Agenda

Goondiwindi Regional Council

Ordinary Meeting

23 September 2026 commencing at 9.00am

Goondiwindi Council Chambers

4 McLean Street, Goondiwindi

DURING THE COURSE OF THE MEETING, PLEASE ENSURE ALL MOBILE TELEPHONES ARE SWITCHED OFF OR IN SILENT MODE.
Opening of Meeting
Attendances: Opening Prayer,
Deputation: Mrs Eliza Jackson.
Apologies:
Declaration of Interest:
Condolences/Congratulations:

Confirmation of Minutes of Previous Meeting	
26 August 2026	Ordinary Committee Meeting
Business Arising from Previous Meeting	

Officer Reports		
EXECUTIVE OFFICE		
01.	**EX 028/26**	**COUNCIL POLICY REVIEW** A review of Council's policies due for renewal has been undertaken. The revised policies are tabled for Council's consideration and endorsement.
02.	**EX 029/26**	**ANNUAL REPORT 2025-26 – GOONDIWINDI REGIONAL COUNCIL** The Goondiwindi Regional Council Annual Report for the period 1 July 2025 to 30 June 2026 is provided for Council's consideration and adoption.
03.	**EX 030/26**	**BUDGET AMENDMENT WORKERS COMPENSATION INSURANCE** Council to consider the proposed budget amendment for workers compensation insurance for the 2026/2027 financial year.
General Business Executive Office		
COMMUNITY AND CORPORATE SERVICES		
04.	**CCS 027/26**	**FINANCE REPORT PE 31 AUGUST 2026** The Finance Report for the period ending 31 August 2026 is provided for Council's endorsement.
05.	**CCS 028/26**	**QUEENSLAND AUDIT OFFICE 2026 FINAL MANAGEMENT REPORT** The Queensland Audit Office 2026 Final Management Report is provided for Council's endorsement.

06.	**CCS 029/26**	**LOCAL DISASTER MANAGEMENT PLAN REVIEW 2026** The Local Disaster Management Plan has been revised as part of the annual review process for 2026.
General Business Community & Corporate Services		
ENGINEERING SERVICES		
07.	**ES 029/26**	**REQUEST TO REMOVE TREES SANDHURST STREET** Council has received a request from the managing agent to inspect and remove trees on Council land in Moffatt Street adjacent to 30 Sandhurst Street. This report is for Council to consider that request.
08.	**ES 030/26**	**COMMERCIAL IN CONFIDENCE – MARCH 2025 FLOOD RESTORATION WORKS – MULTIPLE ROAD WORKS PACKAGES – TEXAS, YELARBON AND TOOBEAH** Council recently called tenders for three separate roadworks packages associated with the March 2025 flood event, being the Texas, Yelarbon and Toobeah areas. Due to the similarity of the works, the common evaluation process and the recommendation to award the contracts across two contractors, this report seeks Council's consideration of all three tenders under a single report rather than separately. This approach is consistent with Council's previous consideration of multiple flood restoration works packages under a consolidated report.
09.	**ES 031/26**	**REQUEST FOR BUDGET AMENDMENT – STORMWATER WORKS SHORT STREET, GOONDIWINDI** Council is requested to consider a budget amendment to undertake urgently required works associated with the failure of underground stormwater infrastructure in Short Street, Goondiwindi.
General Business Engineering Services		
Reception of Notice of Motion for Next Meeting		
Ordinary Meeting of Council, Wednesday, 28 October 2026, commencing at 9.00am at the Council Chambers, 4 McLean Street, Goondiwindi QLD 4390.		
General Business		

REPORT DATE:	15 September 2023	**REPORT NUMBER:**	EX 028/26
DEPARTMENT:	Executive Office		
REPORT TITLE:	**Policies Update**		
PREPARED BY:	Chief Executive Officer, Mr Carl Manton		

SUBJECT:

A review of Council's policies due for renewal has been undertaken. The revised policies are tabled for Council's consideration and endorsement.

REPORT:

Council periodically reviews its policies to ensure they remain current, effective and consistent with legislative requirements and Council practices.

The following policies have recently been reviewed:

- GRC 010 Human Rights Policy
- GRC 040 Advertising Spending Policy
- GRC 103 Local Government Election Policy

The reviewed policies remain generally appropriate and fit for purpose, with only minor amendments required. Changes have primarily been made to improve clarity, ensure consistency with legislative requirements and update policy references where necessary.

No significant changes to Council's existing policy position or operational practices are proposed.

ASSOCIATED RISKS:

Failure to maintain current policies may result in noncompliance with legislative requirements and governance obligations.

FINANCIAL IMPACTS:

There are no direct financial implications associated with the adoption of the reviewed policies.

CONSULTATION:

Relevant Councillors and staff members.

LEGISLATION/LEGAL/POLICY:

Local Government Act 2009
Local Government Regulation 2012
Local Government Electoral Act 2011
Human Rights Act 2019

OFFICER'S RECOMMENDATION:

That Council resolves to endorse the following amended policies:

GRC 010 Human Rights Policy
GRC 040 Advertising Spending Policy
GRC 103 Local Government Election Policy

ATTACHMENTS:

GRC 010 Human Rights Policy
GRC 040 Advertising Spending Policy
GRC 103 Local Government Election Policy

HUMAN RIGHTS POLICY

Adopted Date: **24 September 2020**

Title: **Human Rights Policy**

Policy Number: **GRC 010**

Policy Type: **Statutory**

Responsible Officer: **Chief Executive Officer**

Department: **Executive**

Version	Decision Number or CEO Approval	Decision Date	Status / History
1	Adopted OM- 159/20	24 September 2020	Review September 2023
2	Reviewed OM – 153/23	27 September 2023	Review September 2026
3	Reviewed OM –		Review September 2029

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1. Introduction

1.1 Policy Statement

The Goondiwindi Regional Council ("Council") is committed to respecting, protecting and promoting human rights in accordance with the *Human Rights Act 2019 (Qld)*. Council, its Councillors and employees must act and make decisions in a way that is compatible with human rights and must consider human rights when developing new laws, policies and procedures and when performing their functions and delivering services.

1.2 Objective

The objective of this Policy is to ensure Council, its Councillors and employees uphold their human rights obligations and complies with all applicable legislation, particularly the *Human Rights Act 2019 (Qld)* ("the Act").

1.3 Background

The Act commenced in full on 1 January 2020. The Act protects 23 human rights.

Human rights apply to all individuals and are based on principles of freedom, respect, equality and dignity. Human rights recognise the inherent value of each person, regardless of background, where they live, what they look like, what they think or what they believe. In other words, human rights belong to all people by virtue of being human. Everyone is entitled to these rights, without discrimination.

The Act states that public entities have to act compatibly with human rights and give proper consideration to human rights when making decisions.

Section 9 of the Act sets out the meaning of "public entity". The section states that a local government, a Councillor of a local government and a local government employee are a "public entity".

Pursuant to the Act, as public entities, Council, Council's Councillors and Council's employees must:

a) Act and make decisions in a way that is compatible with human rights; and
b) In making a decision, give proper consideration to a human right relevant to the decision.

An act or decision is compatible with human rights if the act or decision:

a) Does not limit a human right; or
b) Limits a human right only to the extent that is reasonable and demonstrably justifiable in accordance with section 13 of the Act.

2. The Act

2.1 Objectives of the Act

The main objects of the Act are:

a) To protect and promote human rights; and
b) To help build a culture in Queensland's public sector that respects and promotes human rights; and
c) To help promote a dialogue about the nature, meaning and scope of human rights.

