>

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

2 Analysis of results by function

(b) Income and expenses defined between recurring and capital are attributed to the following functions:

Year ended 30 June 2025

Functions	Gross program income				Total income	Gross program expenses		Total expenses	Net result from recurrent operations	Net Result	Assets
	Recurrent		Capital			Recurrent	Capital				
	Grants	Other	Grants	Other							
	\$	\$	\$	\$							
Governance	10,955,364	6,612,678	-	-	17,568,042	(5,256,632)	-	(5,256,632)	12,311,411	12,311,411	84,961,403
Economy	-	9,243,928	-	174,810	9,418,738	(9,970,055)	(707,448)	(10,577,502)	(726,127)	(1,258,764)	6,299,137
Environment	-	434,618	-	-	434,618	(1,371,145)	-	(1,371,145)	(936,528)	(936,528)	1,431,745
Community	2,086,471	1,244,011	141,567	-	3,472,049	(7,954,162)	-	(7,954,162)	(4,623,680)	(4,482,113)	28,793,077
Infrastructure	6,236,681	2,470,529	2,953,880	-	11,661,090	(10,024,418)	-	(10,024,418)	(1,317,208)	1,636,672	195,499,937
Resources	-	6,590	-	-	6,590	(76,371)	-	(76,371)	(69,781)	(69,781)	-
Total Council	19,278,516	20,012,354	3,095,447	174,810	42,561,127	(34,652,783)	(707,448)	(35,360,230)	4,638,087	7,200,897	316,985,299

Year ended 30 June 2024

Functions	Gross program income				Total income	Gross program expenses		Total expenses	Net result from recurring operations	Net Result	Assets
	Recurring		Capital			Recurring	Capital				
	Grants	Other	Grants	Other							
	\$	\$	\$	\$							
Governance	296,824	5,236,690	-	-	5,533,514	(4,105,408)	-	(4,105,408)	1,428,106	1,428,106	73,298,803
Economy	-	15,734,746	483,795	91,400	16,309,940	(15,326,681)	(934,241)	(16,260,922)	408,064	49,019	5,176,655
Environment	-	382,924	-	-	382,924	(1,410,488)	-	(1,410,488)	(1,027,564)	(1,027,564)	1,474,534
Community	1,861,685	1,107,662	174,838	-	3,144,186	(7,037,102)	-	(7,037,102)	(4,067,754)	(3,892,916)	29,674,828
Infrastructure	1,921,824	2,041,737	3,930,093	-	7,893,654	(9,711,418)	-	(9,711,418)	(5,747,857)	(1,817,764)	188,789,564
Resources	-	7,041	-	-	7,041	(45,461)	-	(45,461)	(38,420)	(38,420)	-
Total Council	4,080,333	24,510,801	4,588,726	91,400	33,271,260	(37,636,559)	(934,241)	(38,570,800)	(9,045,425)	(5,299,539)	298,414,383

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

3

(d) Grants, subsidies, contributions and donations

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied.

Performance obligations are varied based on each agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, revenue is recognised using either costs or time incurred.

Grant income under AASB 1058

Where Council receives an asset for significantly below fair value, the asset is recognised at fair value, related liability (or equity items) are recorded and income then is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Where Council receive funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred.

Donations and contributions

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by Council.

Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

	2025 \$	2024 \$
(i) Operating		
General purpose grants	15,487,182	384,429
State government subsidies & grants	2,231,222	2,455,575
Commonwealth government subsidies & grants	1,556,272	1,240,129
Donations	3,840	200
	<u>19,278,516</u>	<u>4,080,333</u>
(ii) Capital		
Capital Revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets.		
State government subsidies & grants (capital)	1,304,189	2,604,758
Commonwealth government subsidies & grants (capital)	1,791,258	1,983,968
	<u>3,095,447</u>	<u>4,588,726</u>

(iii) Timing of revenue recognition for grants, subsidies, contributions and donations

	Note	2025 Revenue recognised at a point in time \$	2025 Revenue recognised over time \$	2024 Revenue recognised at a point in time \$	2024 Revenue recognised over time \$
Grants and subsidies		18,141,480	4,232,483	2,246,114	6,422,945
		<u>18,141,480</u>	<u>4,232,483</u>	<u>2,246,114</u>	<u>6,422,945</u>

4 Interest and other income

(a) Interest received

Interest received from term deposits
Interest from overdue rates and utility charges

2,019,051	1,971,069
105,359	85,311
<u>2,124,410</u>	<u>2,056,381</u>

(b) Other income

Other income
Corporate service recoveries
Insurance claim recoveries
Merchandise income

2,285,593	478,524
21,027	85,295
15,228	-
108,882	127,196
<u>2,430,730</u>	<u>691,015</u>

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
5 Capital income			
Gain / (loss) on disposal of non-current assets			
Proceeds from sale of property, plant and equipment		403,857	-
Less: Carrying value of disposed property, plant and equipment	14	(229,047)	-
		<u>174,810</u>	<u>-</u>
Proceeds from disposal of land and improvements	14	-	163,500
Less: Carrying value of disposed land		-	(72,100)
		<u>-</u>	<u>91,400</u>
Movement in Landfill Provision		-	-
		<u>174,810</u>	<u>91,400</u>
6 Employee benefits			
Staff wages and salaries		10,765,008	11,532,945
Councillors' remuneration		503,411	470,120
Annual, sick and long service leave entitlements		1,225,515	1,405,473
Superannuation	23	1,198,839	1,107,104
		<u>13,692,773</u>	<u>14,515,642</u>
Other employee related expenses		289,784	271,029
		<u>13,982,557</u>	<u>14,786,671</u>
Less: Capitalised employee expenses		(2,225,452)	(3,447,317)
		<u>11,757,105</u>	<u>11,339,354</u>
Councillor remuneration represents salary and other allowances paid in respect of carrying out their duties.			
Total Council employees at the reporting date:			
		2025 Number	2024 Number
Elected members		7	7
Administration staff		42	43
Depot and outdoors staff		64	85
Total full time equivalent employees		<u>113</u>	<u>135</u>
7 Materials and services			
		2025	2024
Advertising, marketing and promotion		145,584	114,935
Audit of annual financial statements by the Auditor-General of Queensland*		65,800	65,200
Communications and IT		1,035,482	677,806
Community services		4,103,062	3,701,225
Contractors		444,362	47,085
Repairs and maintenance		41,447	29,575
Recoverable works		1,486,241	5,346,057
Road construction		1,309,819	1,751,828
Flood damage roadworks		1,264,748	2,120,790
Special projects		61,923	22,066
Other materials and services		5,177,591	5,696,850
Insurance		401,961	396,686
		<u>15,538,020</u>	<u>19,969,903</u>
*Total audit fees quoted by the Queensland Audit Office relating to the 2024-25 financial statements are \$65,800 (2024: \$65,200).			
8 Finance costs			
Finance costs charged by the Queensland Treasury Corporation		132,006	150,664
Unwinding of discount on provisions	19	108,286	91,324
Bank charges		77,591	87,271
		<u>317,883</u>	<u>329,259</u>

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
9 Capital expenses			
Loss on disposal of non-current assets			
Proceeds from sale of property, plant and equipment		42,045	476,071
Less: Carrying value of disposed property, plant and equipment	14	(749,493)	(1,410,312)
		<u>707,448</u>	<u>934,241</u>
10 Cash and cash equivalents			
Cash at bank and on hand		1,654,365	3,571,489
Deposits at call		43,070,949	31,618,969
Term deposits		3,000,000	3,000,000
Total cash and cash equivalents		<u>47,725,314</u>	<u>38,190,458</u>

Council is exposed to credit risk through its investments in the QTC Cash Fund and QTC Working Capital Facility. The QTC Cash Fund is an asset management portfolio investing in a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", the likelihood of the counterparty not having capacity to meet its financial commitments is low.

Unrestricted cash			
Cash and cash equivalents		47,725,314	38,190,458
Plus: current financial assets - term deposits		-	-
Less: Externally imposed restrictions on cash		3,196,869	688,917
Unrestricted cash		<u>44,528,444</u>	<u>37,501,541</u>

Council's cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use. These include:

(i) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:

Unspent government grants and subsidies - Operating	930,005	322,963
Unspent government grants and subsidies - Capital	2,266,864	365,954
Total externally imposed restrictions on cash assets	<u>3,196,869</u>	<u>688,917</u>

Cash and deposits at call are held in Queensland Treasury Corporation and the National Australia Bank in term deposits and business cheque accounts.

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds for prepaid funeral deposits, security deposits lodged to guarantee performance, housing bonds, key deposits and monies from Community groups that no longer operate. Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

Trust funds held for outside parties

Monies collected or held on behalf of other entities yet to be paid out	111,902	171,557
	<u>111,902</u>	<u>171,557</u>

11 Receivables

Settlement of receivables is required within 30 days after the invoice is issued.

Current

Rates and charges	600,979	830,328
Other income accruals	1,040,681	170,383
Other debtors	1,290,487	219,004
	<u>2,932,147</u>	<u>1,219,715</u>

Less: Loss Allowance	(40,395)	(40,395)
	<u>2,891,752</u>	<u>1,179,320</u>

Non-current

Other debtors - non current	1,000	1,100
	<u>1,000</u>	<u>1,100</u>

Council applies normal business credit protection procedures prior to providing goods or services to minimise credit risk.

Council does not require collateral in respect of trade and other receivables.

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

11 Receivables (continued)

Accounting policies - Grouping

When Flinders Shire Council has no reasonable expectation of recovering an amount owed by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Flinders Shire Council has identified three distinctive groupings of its receivables: Rates & Charges, Grants and Other Debtors.

Rates and Charges: Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

Grants: payable by State and Commonwealth governments and their agencies. A credit enhancement exists as these payments are effectively government guaranteed and both the State and Commonwealth governments have high credit ratings, accordingly Flinders Shire Council determines the level of credit risk exposure to be immaterial and therefore does not record an Expected Credit Loss for these counterparties.

Other Debtors: Flinders Shire Council identifies other debtors as receivables which are not rates and charges, statutory charges or grants.