2.2 Protected Human Rights

Pursuant to section 11 of the Act, all individuals in Queensland have human rights. A corporation does not have human rights.

The Act protects 23 fundamental human rights. They are outlined below:

1. *Right to recognition and equality before the law*
   Every person has the right to recognition as a person before the law and the right to enjoy their human rights without discrimination. Every person is equal before the law and is entitled to equal protection of the law without discrimination. Every person is entitled to equal and effective protection against discrimination.

2. *Right to life*
   Every person has the right to life and the right not to be deprived of life. The right not to be deprived of life is limited to arbitrary deprivation of life.

3. *Right to protection from torture and cruel, inhuman or degrading treatment*
   A person must not be tortured or treated in a way that is cruel, inhuman or degrading.

4. *Right to freedom from forced work*
   A person must not be made a slave or forced to work.

5. *Right to freedom of movement*
   Every person lawfully within Queensland has the right to move freely within Queensland, enter or leave Queensland, and choose where they live.

6. *Right to freedom of thought, conscience, religion and belief*
   Every person has the right to think and believe what they want and to have or adopt a religion, free from external influence.

7. *Right to freedom of expression*
   Every person has the right to hold and express an opinion, through speech, art, and writing (or other forms of expression) and to seek out and receive the expression of others' opinions.

8. *Right to peaceful assembly and freedom of association*
   Every person has the right to join or form a group and to assemble. The right to assembly is limited to peaceful assemblies.

9. *Right to take part in public life*
   Every person in Queensland has the right and opportunity without discrimination to take part in public life. Every eligible person has the right to vote, be elected, and have access to general terms of equality to the public service and public office.
10. *Property rights*
    All persons have the right to own property alone or in association with others. A person must not be arbitrarily deprived of their property.

11. *Right to privacy and reputation*
    A person's privacy, family, home and correspondence must not be unlawfully or arbitrarily interfered with. A person has the right not to have their reputation unlawfully attacked.

12. *Right to protection of families and children*
    Families are recognised as the fundamental unit of society and are entitled to protection. Every child has the right, without discrimination, to the protection that is in their best interest as a child. Every person born in Queensland has the right to a name and to registration of birth.

13. *Cultural Rights – Generally*
    All persons with particular cultural, religious, racial or linguistic background, must not be denied the right, in community with other persons of that background, to enjoy their culture, declare and practice their religion and to use their language.

14. *Cultural Rights – Aboriginal Peoples and Torres Strait Islander Peoples*
    Aboriginal peoples and Torres Strait Islander peoples hold distinct cultural rights as Australia's first people. They must not be denied the right, with other members of their community, to live life as an Aboriginal or Torres Strait Islander person who is free to practice their culture.

15. *Right to liberty and security of person*
    Every person has the right to liberty and security. This right protects against the unlawful or arbitrary deprivation of liberty. If a person is arrested or detained, they are entitled to certain minimum rights, including the right to be brought to trial without reasonable delay.

16. *Right to humane treatment when deprived of liberty*
    A person must be treated with humanity and respect when deprived of liberty.

17. *Right to a fair hearing*
    A person has the right to have criminal or civil proceedings decided by a competent, independent and impartial court or tribunal after a fair and public hearing.

18. *Rights in criminal proceedings*
    A person charged with a criminal offence has the right to be presumed innocent until proven guilty according to law, and is entitled without discrimination to receive certain minimum guarantees.

19. *Rights of children in the criminal process*
    Children in the criminal process are entitled to special protections on the basis of their age.

20. *Right not to be tried or punished more than once*
    A person must not be tried or punished more than once for an offence in relation to which they have already been finally acquitted or convicted according to law.

21. *Protection from retrospective criminal laws*
    A person must not be prosecuted or punished for conduct that was not a criminal offence at the time the conduct was engaged in.
22. *Right to education*
    Every child has the right to have access to primary and secondary education appropriate to their needs. Every person has the right to have access, based on their abilities, to further vocational education and training that is equally accessible to all.

23. *Right to health services*
    Every person has the right to access health services without discrimination. A person must not be refused necessary emergency medical treatment.

2.3 Application of the Act

As outlined above, pursuant to the Act, as public entities, Council, Council's Councillors and Council's employees must:

a) Act and make decisions in a way that is compatible with human rights; and
b) In making a decision, give proper consideration to a human right relevant to the decision.

Council will also seek, where appropriate, to ensure that contractors, consultants and service providers delivering functions of a public nature on behalf of Council act consistently with human rights principles and relevant obligations under the *Human Rights Act 2019 (Qld)*. Human rights considerations will be taken into account during procurement, contract management and service delivery activities.

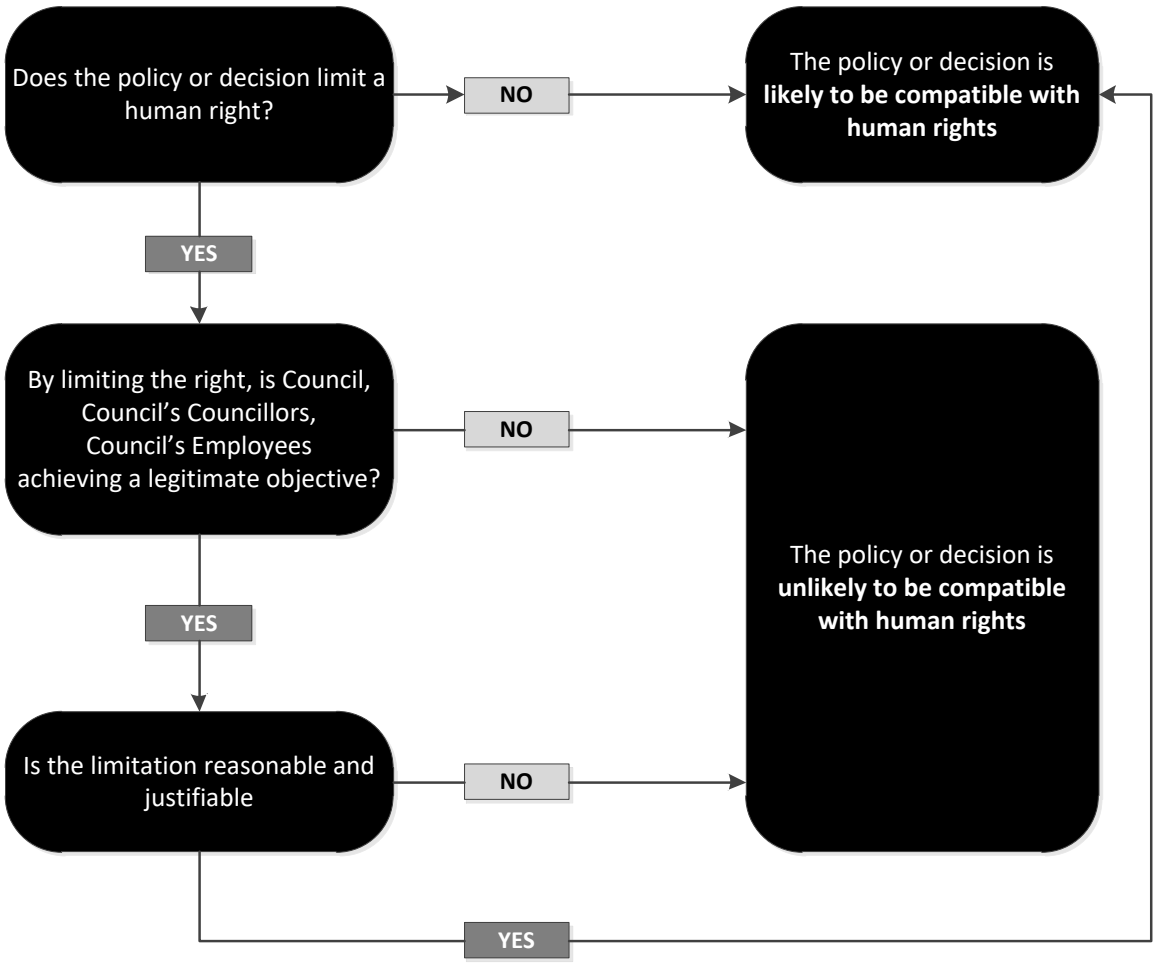
An act or decision is compatible with human rights if the act or decision:

a) Does not limit a human right; or
b) Limits a human right only to the extent that is reasonable and demonstrably justifiable in accordance with section 13 of the Act.