The exposure to credit risk for receivables by type of counterparty was as follows:

	2025 \$	2024 \$
Rates and Utility Charges	600,979	830,328
State & Commonwealth Government	829,323	110,334
Other	1,502,845	280,153
Total	2,933,147	1,220,815

Expected credit loss assessment

Council uses an allowance matrix to measure the expected credit losses of trade receivables from individual customers, which comprise a very large number of small balances.

In Flinders Shire Council's statements after reviewing macro economic conditions, Council reached the conclusion that forward looking conditions indicated no foreseeable expected deviations from historically calculated ratios, thus no forward looking adjustments were made.

12 Inventories

Costs are assigned on the basis of weighted average cost except for land where the costs are allocated to the relevant parcel.

	2025 \$	2024 \$
Inventories held for sale		
Miscellaneous saleable items	58,144	50,803
	58,144	50,803
Inventories held for distribution		
Plant and equipment stores	400,940	528,853
	400,940	528,853
Less Provision for Obsolete Stock	(35,380)	(124,998)
Total inventories	423,704	454,658

13 Other assets

ATO recoverable	207,329	238,909
Prepayments	140,066	219,501
	347,395	458,410

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

14 Property, plant and equipment

30 June 2025

Basis of measurement

Fair value category

Asset values

Opening gross value as at 1 July 2024

Additions

Disposals

Transfer from WIP

Write offs and other adjustments relating to WIP previously capitalised

Revaluation adjustment to other comprehensive income(asset revaluation surplus)

Closing gross value as at 30 June 2025

Accumulated depreciation and impairment

Opening balance as at 1 July 2024

Depreciation expense

Depreciation on disposals

Revaluation adjustment to asset revaluation surplus

Accumulated depreciation as at 30 June 2025

Carrying amount as at 30 June 2025

Range of estimated useful life in years

Additions comprise:

Renewals

Other additions

Total additions

30 June 2024

Basis of measurement

Fair value category

Asset values

Opening gross value as at 1 July 2023

Additions

Disposals

Transfer from WIP

Write offs and other adjustments relating to WIP previously capitalised

Revaluation adjustment to other comprehensive income(asset revaluation surplus)

Closing gross value as at 30 June 2024

Accumulated depreciation and impairment

Opening balance as at 1 July 2023

Depreciation expense

Depreciation on disposals

Revaluation adjustment to asset revaluation surplus

Accumulated depreciation as at 30 June 2024

Carrying amount as at 30 June 2024

Range of estimated useful life in years

Additions comprise:

Renewals

Other additions

Total additions

Note	Work In Progress	Land and improvements	Building & Other Structures	Plant & Equipment	Corporate & IT	Road Network	Water Network	Sewerage Network	Stormwater Drainage Network	Waste / Landfill	Total
	Cost	Fair Value	Fair Value	Cost	Cost	Fair value	Fair value	Fair Value	Fair Value	Cost	
		Level 2	Level 2 & 3			Level 3	Level 3	Level 3	Level 3		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	2,346,425	7,456,000	85,948,906	21,388,864	1,142,080	177,714,102	22,023,220	25,783,525	16,659,844	628,460	361,091,426
	7,904,426	-	-	-	-	-	-	-	-	-	7,904,426
5.9	-	-	-	(1,006,998)	-	(743,504)	(24,059)	-	-	-	(1,774,561)
	(9,181,623)	-	1,252,236	2,499,977	-	5,069,805	317,374	-	42,228	-	-
	(114,285)	-	-	-	-	-	-	-	-	-	(114,285)
20	-	1,270,000	1,485,583	-	-	5,709,233	641,829	769,516	501,582	-	10,377,748
	954,943	8,726,000	88,686,727	22,881,843	1,142,080	187,749,643	22,958,364	26,553,041	17,203,654	628,460	377,484,753
	-	-	35,662,870	10,835,970	594,966	45,258,566	6,722,231	5,421,055	1,313,141	628,460	106,437,260
5.9	-	-	2,127,973	907,890	79,801	3,129,203	288,968	417,264	88,651	-	7,039,775
	-	-	-	(713,862)	-	(77,821)	(4,339)	-	-	-	(796,021)
20	-	-	591,597	2,499,977	-	1,449,263	203,169	176,911	42,205	-	2,468,150
	-	-	38,382,435	11,025,998	674,767	49,759,222	7,215,050	5,015,230	1,443,997	628,460	115,149,164
	954,943	8,726,000	50,304,287	11,851,844	467,313	137,990,421	15,743,314	22,537,811	15,759,657	-	262,335,589
	N/a	N/a	4 to 143	3 to 30	3 to 50	18 to 200	9 to 137	13 to 167	20 to 137	N/a	N/a
	-	-	-	-	-	608,618	-	-	-	-	608,618
	-	-	1,071,501	2,499,976	56,217	3,024,187	597,087	46,840	-	-	7,295,808
	-	-	1,071,501	2,499,976	56,217	3,632,805	597,087	46,840	-	-	7,904,426