Section 13 of the Act states that when deciding whether a limit on a human right is reasonable and justifiable, the following factors may be relevant:

- The nature of the human right;
- The nature of the purpose of the limitation, including whether it is consistent with a free and democratic society based on human dignity, equality and freedom;
- The relationship between the limitation and its purpose, including whether the limitation helps to achieve the purpose;
- Whether there are any less restrictive and reasonably available ways to achieve the purpose;
- The importance of the purpose of the limitation;
- The importance of preserving the human right, taking into account the nature and extent of the limitation on the human right; and
- The balance between the matters mentioned in the last two dot points above.

Council has adopted the approach illustrated below to assess the compatibility of decisions made by Council, Councillors and employee's with legislative requirements.



3. Human Rights Complaints

Under the Act, a person who believes a public entity has breached its human right obligations has the right to complain and seek remedies. There are three ways a person can make a complaint:
Internal Complaints.
Independent Complaints; and
Raising the Act in courts and tribunals.

3.1 Internal Complaints

An individual who believes Council has contravened its obligations under the *Human Rights Act 2019* should first raise the complaint directly with Council. If at least 45 business days have lapsed since the complaint was made and the complainant has not received a response or is not satisfied with Council's response, they may make a human rights complaint to the Queensland Human Rights Commission (QHRC).

In order to ensure that a complaint is handled in the most efficient manner, Council requests that complainants:

Clearly identify the issues of complaint, or ask for help from Council employees to do this;
Give Council all the available information in support of the complaint in an organised format and not provide any information that is intentionally misleading or knowingly wrong or vexatious;
Cooperate with Council's inquiries or investigations; and
Treat Council employees with courtesy and respect.

A person can make a human rights complaint to Council as follows:

- In person by attending Council's Customer Service Centre located at 4 McLean Street, Goondiwindi, Qld, 4390;
- by telephoning Council's Customer Service Centre on 07 4671 7400;
- in writing by post which is addressed to the Chief Executive Officer, Goondiwindi Regional Council, LMB 7, Inglewood, QLD, 4387 or by email to mail@grc.qld.gov.au.

Council's human rights complaint management flow chart is **Attachment A** of this Policy.

3.2 Independent Complaints

A person can also raise a complaint about human rights with the QHRC or another independent body. In order to accept complaints under the Act, the QHRC must be satisfied that:

- A complaint has first been made to the public entity alleged to have breached the Act.
- At least 45 business days have elapsed since the complaint was made to the public entity.
- The complainant has not received a response to their complaint, or has received an inadequate response.

For further details on QHRC's complaint process, please refer to: https://www.qhrc.qld.gov.au/.

3.3 Raising the Act in courts and tribunals

In some cases, the complaint can be taken to a court or tribunal. While people cannot make complaints directly to courts or tribunals for breaches of the Act, it is possible to raise breaches of the Act in the process of a hearing based on another law.

3.4 Remedies

Where there is a breach of the Act, a person cannot claim financial compensation. However, where the complaint is not resolved, the QHRC can make recommendations regarding actions required of the respondent to uphold human rights.

4. Roles and Responsibilities Regarding Human Rights Complaints

4.1 Councillors

A Councillor who receives a human rights complaint is obliged to report the complaint to Council's Legal Officer in accordance with this Policy.

4.2 Council Employees

If a Council employee receives a human rights complaint, they are obliged to report the complaint to Council's Legal Officer in accordance with this Policy.

All Council employees have a duty and responsibility to perform their function on behalf of Council, including the making of decisions, in a professional manner and in compliance with the Act. Council employees are to assist those individuals who request assistance with making a human rights complaint to Council. Council employees may also be asked by Council to assist with the investigation of, and response to, the complaint.

4.3 Council Directors

A Council Director who receives a human rights complaint is obliged to report the complaint to Council's Legal Officer in accordance with this Policy. If required and appropriate, a Council Director is to support Council's Legal Officer with assessing, investigating and responding to any human rights complaint within their team.

4.4 Council's Legal Officer

Council's Legal Officer is to assess, investigate and respond to the human rights complaint in accordance with the necessary timeframes and pursuant to legislative requirements. Council's Legal Officer is also responsible for:

- Maintaining a human rights complaints register;
- Coordinating the complaints process;
- Providing appropriate human rights training for the organisation.

4.5 Chief Executive Officer

The Chief Executive Officer (CEO) will only get involved in human rights complaints if the matter is exceptionally complex or requires input from the CEO.

4.6 Complainant

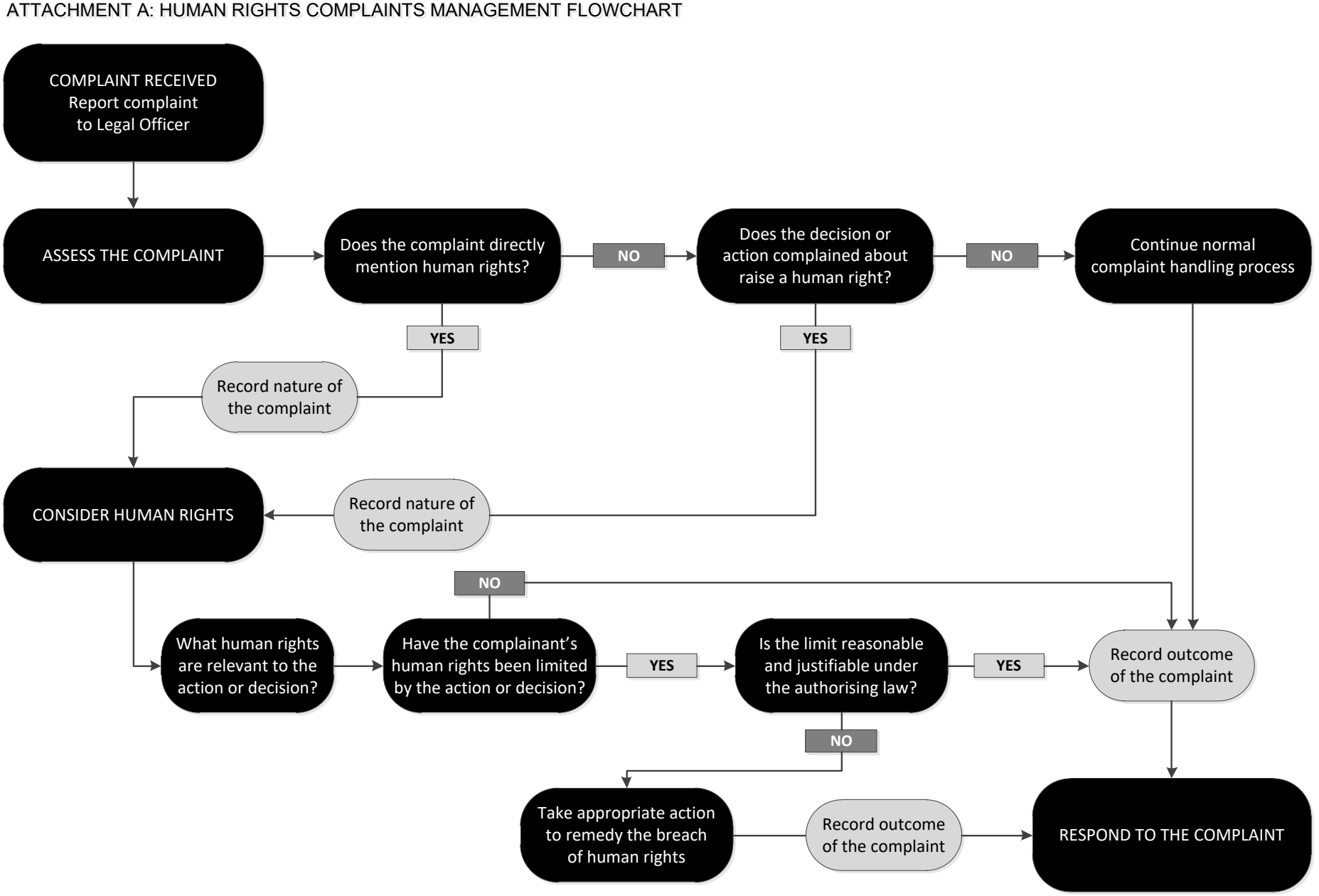
Complainants are entitled to:

- A prompt acknowledgement of Council's receipt of the complaint;
- A prompt response to the complaint;
- Be kept informed of the progress and outcome of the complaints process;
- Confidentiality of personal details (where possible within the law); and
- A thorough and objective investigation or review of the complaint.

5. Relevant Legislation, Policies & Documents

- *Human Rights Act 2019*
- *Anti-Discrimination Act 1991*
- *The Judicial Review Act 1991*
- *The Ombudsman Act 2001*
- *The Crime and Corruption Act 2001*
- *The Right to Information Act 2009*
- *The Information Privacy Act 2009*
- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Public Records Act 2023*
- Councillor Code of Conduct
- Council Employee Code of Conduct
- Council Complaints Management Policy

Attachment A: Human Rights Complaints Management Flowchart



ADVERTISING SPENDING POLICY

Adopted Date: **23 June 2010**

Policy Number: **GRC 040**

Policy Type: **Statutory**

Responsible Officer: **Chief Executive Officer**

Department: **Executive Office**

Version	Decision Number or CEO Approval	Decision Date	Status / History
1	GRC 040	23 June 2010	Review July 2011
2	Reviewed OM – 008/14	January 2014	Review July 2017
3	Reviewed OM – 112/17	June 2017	Review June 2020
4	Reviewed OM – 159/20	September 2020	Review September 2023
5	Reviewed OM – 153/23	September 2023	Review September 2026
6	Reviewed OM –		Review September 2029

1. PURPOSE OF POLICY

The purpose of the policy is to provide guidelines relating to advertising expenditure incurred on Council's behalf to ensure compliance with legislative, financial, audit and ethical requirements.

2. LEGISLATIVE AUTHORITY

Local Government Act 2009
Local Government Regulation 2012

3. BACKGROUND

The Local Government Regulation 2012 ("the Regulation") requires Council to prepare a policy about the local government's spending on advertising. Section 197 of the Regulation provides that a local government may spend money on advertising only:

(a) if:
  (i) the advertising is to provide information or education to the public; and
  (ii) the information or education is provided in the public interest; and
(b) in a way that is consistent with the local government's advertising spending policy.

4. DEFINITIONS

Advertising as defined in Section 197 of the Regulation means promoting, for the payment of a fee, an idea, goods or services to the public.

5. POLICY STATEMENT

5.1. General

Advertising expenditure must comply with section 197 of the *Local Government Regulation 2012* and the requirements of this policy.

All advertising must be:

(a) reasonable;
(b) cost effective;
(c) comply with relevant budget allocations;
(d) for official Council purposes;
(e) comply with legislative and audit requirements;
(f) be factually accurate and capable of substantiation;
(g) be appropriately targeted to the intended audience; and
(h) be able to withstand public scrutiny.

Council advertising must not:

(a) be used for electoral purposes or to promote or adversely affect the electoral prospects of a councillor, candidate or a group of candidates;
(b) during a caretaker period, publish or distribute election material prohibited under the *Local Government Act 2009*; or
(c) promote the personal interests or profile of an individual councillor or employee except where incidental to the communication of legitimate Council information.

5.2. Types of advertising that the local government considers to meet the above criteria pursuant to section 197 of the Regulation.

Below is a list of examples which the Goondiwindi Regional Council considers to meet the criteria:

- To advise the public of a new or continuing service or facility provided by the Council;
- To advise the public about changes to an existing service or facility provided by the Council;
- To provide information about, or to promote the use of, Council services or facilities, including those provided on a commercial basis, where advertising is in the public interest;
- To change the behaviour of people in the Council's area for the benefit of all or some of the community or to achieve the objectives of the Council;
- To advise the public of the time, place and content of scheduled meetings of the Council;
- To advise the public of the decisions made by the Council at its meetings;
- To request comment on proposed policies or activities of the Council;
- To advertise matters required by legislation to be advertised;
- To advise the public of emergency management information, disaster recovery arrangements and public safety matters;
- To advise the public of significant changes to Council services, projects or facilities.

5.3. Procedure that must be followed when approving spending on advertising:

All officers incurring and authorising expenditure pursuant to this policy must comply with the relevant financial delegations set out in Council's Procurment Policy and must comply with the following:

(a) ensure that the principles in this policy are followed;
(b) comply with Council's approved budget allocations;
(c) ensure the advertising is in the public interest and provides information or education to the public; and
(d) comply with Council's Procurement Policy and relevant financial delegations.

5.4. Situations where Policy Does Not Apply

This policy does not apply to the following types of advertising:

(a) advertising for the recruitment of employees;
(b) advertising for the acquisition or disposal of property, plant and equipment used, or to be used by Council as part of its business;
(c) advertising for tenders, quotations or expressions of interest undertaken in accordance with Council's Procurement Policy or relevant legislative requirements;
(d) unpaid media coverage, editorial content or media releases where no fee is paid for publication.

6. RELATED DOCUMENTS

GRC 010 Human Rights Policy
GRC 034 Code of Conduct

7. REVIEW DATE

September 2029

LOCAL GOVERNMENT ELECTION POLICY

Adopted Date: **27 September 2023**

Policy Number: **GRC 103**

Policy Type: **Administrative**

Responsible Officer: **Chief Executive Officer**

Department: **Executive Office**

Version	Decision Number or CEO Approval	Decision Date	Status / History
1	Adopted OM-153/23	27 September 2023	Review September 2026
2	Reviewed OM –		Review September 2029

1. STATEMENT

Council is committed to transparent and accountable local government through compliance with both the law and reasonable community expectations during a local government election period. For the purposes of this Policy an election period is defined as per the *Local Government Electoral Act 2011* Schedule Dictionary:
'Election Period' – for an election, means the period—

a) starting on the day when public notice of the holding of the election is given under section 25(1) of the *Local Government Electoral Act 2011*; and
b) ending on the close of the poll for the election.