Note	Work In Progress	Land and improvements	Building & Other Structures	Plant & Equipment	Corporate & IT	Road Network	Water Network	Sewerage Network	Stormwater Drainage Network	Waste / Landfill	Total
	Cost	Fair Value	Fair Value	Cost	Cost	Fair value	Fair value	Fair Value	Fair Value	Cost	
		Level 2	Level 2 & 3			Level 3	Level 3	Level 3	Level 3		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	4,474,536	14,621,115	82,800,067	20,426,703	940,473	161,772,693	23,407,577	28,230,016	17,246,574	628,460	354,550,213
	9,422,507	-	-	-	-	-	-	-	-	-	9,422,507
9	-	(72,100)	-	(1,245,768)	-	(1,145,360)	(473,399)	-	-	-	(2,936,627)
	(10,351,034)	100,000	1,763,406	2,206,928	201,607	5,616,593	463,500	-	-	-	-
	(1,199,584)	-	-	-	-	-	-	-	-	-	(1,199,584)
20	-	(7,193,015)	1,385,433	-	-	11,470,177	(1,374,458)	(2,446,490)	(586,730)	-	1,254,917
	2,346,425	7,456,000	85,948,906	21,388,864	1,142,080	177,714,103	22,023,220	25,783,525	16,659,844	628,460	361,091,426
	-	-	21,890,421	10,881,254	516,540	32,910,371	7,697,411	5,725,699	1,666,960	628,460	82,097,136
9	-	-	1,590,425	1,016,137	78,426	2,414,021	323,521	427,769	144,744	-	5,998,043
	-	-	-	(1,044,421)	-	(174,327)	(235,467)	-	-	-	(1,454,215)
20	-	-	12,182,024	-	-	10,108,501	(1,063,234)	(732,412)	(698,583)	-	19,796,296
	-	-	35,662,870	10,835,970	594,966	45,258,566	6,722,231	5,421,055	1,313,141	628,460	106,437,260
	2,346,425	7,456,000	50,286,036	10,552,894	547,114	132,455,537	15,300,988	26,362,470	15,346,703	-	254,654,167
	N/a	N/a	4 to 143	3 to 30	3 to 50	18 to 200	9 to 137	13 to 167	20 to 137	N/a	-
	-	-	77,703	-	-	126,871	-	-	-	-	204,574
	-	100,000	2,154,266	2,221,110	104,228	4,283,110	352,218	-	-	-	9,217,934
	-	100,000	2,231,970	2,221,110	104,228	4,409,981	352,218	-	-	-	9,422,507

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

14 Property, plant and equipment

(a) Recognition

Items of plant and equipment with a total value of less than \$5,000, and infrastructure assets and buildings with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Land under roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by Queensland State Government and not recognised in the Council's financial statements.

(b) Measurement

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

(c) Depreciation

Land, work in progress, certain cultural and heritage assets with heritage listing, road formations and formation work associated with the construction of dams, levee banks and reservoirs are not depreciated.

Depreciation on other property, plant and equipment assets is calculated on a straight-line basis. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Key judgements and estimates

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical or physical obsolescence that may change the utility of infrastructure assets.

(d) Valuation

Key judgements and estimates

Some of Council's assets and liabilities are measured at fair value for financial reporting purposes.

In estimating the fair value of an asset or a liability, Council uses market-observable data to the extent it is available and other inputs as necessary.

(i) Valuation processes

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment once every 3 - 5 years. This process involves the valuer physically sighting a representative sample of Council assets across all asset classes and making their own assessments of the condition of the assets at the date of inspection. The most recent comprehensive revaluations were performed effective 30 June 2024 for all assets, by AVR Consulting Pty Ltd. For the current financial year, a review was performed to determine whether the carrying amount of the assets is materially different to the fair value. Further details are disclosed in (ii).

In the intervening years, for the valuation of the land, buildings and infrastructure asset classes, management engage independent, professionally qualified valuers to perform a "desktop" valuation. A desktop valuation involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Fair values are classified into three levels as follows:

- Level 1 - Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities;
 - Level 2 - Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability;
 - Level 3 - Fair value based on unobservable inputs for the asset and liability.
- There were no transfers between levels of the hierarchy during the year.

(ii) Valuation techniques used to derive fair values

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Land and Improvements (level 2)	Market Value	30-Jun-24	AVR Consulting Pty Ltd	Current zoning Sale prices per square metre (database of recent sales) of comparable properties, adjusted for differences in key attributes such as property size)	2.0 - 25%	Nil
Buildings & Other Structures (level 2) 2025: \$2.7M 2024: \$2.8M	Market Value	30-Jun-24	AVR Consulting Pty Ltd	Sale prices per square metre (database of recent sales) of comparable properties, adjusted for differences in key attributes such as condition	0.6% - 2.5%	Nil
Buildings & Other Structures (level 3) 2025: \$47.6M 2024: \$47.5M	Current Replacement Cost	30-Jun-24	AVR Consulting Pty Ltd	Gross replacement cost - Indexed for subsequent changes in construction costs. - Unit rates for construction as at the comprehensive revaluation date (Industry standard cost guides, project costs from recently completed buildings) - Fair value derived from asset consumption score and installation date	0.6% - 2.5%	Nil
Road Networks (level3)	Current Replacement Cost	30-Jun-24	AVR Consulting Pty Ltd	Existing supply contract rates for raw materials appropriate for the asset based on age, size, location and condition Labour rates based on Council's EBA Average cost of outsourced projects Remaining life of assets including existing conditions	3.0% - 4.0%	Nil
Water (level 3)	Current Replacement Cost	30-Jun-24	AVR Consulting Pty Ltd	Development, soil and depth factors taking into account current condition Gross replacement cost per m2 based on appropriate materials Remaining useful lives and physical obsolescence	2.8% - 4.0%	Nil
Sewer Network (level 3)	Current Replacement Cost	30-Jun-24	AVR Consulting Pty Ltd	Development, soil and depth factors taking into account current condition Gross replacement cost per m2 based on appropriate materials Remaining useful lives and physical obsolescence	2.8% - 4.0%	Nil
Stormwater Drainage Network (level 3)	Current Replacement Cost	30-Jun-24	AVR Consulting Pty Ltd	Existing supply contract rates for raw materials appropriate for the asset based on age, size, location and condition Labour rates based on Council's EBA Average cost of outsourced projects Remaining life of assets including existing conditions	3.00%	Nil