2. PURPOSE AND PRINCIPLES

This policy provides appropriate standards and restrictions for councillors and council officers during the election period for a local government quadrennial election, fresh election and a by-election:

- Major policy decisions prohibited under Section 90B of the Local Government Act 2009 will not be made during the Caretaker Period unless Ministerial approval has been obtained. Council will generally not consider new major policies, significant policy changes or major new projects during the Election Period; and
- Council resources will not be used for any political or electoral purposes.

3. STRATEGIC PLAN LINK

This Policy aligns with the following Corporate Plan 2024-2028:

To strengthen our thriving regional lifestyle and prosperous economy.

4. REGULATORY AUTHORITY

Local Government Act 2009

Local Government Electoral Act 2011

Local Government Regulation 2012

5. HUMAN RIGHTS COMMITMENT

Goondiwindi Regional Council (Council) has considered the human rights protected under the *Human Rights Act 2019 (Qld) (the Act)* when adopting and/or amending this policy. When applying this policy, Council will act and make decisions in a way that is compatible with human rights and give proper consideration to a human right relevant to the decision in accordance with the Act.

6. SCOPE

This policy applies to all councillors, council staff, contractors and others that act on Council's behalf to provide information regarding decision making during an election period with respect to:

- appropriate decision making;
- equity and transparency between existing Councillors and new candidates regarding access to Council resources;
- effective day to day management of Council activities; and
- Council resources are not diverted for electoral purposes.

7. MAJOR POLICY DECISIONS

The areas of Council's operations that will be impacted during the election period are:

- major policy decisions;
- use of Council resources; and
- significant public events and consultation (including media announcements; public consultations and publications).

Schedule 4 of the *Local Government Act 2009* (the Act) defines "major policy decisions" as meaning:

- about the appointment of a chief executive officer of the local government; or
- about the remuneration of the chief executive officer of the local government; or
- to terminate the employment of the chief executive officer of the local government; or
- to enter into a contract the total value of which is more than the greater of the following:
  - $200,000
  - 1% of the local government's net rate and utility charges as stated in the local government's audited financial statements included in the local government's most recently adopted annual report; or
- relating to the making or preparing an arrangement, list, plan or register in the way provided under a regulation made under this Act that can be used to establish an exception to obtaining quotes or tenders when entering into a contract; or
- to make, amend or repeal a local law; or
- to make, amend or repeal a local planning instrument under the *Planning Act 2016*; or
- on certain development applications involving variation requests under the Planning Act 2016; and
- on certain change applications involving variation approvals under the Planning Act 2016.

Section 90B of the Act allows for local governments to apply to the Minister for approval to make a major policy decision during the Caretaker Period in exceptional circumstances. Where uncertainty exists as to whether a proposed decision constitutes a major policy decision under the Act, Council may seek advice from the Department. Any decision prohibited under section 90B may only proceed where Ministerial approval has been obtained in accordance with the Act.

In addition to the statutory restrictions that apply during the Caretaker Period, Council has determined as a matter of good governance that it will generally not consider any new major policies, significant changes to policy and/or major new projects during the Election Period unless there are compelling operational, legislative or public interest reasons to do so.

In this context, when defining a major policy and/or project, the following will be taken into consideration:

- What is the impact of the policy/project on the financial sustainability of the Council?
- Will the project/policy materially divert Council resources?
- Does the project/policy have the likely potential to be controversial or generate significant public interest? and
- Would the project/policy generally require significant community engagement prior to initiating or finalising?

Note: Significant decisions required by legislation are exempt from this provision unless the legislation makes provision for Caretaker Periods. Section 90D also prohibits Council from publishing or distributing election material during the Caretaker Period.

8. USE OF COUNCIL RESOURCES

Care is to be taken to ensure that there can be no perception that Council resources are being used to assist candidates in their election campaign. Councillors may continue to use Council resources for routine activities in the fulfilment of their roles and responsibilities as a councillor and in accordance with Council's Expenses Reimbursement Policy until their term of office ends.

Council owned resources, including vehicles shall not be used for election or campaigning purposes. Councillors are not permitted to fix or allow to remain affixed, to Council property any poster, election sign, sticker, decal, magnetic or adhesive that promotes the Councillor or another person as a candidate or potential candidate in a Federal, State or Local Government election.

The use of Council resources and equipment (office space, laptops, printers, photocopiers or stationery) for the production of election material is strictly prohibited.

9. COUNCILLOR ADMINISTRATIVE SUPPORT

Normal service delivery and business activities will be maintained throughout the Election Period and staff providing administrative support to councillors will continue to provide support for core Council activities, but not for election or politically related matters. The Media team will not assist individual councillors with their election campaign media activities.

In summary, the use of any Council staff or resources for election campaigns is strictly prohibited except as specifically provided in clause 14 of this policy regarding personal time.

10. MAJOR EVENTS AND COMMUNITY ENGAGEMENT ACTIVITIES

The following Council organised events and ceremonies will have the following variations and/or restrictions during the election period:

- Citizenship ceremonies – formal citizenship ceremonies will continue, and all public events will be advertised.
- Community awards, recognition events and civic receptions – there will be no formal awards, recognitions, or civic receptions during the election period.

11. MEDIA

Media releases will be limited to operational issues rather than policy and/or major projects. Council will not make comment on individual election campaigns except if harmful, inaccurate comments are made by a candidate that directly relates to Council operations. In these circumstances, the Chief Executive Officer reserves the right to correct the inaccuracy. Council staff (including Marketing and Communications) will not provide media advice to Councillors who have nominated as candidates regarding public comment on the elections.

12. PUBLICATIONS

Section 90D of the *Local Government Act 2009* states that a local government must not, during a Caretaker Period for the local government, publish or distribute election material.

Election material is anything able to, or intended to:

- influence an elector about voting at an election;
- affect the result of an election.

Any advertisement, handbill, pamphlet or notice that contains "election material" whether physical or electronic during the caretaker period is prohibited.

13. PUBLIC CONSULTATION /STAKEHOLDER ENGAGEMENT

No discretionary public consultation will take place during the election period on an issue which is significant, contentious, or not of an ongoing operational matter.

For the purpose of this policy, discretionary public consultation means consultation which is not legislatively mandated and is a process which involves an invitation from or to individuals, groups or organisations or the community generally to comment on an issue, proposed action or proposed policy.

This policy does not prevent any mandatory public consultation required by the *Local Government Act 2009, Planning Act 2016* or any other Act which is required to be undertaken to enable the Council to fulfil its functions in relation to any matter or decisions which are not prohibited by this policy.

14. REQUESTS FOR INFORMATION AND CONTACT WITH STAFF

The Chief Executive Officer will ensure councillors are provided with appropriate support to continue to fulfil their official duties and responsibilities during the election period. During the election period Councillors may still seek information and advice on Council issues in accordance with Council's Employee Advice Guidelines Policy.

15. CONDUCT OF STAFF

Prior to the election period commencing, the Chief Executive Officer will ensure that all staff are advised of the application of this policy and ensure that:

- while undertaking their duties as Council employees, staff will not undertake any activity that may influence voting in the election.
- staff will not authorise, use or allocate a Council resource for any purpose which may influence voting in the election.
- staff will not assist Councillors or a candidate in a way that is or could create a perception that they are being used for electoral purposes.
- should any member of staff wish to provide support or assistance to a Councillor or a candidate in their own time as a private citizen including on the day of the election they must in no way be seen to be acting as a representative of Council and in these actions they are acting as a private citizen.