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

15 Intangible assets

The Water Licence is current for the life of the project and returns to the State when the project ends or on the 30 June 2111.

Amortisation has not been accounted for as the Water Licence has a life of ninety-two years. Due to the longevity of the licence it has been assessed as the equivalent of an indefinite useful life.

Therefore in terms of AASB 138 paragraph 122 (a) amortisation is not required.

	2025 \$	2024 \$
Licence		
Water Licence - at cost	1,022,400	1,022,400
Total value of intangibles at end of year	1,022,400	1,022,400

16 Contract balances

	2025 \$	2024 \$
(a) Contract assets	2,238,145	2,453,870
(b) Contract liabilities		
Funds received upfront to construct Council controlled assets	2,266,864	365,954
Non-capital performance obligations not yet satisfied	930,005	322,963
	3,196,869	688,917

Revenue recognised that was included in the contract liability balance at the beginning of the year

	2025 \$	2024 \$
Funds to construct Council controlled assets	147,557	411,606
Non-capital performance obligations	142,346	787,042
	289,903	1,228,648

Satisfaction of contract liabilities

The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next two years.

(c) Significant changes in contract balances

The completion of a number of capital projects has seen a reduction in the contract liability balances for capital works. This has been offset by an increase in other grant funding for projects relating to flood recovery and disaster management.

17 Payables

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.

	2025 \$	2024 \$
Current		
Creditors and accruals	4,229,334	2,182,931
Prepaid rates	167,908	171,488
Accrued wages and salaries	419,942	462,242
ATO - payable/(receivable)	-	2,903
Goods received not yet invoiced	97,172	109,705
Other payables	67,912	49,395
	4,982,268	2,978,664

18 Borrowings

Interest is expensed as it accrues and no interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 16 March 2026 to 17 March 2036. There have been no defaults or breaches of the loan agreements during the period.

Council adopts an annual debt policy that sets out Council's planned borrowings for the next nine years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council also aims to comply with the Queensland Treasury Corporation's (QTC) borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times.

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

18 Borrowings (continued)

	2025 \$	2024 \$
Current		
Loans - Queensland Treasury Corporation	605,130	690,060
Loans - other	102,240	102,240
	<u>707,370</u>	<u>792,300</u>
Non-current		
Loans - Queensland Treasury Corporation	5,391,109	5,996,777
Loans - other	306,720	408,960
	<u>5,697,829</u>	<u>6,405,737</u>

The QTC loan market value at the reporting date was \$5,275,861. This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

Loans - other: In July 2019 Council purchased a Water Licence from the Department of Natural Resources, Mines and Energy. The Water Licence is payable overtime with the final payment to be made by August 2028. The loan is interest free.

No assets have been pledged as security by Council for any liabilities, however all loans are guaranteed by the Queensland Government. There have been no defaults or breaches of the loan agreement during the 2025 or 2024 financial years.

19 Provisions

Long Service Leave

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in Council's employment or other associated employment which would result in Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The provision is discounted using the Commonwealth Bond yield rates.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

Refuse tip restoration

A provision is made for the cost of restoring refuse tips where it is probable Council will have an obligation to rehabilitate the site when the use of the facilities is complete.

The calculation of the provisions use assumptions including application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. The provisions are reviewed at least annually and updated based on the facts and circumstances available at the time.

Refuse restoration provision represents the present value of anticipated future costs associated with the closure of the tip sites, decontamination and monitoring of historical residues and leaching on these sites.

Restoration sites that are situated on Council controlled land are classified as site improvement assets. The provision for restoration is, therefore, included as a site improvement asset.

Where the restoration site is on land which Council does not control, the cost of the provisions for restoration of these sites has to be treated as an expense in the year the provision is first recognised. Changes in the provision due to either discount rate or expected future cost, are treated as an expense or income in the reporting period in which they arise. Changes to the provision resulting from the passing of time (the unwinding of the discount) are treated as a finance cost.