16. COUNCIL WEBSITE AND SOCIAL MEDIA

Council controlled websites and social media will carry a notice to exclude political comment. No response will be made to any political comments posted and council reserves the right to remove any such comments.

Council Officers are required to be mindful of their obligations under the code of conduct when interacting with political content during the Election Period. Care is required when liking, reposting, posting, sharing or undertaking other interactions where your profile or presence is identifiable as an employee of Goondiwindi Regional Council.

Council's website will not feature any new articles or events which are not approved by the CEO.

Council's social media platforms must not be used to promote, support, oppose or otherwise influence the election prospects of any candidate.

17. ROLES AND RESPONSIBILITIES

This policy applies to all Councillors and any Council employee who either performs a support role for the Councillors or processes any of the requirements of this policy.

18. MONITORING AND EVALUATION

The effectiveness of this policy will be monitored through compliance with legislative requirements, adherence to caretaker period restrictions, appropriate use of Council resources during election periods and the absence of substantiated complaints relating to electoral advantage or misuse of Council resources.

19. DEFINITIONS

By-Election As per Schedule Dictionary of the *Local Government Electoral Act 2011* means an election to replace a Councillor after the Councillor's office becomes vacant.

Caretaker Period As per s90A of the *Local Government Act 2009*:

(1) The caretaker period for a local government is the period during an election for the local government that-
   (a) starts on the day when public notice of the holding of the election is given under the *Local Government Electoral Act*, section 25(1); and
   (b) ends at the conclusion of the election.

(2) There is no caretaker period during a by-election or fresh election.

Election Period Means the period—
   (a) starting on the day when public notice of the holding of the election is given under section 25(1) of the Local Government Electoral Act 2011 ; and
   (b) ending on the close of the poll for the election.

Fresh Election As per Schedule 4 of the *Local Government Act 2009* and Schedule Dictionary of the *Local Government Electoral Act 2011* means an election of all the
Councillors of a local government that is not a quadrennial election.

Quadrennial Election
As per Schedule 4 of the *Local Government Act 2009* and Schedule Dictionary of the *Local Government Electoral Act 2011* means the election for local governments that is held in 2012, and every fourth year after 2012.

REPORT TYPE: Consideration **REPORT NUMBER:** EX 029/26

REPORT DATE: 4 September 2026

DEPARTMENT: Executive Office

REPORT TITLE: **Annual Report – Goondiwindi Regional Council**

PREPARED BY: Chief Executive Officer, Mr Carl Manton

SUBJECT:

The *Local Government Act 2009* requires the adoption of the Annual Report of the Goondiwindi Regional Council for the period 1 July 2025 to 30 June 2026.

REPORT:

The Goondiwindi Regional Council Annual Report for the period 1 July 2025 to 30 June 2026 is provided for Council's consideration and adoption.

RECOMMENDATION:

That Council adopts the Goondiwindi Regional Council Annual Report for the period 1 July 2025 – 30 June 2026.

FINANCIAL IMPACTS:

Nil

CONSULTATION:

N/A

LEGISLATION/LEGAL/POLICY:

Local Government Act 2009

FINANCIAL IMPACTS:

Nil

ATTACHMENTS:

Goondiwindi Regional Council Annual Report 2025/2026 – Portal

REPORT DATE:	15 September 2026	**REPORT NUMBER:**	EX 030/26
DEPARTMENT:	Executive Office		
REPORT TITLE:	**Budget Amendment**		
PREPARED BY:	Chief Executive Officer, Mr Carl Manton		

SUBJECT

Council to consider the proposed budget amendment for workers compensation insurance for the 2026/2027 financial year.

BACKGROUND

Council's 2026/2027 budget allocation for workers compensation insurance was $230,000 (Council's LGW contribution was $272,040 in 2025/2026). This allocation underestimated the required contribution for the financial year, with Council's Local Government Workcare (LGW) contribution subsequently confirmed at $357,396, requiring an increase to the budget allocation.

LGW has advised that Council's contribution rate for 2026/2027 increased from 1.379% to 1.886%. The primary driver of the increase was statutory claim costs incurred in 2023/2024, which totalled $275,597. Council's 2026/2207 contribution rate of 1.886% remains below the average LGW Scheme rate of **2.13%.** As mentioned in the attached correspondence Queensland Councils have experience significant and sustained increases in the number of both primary and secondary injury claims since 2020.

LGW contribution rates are determined annually by the Scheme's Actuary, using each Council's claim history over the last 4.5 years. In setting Council's 2026/2027 contribution rate, the Actuary considered claims experience to December 2025, including statutory claim costs for the previous 2.5 years and common law claim costs from the preceding 2 years.

The increase reflects the LGW actuarial assessment process and is not the result of changes to Council's workers compensation coverage.

ASSOCIATED RISKS

The proposed budget amendment will ensure the 2026/2027 Budget accurately reflects Council's required workers compensation insurance expenditure.

FINANCIAL IMPACTS

Council's LGW contribution of $357,396 is $127,396 above the adopted 2026/2027 budget allocation of $230,000.

CONSULTATION

As set out in the report.

LEGISLATION/LEGAL/POLICY

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- GRC Budget 2026/2027

OFFICER'S RECOMMENDATION

It is recommended that Council approves a budget amendment increasing the 2026/2027 workers compensation insurance budget allocation from $230,000 to $357,500.

ATTACHMENTS

Correspondence from LGW dated 28 April 2026

28 April 2026

Mr Carl Manton
Chief Executive Officer
Goondiwindi Regional Council
Locked Mail Bag 7
INGLEWOOD QLD 4387

Email: CManton@grc.qld.gov.au

Dear Carl,

Advice to Local Government Workcare (LGW) Members – Contribution Increase for 2026-2027

We are writing to provide member councils with notice that the LGW average scheme rate will increase to **2.13%** for the coming 2026-2027 financial year.

Increasing Psychological Injury Claims and their Costs to Workers Compensation Schemes

The LGAQ wrote to you earlier this month with an important update in relation to an emerging risk to workers compensation, and more specifically, an alarming and sustaining trend in rising psychological injury claim numbers and related costs.

As indicated in that correspondence the Queensland Government recently announced a review of the Workers Compensation and Rehabilitation Act which is an important step as this trend is impacting the local government sector and challenging the sustainability of all workers compensation schemes - throughout Queensland, and indeed nationally.

Impacts on the Local Government Workcare (LGW) Scheme

The Local Government Workcare (LGW) scheme currently provides workers compensation cover for 61 Queensland Councils and has been doing so successfully for almost 30 years. Despite this successful history, LGW is not immune to this new claim trend. Councils have experienced a significant and sustained increase in the number and cost of both primary and secondary psychological injury claims since 2020:

LGW Claims Expenses*					
2020	2021	2022	2023	2024	2025
$22.59M	$30.5M	$29.9M	$36.2M	$29.4M	$42.2M

*Per LGW scheme audited Financial Statements.

As set out above LGW has seen an 87% increase in reported annual claim costs in the six years to 30 June 2025. A significant part of this claim cost increase is due to the increase in psychological claims across the LGW membership.

These claim cost increases are exerting great financial pressures on the LGW scheme that will result in the necessary increasing of annual contribution costs for many LGW members.