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

19 Provisions (continued)

Current and Non-Current Provisions

	Note	2025 \$	2024 \$
Current			
Annual leave		1,131,593	1,191,010
Long service leave		511,871	861,741
		<u>1,643,464</u>	<u>2,052,751</u>
Non-Current			
Long service leave		372,150	329,448
Provision for tip restoration		2,780,410	2,456,852
		<u>3,152,560</u>	<u>2,786,299</u>

Movement in tip restoration provisions:

Balance at beginning of financial year		2,456,852	1,894,135
Increase due to unwinding of discount rate	8	108,286	91,324
(Decrease) due to change in discount rate		(12,578)	(212,708)
Increase/(decrease) due to change in inflation rate		(7,462)	63,546
Increase due to changes in amounts and timing of cost estimates		235,312	620,555
Balance at end of financial year		<u>2,780,410</u>	<u>2,456,852</u>

20 Asset revaluation surplus

The asset revaluation surplus comprises revaluation movements with an increase on property, plant and equipment of \$7,909,597 and a decrease in the landfill rehabilitation of \$215,273.

21 Commitments for expenditure

	2025 \$	2024 \$
Contractual commitments		
Contractual commitments at end of financial year but not recognised in the financial statements are as follows:		
Other commitments	607,347	227,667
Contract and recoverable works	691,034	262,158
Road construction	35,535	454,276
Building construction	19,514	80,453
	<u>1,353,430</u>	<u>1,024,554</u>
Capital commitments		
Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:		
<i>Property, Plant and Equipment</i>		
Plant and equipment	196,895	331,584
Other	331,670	374,003
	<u>528,565</u>	<u>705,587</u>
These expenditures are payable as follows:		
Within one year	528,565	705,587
One to five years	-	-
Later than five years	-	-
	<u>528,565</u>	<u>705,587</u>

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

22 Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Mutual

Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2025 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The total amount of the bank guarantee is \$66,456,000.

Flinders Shire Council's maximum exposure to the Local Government Workcare Bank Guarantee as at 30 June 2025, is \$340,849.

23 Superannuation - Regional Defined Benefit Fund

Council contributes to the Brighter Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each standard permanent employee who is a defined benefit member. This rate is set in accordance with the Brighter Super trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*. The scheme is managed by the Brighter Super trustee.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at Council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of Council.

Flinders Shire Council may be liable to the scheme for a portion of other local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIA super trust deed changes to Council's obligations will only be made on the advice of an actuary.

The last completed triennial actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2027.

The most significant risks that may result in Brighter Super increasing the contribution rate, on the advice of the actuary, are:

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

		2025	2024
	Note	\$	\$
Superannuation contributions made to the Regional Defined Benefits Fund		35,339	45,777
Other superannuation contributions for employees		1,163,500	1,061,327
Total superannuation contributions paid by Council for employees	6	1,198,839	1,107,104

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

24 Reconciliation of net result for the year to net cash inflow (outflow) from operating activities

	2025 \$	2024 \$
Net result	7,200,897	(5,299,539)
Non-cash items:		
Depreciation and amortisation	7,039,775	5,998,043
Write off WIP in P&L	114,285	1,199,504
Unwinding discount on provisions	108,286	91,324
	7,262,346	7,288,951
Net (profit)/loss on disposal of non-current assets	532,638	842,840
Capital grants and contributions	(5,055,101)	(3,307,635)
	(4,522,463)	(2,464,795)
Changes in operating assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,712,333)	2,569,311
(Increase)/decrease in inventories	30,955	119,866
(Increase)/decrease in contract assets	215,725	(1,699,886)
(Increase)/decrease in other assets	111,015	(156,792)
Increase/(decrease) in payables	2,003,605	(263,239)
Increase/(decrease) in contract liabilities	2,507,953	(671,429)
Increase/(decrease) in employee leave entitlements	(366,505)	(93,200)
	2,790,335	(195,457)
Net cash inflow / (outflow) from operating activities	12,731,114	(670,840)

25 Reconciliation of liabilities arising from financing activities

2025	As at 30 June 2024 \$	Cash flows \$	Non-cash changes \$	As at 30 June 2025 \$
Borrowings	7,198,037	(792,838)	-	6,405,199
2024	As at 30 June 2023 \$	Cash flows \$	Non-cash changes \$	As at 30 June 2024 \$
Borrowings	8,094,096	(896,059)	-	7,198,037

26 Events after the reporting period

There were no material adjusting or non-adjusting events after the balance date.

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

27 Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has the following categories of financial assets and financial liabilities:

- Cash and cash equivalents
- Receivables
- Payables
- Borrowings

The associated risks from these instruments are disclosed in this note, specific information required by AASB 7 is included in the relevant note where appropriate, e.g. credit risk is included within the receivables note.

Flinders Shire Council has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

Risk management framework

Flinders Shire Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Exposure to financial risks is managed in accordance with Council approved policies on financial risk management. These policies focus on managing the volatility of financial markets and seek to minimise potential adverse effects on the financial performance of Council.

Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. Council aims to manage volatility to minimise potential adverse effects on the financial performance of Council.

Council's audit committee oversees how management monitors compliance with Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by Council. Council's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Flinders Shire Council does not enter into derivatives.

Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from Council's investments and receivables.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provisions for impairment.

No collateral is held as security relating to the financial assets held by Flinders Shire Council.

The carrying amount of financial assets at the end of the reporting period represent the maximum exposure to credit risk.

Liquidity risk

Liquidity risk refers to the situation where Council may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. Council is exposed to liquidity risk through its trading in the normal course of business and borrowings from the QTC for capital works and other government departments for loans - other, for an intangible asset (Water License).

Council's approach to managing liquidity is to ensure, as far as possible, that the Council will have sufficient liquidity to meet its liabilities as and when they fall due, under both normal and stressed condition circumstances, without incurring unacceptable losses or risking damage to Council's reputation.

This is achieved by maintaining sufficient cash balances and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows.

Exposure to liquidity risk

Flinders Shire Council is exposed to liquidity risk through its normal course of business and through its borrowings with QTC.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows. These facilities are disclosed in notes 10 and 18.

The following table sets out the liquidity risk of financial liabilities held by Council in a format as it might be provided to management. The amounts disclosed in the maturity analysis represent the contractual undiscounted cash flows at balance date.

	0 to 1 year	1 to 5 years	Over 5 years	Total contractual cash flows	Carrying amount
	\$	\$	\$	\$	\$
2025					
Trade and other payables	4,229,334	-	-	4,229,334	4,229,334
Loans - QTC	722,662	2,478,815	3,464,230	6,665,707	5,996,239
Loans - other	102,240	306,720	-	408,960	408,960
	<u>5,054,236</u>	<u>2,785,535</u>	<u>3,464,230</u>	<u>11,304,001</u>	<u>10,634,533</u>
2024					
Trade and other payables	2,182,931	-	-	2,182,931	2,182,931
Loans - QTC	822,604	2,599,002	4,066,705	7,488,311	6,686,837
Loans - other	102,240	408,960	-	511,200	511,200
	<u>3,107,775</u>	<u>3,007,962</u>	<u>4,066,705</u>	<u>10,182,442</u>	<u>9,380,968</u>

The outflows in the above table are not expected to occur significantly earlier or for significantly different amounts than indicated in the table.

Flinders Shire Council
Notes to the financial statements
For the year ended 30 June 2025

27 Financial instruments and financial risk management (continued)

Market risk

Market risk is the risk that changes in market indices, such as interest rates, will affect Council's income or the value of its holdings of financial instruments.

Interest Rate Risk

Flinders Shire Council is exposed to interest rate risk through investments and borrowings with Queensland Treasury Corporation.

Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be appropriately managed.

Sensitivity

No reasonably expected movement in interest rates would have a material impact on the profit or equity of Council.

As the Council does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or loss, a change in interest rates at reporting date would not affect the profit or equity of Council.

In relation to the QTC loans held by Council, the following has been applied:

QTC Fixed Rate Loan - financial instruments with fixed interest rates which are carried at amortised cost are not subject to interest rate sensitivity.

(b) Fair value

The fair value of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

Flinders Shire Council

Notes to the financial statements For the year ended 30 June 2025

28 Transactions with related parties

(a) Transactions with key management personnel (KMP)

KMP include the Mayor, Councillors, Council's Chief Executive Officer, Director of Corporate & Financial Services, Director of Engineering and Director of Community Services & Wellbeing.

The compensation paid to key management personnel comprises;

	2025	2024
	\$	\$
Short-term employee benefits	1,318,340	1,544,356
Post-employment benefits	92,022	99,162
Long-term benefits	184,903	165,553
Total	1,595,265	1,809,071

Detailed remuneration disclosures are provided in the annual report.

An additional \$113,704 was paid to a labour hire organisation for the services of an interim Chief Executive Officer for the period 01/07/24 to 20/10/24

(b) Transactions with other related parties

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

Council employs 113 staff and elected representatives of which only 1 are close family members of KMP. All close family members of KMP were employed through an arm's length process. They are paid in accordance with the Award for the job they perform.

Details of transactions between Council and other related parties are disclosed below:

Details of transactions	2025	2024
	\$	\$
Purchase of materials and services for entities controlled by KMP	162,871	510,870
Revenue from KMP and entities controlled by KMP	6,149	2,470
Key management personnel services provided by a related entity	70,110	241,674
	239,138	755,014

(c) Outstanding balances

There were no material amounts outstanding at balance date with related parties.

(d) Loans and guarantees to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

(e) Transactions with related parties that have not been disclosed

The majority of people who are related parties of Council live within the Flinders Shire Community. Therefore on a regular basis ordinary citizen transactions occur between Council and its related parties. The payment by community residents of utility charges and for sales of goods and services are considered to be an ordinary citizen transaction.

Council has not included these types of transactions in its disclosure as they are made on the same terms and conditions available to the general public.

Several key management personnel are also voluntary committee members on local sporting and leisure clubs. During the year Council has made sponsorships and donations to numerous clubs and organisations. Sponsorships to these organisations have been assessed and we believe these transactions were made under normal terms and conditions, therefore no disclosure has been made.

Flinders Shire Council
Financial statements
For the year ended 30 June 2025

Management Certificate
For the year ended 30 June 2025

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 23, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Mayor
Cr Kate Peddle

Date: 16, 10, 2025.