Actions being undertaken by the LGAQ and the LGW Scheme

The LGAQ successfully advocated for a review Workers Compensation and Rehabilitation Act and will participate in that process by providing a comprehensive submission. We will recommend legislative reforms similar to those already passed interstate to help ensure the ongoing viability of workers compensation schemes for local government. We will also advocate for legislative reform to curb the cost impact of psychological injury claims trend on Queensland Councils.

The LGW scheme is also proactively providing a range of support services for members facing psychological injury claims by providing specialised claims management services designed to address the complex nature of these cases. The recent appointment of a Complex Claims Officer aims to assist councils in effectively and proactively managing and resolving these claims, which will reduce costs for the scheme and minimise productivity losses for member councils.

Benefits of the Mutual

Since 2018, the LGW scheme has returned surpluses of more than $12 million directly to its member councils which is a significant financial benefit of membership. When claims and costs are lower than anticipated, any surplus money in the scheme has been returned directly back to councils or invested in bespoke initiatives that benefit local government. It's a big point of difference compared to Workcover, which retains any profits and does not return surpluses to members.

In addition, the following are other unique and valuable benefits our mutual members enjoy:

- LGW member contributions have no stamp duty.
- LGW has no claims excess, which is a significant saving to your council. This means that claims are paid by LGW from Day 1, as opposed to councils paying for the first 5 days of the claim under Workcover.
- LGW has best practice performance and compliance monitoring which helps your council to mitigate risks and enables members to focus on injury prevention of workers.
- LGW return to work rates are 10% higher than Workcover which help productivity and reduces council costs.
- Finalised LGW claim costs are lower than Workcover which saves councils time and money.
- LGW Free dedicated support services, claims management and bespoke initiatives including training to help member councils manage their individual risks and unique circumstances – LGMS Regional Risk Co-ordinator Program, LGW People & Safety Forums, Accredited OIR Audits and a Biannual People & Safety Conference with industry leading experts and a program tailored specifically for local government which is subsidised by the scheme.

LGW also provides its member councils with a **free** accredited OIR audit which may also be utilised for Transport & Main Roads (TMR) audits if the benchmark is met. This saves councils an estimated average cost of $30,000 in external audit fees.

In addition, LGW is continuing to assist members by providing education and training opportunities in relation to best managing psychological claims in local government. This will also be an important focus area of the LGW People & Safety Conference this year.

Average Scheme Rate

In recent years, the LGW Management Committee has been monitoring scheme data that has indicated an emerging trend of significant and sustained claims costs growth year on year particularly in the area of psychological injury claims as outlined above.

However, recent actuarial advice and modelling show the ongoing trend of increased claims expenses is higher than previously expected.

As a result, the LGW Management Committee, supported by elected representatives from council, has recently determined that the member contribution rates for the 2026-27 year will need to **increase to an average scheme rate of 2.13%** of each council's payroll.

Rate Calculation

Member contributions are based on annual actuarial assessments that take into account a council's previous claims experience in recent years.

LGW's scheme rate calculation considers claims costs over a 4.5 year period and a number of steps have been taken to remove year on year volatility. Unlike WorkCover, this includes built-in limits on the extent to which individual contribution rates can move in any one year (caps and floors), while also keeping in mind that claims experience may take time to reflect a higher or lower scheme rate for an individual member council. In 2026-2027 a maximum cap of 35% has been applied to contribution increases across the scheme.

Your Council Rate for 2026-2027

As a result of the significant increase in claims cost all councils within the scheme will be receiving an increase in contribution rate for the 2026-2027 financial year.

Following actuarial assessment of your individual council claims history, LGW advises that the contribution rate for the period 1 July 2026 to 30 June 2027 for **Goondiwindi Regional Council** will be **1.89%**. This rate considers your individual council claims experience, both statutory and common law, over the preceding five years.

We know that this is challenging information to receive, and is not the outcome that you would be wanting as you prepare your council's 2026-27 budget. However, we wanted to provide you this update with as much time and details as possible for your planning purposes. A core value to LGW is its transparency with member councils.

Should you require any further information or have any concerns in relation to this letter please contact the LGAQ as Trustee by phoning Rachael Lindsay on 07 3000 2262 or email Rachael_Lindsay@lgaq.asn.au.

Yours sincerely,

Ian Leckenby
LGW Chair

Alison Smith
LGAQ CEO

REPORT DATE: 16 September 2026 **REPORT NUMBER:** CCS-027/26

DEPARTMENT: Community and Corporate Services

REPORT TITLE: **Finance Report Ending 31 August 2026**

PREPARED BY: Manager Finance, Mr Bradley Pyle

SUBJECT:

Finance Report CCS-027/26 for period ending 31 August 2026 is provided for Council's endorsement.

REPORT:

ASSOCIATED RISKS:

FINANCIAL IMPACTS:

CONSULTATION:

LEGISLATION/LEGAL/POLICY:

OFFICER'S RECOMMENDATION:

That Council resolves to receive Finance Report CCS-027/26 for the period ending 31 August 2026 and accepts the budget amendments contained therein.

ATTACHMENTS:

Attachment A: Finance Report for the period ending 31 August 2026

Finance Report

Month Ending 31 August 2026

Ordinary Meeting of Council to be held Wednesday, 23 September 2026

REPORT TYPE:	DECISION	**REPORT NUMBER:**	CCS-027/26
REPORT DATE:	16 September 2026	**FILE REFERENCE:**	Financial Management
DEPARTMENT:	Finance and Corporate		
PREPARED BY:	Manager Finance, Bradley Pyle		

SUMMARY

Page Number

Statement of Comprehensive Income 3
Graphical representation:-
Recurrent Revenue 4
Recurrent Expenditures 4
Capital Revenue 4
Capital Expenditure 4

Statement of Financial Position 5

Statement of Cash Flows 7

Statement of Changes in Equity 8

Ordinary Meeting of Council to be held Wednesday, 23 September 2026
Statement of Comprehensive Income
for the month ended 31 August 2026