Acting Chief Executive Officer
Bruce Davidson

Date: 16, 10, 2025

INDEPENDENT AUDITOR'S REPORT

To the councillors of Flinders Shire Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Flinders Shire Council.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Acting Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Flinders Shire Council's annual report for the year ended 30 June 2025 was the current year financial sustainability statement – audited ratios, current year financial sustainability statement – contextual ratios and unaudited long term financial sustainability statement.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement – audited ratios.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

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

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements

Statement

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



Dale Hassell
as delegate of the Auditor-General

21 October 2025

Queensland Audit Office
Brisbane

Flinders Shire Council
Current-Year Financial Sustainability Statement - Audited Ratios
For the year ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	5-Year Average	Council Narrative
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	19.44 months	Not Required	
Operating Performance	Operating Surplus Ratio	Contextual	11.80%	4.10%	
	Operating Cash Ratio	Greater than 0%	30.06%	19.01%	
Asset Management	Asset Sustainability Ratio	Greater than 90%	10.06%	36.12%	
	Asset Consumption Ratio	Greater than 60%	70.04%	75.44%	
Debt Servicing Capacity	Leverage Ratio	0 - 3 times	0.54 times	0.13 times	

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2024*. The amounts used to calculate the reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

**Flinders Shire Council
Current Year Financial Sustainability Statements
For the year ended 30 June 2025**

**Certificate of Accuracy
For the year ended 30 June 2025**

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation)

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



Mayor
Cr Kate Peddle

Date: 16, 10, 2025



Acting Chief Executive Officer
Bruce Davidson

Date: 16, 10, 2025

INDEPENDENT AUDITOR'S REPORT

To the councillors of Flinders Shire Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement – audited ratios of Flinders Shire Council for the year ended 30 June 2025, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Acting Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Flinders Shire Council for the year ended 30 June 2025 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to the note in the current year financial sustainability statement which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Flinders Shire Council's annual report for the year ended 30 June 2025 was the general-purpose financial report, current year financial sustainability statement – contextual ratios, and the unaudited long term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

In connection with my audit of the financial sustainability statement, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial sustainability statement and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

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

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

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

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

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



Dale Hassell
as delegate of the Auditor-General

21 October 2025
Queensland Audit Office
Brisbane

Flinders Shire Council
Current-Year Financial Sustainability Statement - Contextual Ratios (unaudited)
For the year ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	5-Year Average	Council Narrative
Financial Capacity	Council Controlled Revenue	Contextual	22.00%	17.23%	
	Population Growth	Contextual	0.62%	0.70%	
Asset Management	Asset Renewal Funding Ratio	Contextual	Not Required	Not Required	Tier 7 Councils commence reporting in FY2028

The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

Flinders Shire Council
Current Year Financial Sustainability Statement - Contextual Ratios
For the year ended 30 June 2025

Certificate of Accuracy
For the current-year financial sustainability - contextual ratios prepared as at
30 June 2025

This current-year financial sustainability statement - contextual ratios has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation)

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement - contextual ratios has been accurately calculated.



Mayor
Cr Kate Peddle

Date: 16, 10, 2025



Acting Chief Executive Officer
Bruce Davison

Date: 16, 10, 2025

Flinders Shire Council
Unaudited Long Term Financial Sustainability Statement
For the year ended 30 June 2025

Type	Measure	Target (Tier 7)	Actual Current Year	Forecast								
			30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029	30 June 2030	30 June 2031	30 June 2032	30 June 2033	30 June 2034
Financial Capacity	Council Controlled Revenue	Contextual	22.00%	25.27%	25.35%	25.62%	25.88%	26.15%	26.42%	26.69%	26.97%	27.26%
	Population Growth	Contextual	0.62%	-1.30%	-1.32%	-1.32%	-1.32%	-1.32%	-1.32%	-1.32%	-1.32%	-1.32%
Asset Management	Asset Renewal Funding Ratio	Contextual	Not Required									
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	19.44 months	Not Required								
Operating Performance	Operating Surplus Ratio	Contextual	11.80%	-21.58%	-21.02%	-20.86%	-20.70%	-20.58%	-20.46%	-20.40%	-20.37%	-20.36%
	Operating Cash Ratio	Greater than 0%	30.06%	0.74%	0.63%	0.29%	-0.02%	-0.34%	-0.64%	-0.97%	-1.31%	-1.64%
Asset Management	Asset Sustainability Ratio	Greater than 90%	10.06%	72.90%	41.59%	41.38%	41.19%	40.99%	40.77%	40.58%	40.40%	40.19%
	Asset Consumption Ratio	Greater than 60%	70.04%	70.02%	68.40%	66.78%	65.15%	63.53%	61.91%	60.29%	58.68%	57.06%
Debt Servicing Capacity	Leverage Ratio	0 - 3 times	0.54 times	28.23 times	28.44 times	53.78 times	-607.99 times	-33.88 times	-14.98 times	-8.00 times	-4.60 times	-2.63 times

Flinders Shire Council's Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

**Flinders Shire Council
Long-Term Financial Sustainability Statement
For the year ended 30 June 2025**

**Certificate of Accuracy
For the long-term financial sustainability statement prepared as at
30 June 2025**

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation)

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor
Cr Kate Peddle

Date: 16, 10, 2025



Acting Chief Executive Officer
Bruce Davidson

Date: 16, 10, 2025





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