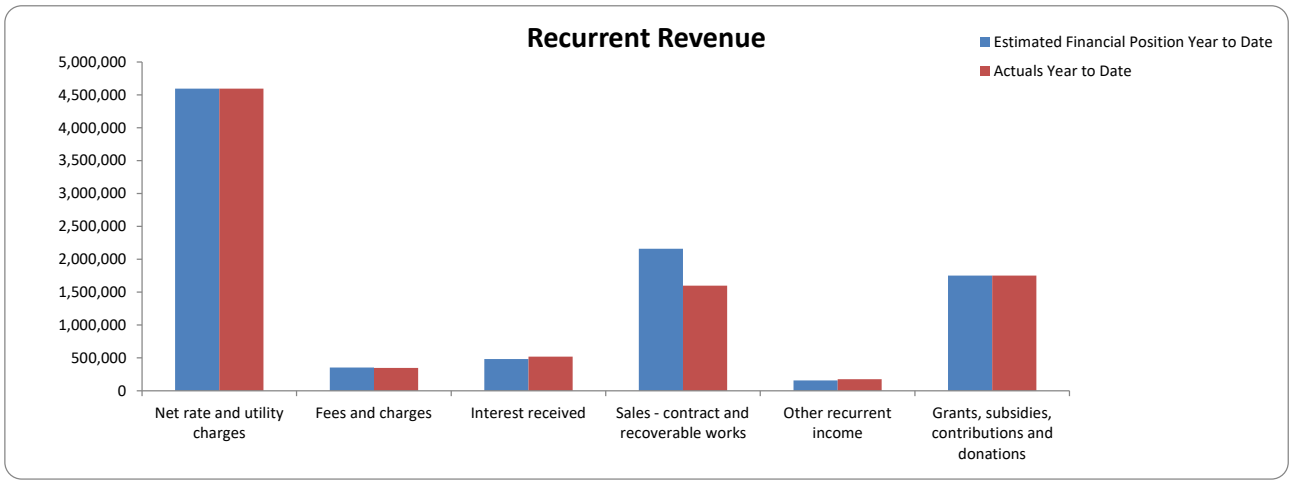
	Estimated Financial Position 2026/27	Year to Date 31-Aug-26	Actuals Year to Date 31-Aug-26	Variance $	Variance %	Explanation
OPERATING						
Income						
Recurrent Revenue						
Net rate and utility charges	27,573,558	4,595,593	4,595,593	0	0%	
Fees and charges	2,123,500	353,917	346,690	(7,227)	-2%	
Interest received	2,897,500	482,917	520,500	37,583	8%	
Sales - contract and recoverable works	12,961,115	2,160,186	1,599,191	(560,995)	-26%	
Other recurrent income	957,000	159,500	176,789	17,289	11%	
Grants, subsidies, contributions and donations	10,514,186	1,752,364	1,752,364	0	0%	
Total Recurrent Revenue	**57,026,859**	**9,504,477**	**8,991,127**	**(513,350)**		
Expenses						
Recurrent Expenses						
Employee benefits	19,956,773	3,070,273	3,199,865	129,592	4%	
Materials and services	21,987,933	3,382,759	2,669,460	(713,299)	-21%	
Finance costs	56,600	9,433	8,552	(881)	-9%	
Depreciation and amortisation	15,073,855	2,512,309	2,554,928	42,619	2%	
Total Recurrent Expenses	**57,075,161**	**8,974,774**	**8,432,805**	**(541,969)**		
NET OPERATING RESULT	**(48,302)**	**529,702**	**558,322**	**28,620**		
CAPITAL						
Capital - Related Revenue						
Grants, subsidies, contributions and donations	4,331,502	721,917	41,453	(680,464)	-94%	
Gain/(loss) on disposal of non-current assets		0	0	0		
Total Capital - Related Revenue	**4,331,502**	**721,917**	**41,453**	**(680,464)**		
Capital - Related Expenditure						
2026/27 Adopted Budget	27,625,000	4,604,167	2,218,490	(2,385,676)		
Total Capital - Related Expenditure	**27,625,000**	**4,604,167**	**2,218,490**	**(2,385,676)**	-52%	
NET CAPITAL RESULT	**(23,293,498)**	**(3,882,250)**	**(2,177,037)**	**1,705,212**		

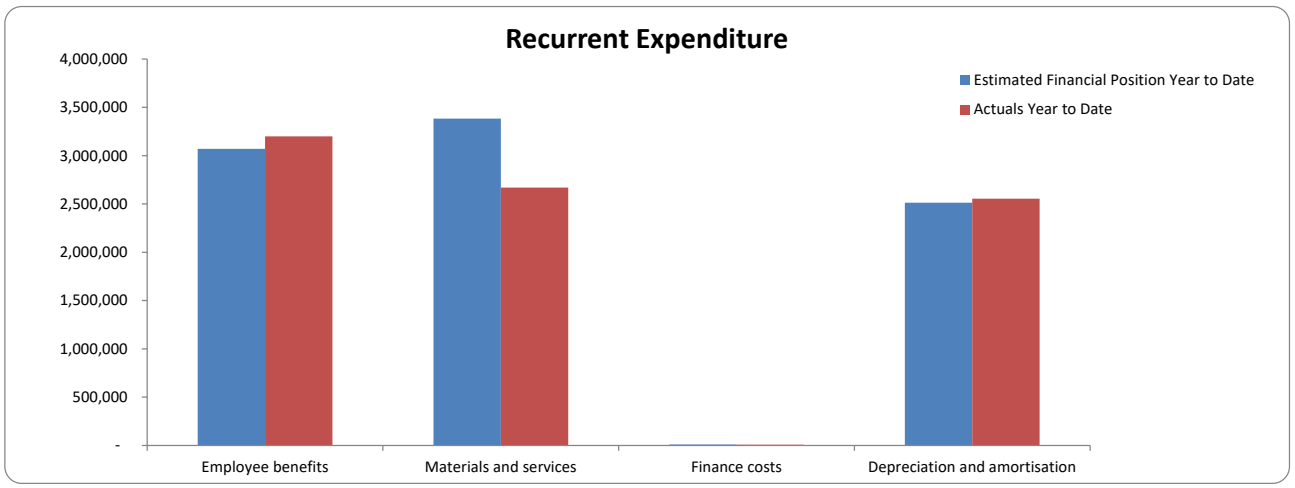
Reconciliation of Adopted Capital Budget to Actual 2027

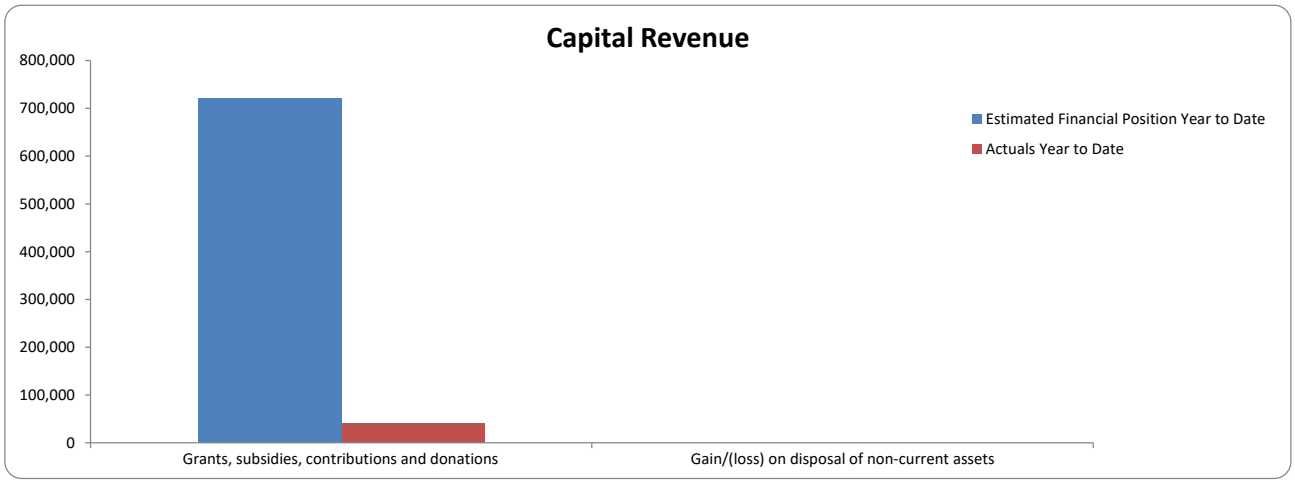
Capital Expenditure Budget as at 1 August 2026	**24,000,700**
Amendments August 2026	
Budget Carry Overs	3,544,300
Iwd Pool-Replace Inline Analys	5,000
Truck Isuzu Patching - 3309	-175,000
Daymar Weengallon- 24840-26840	250,000
Total Increase/(Decrease)	3,624,300
Adjusted Capital Expenditure Budget as at 31 August 2026	**27,625,000**

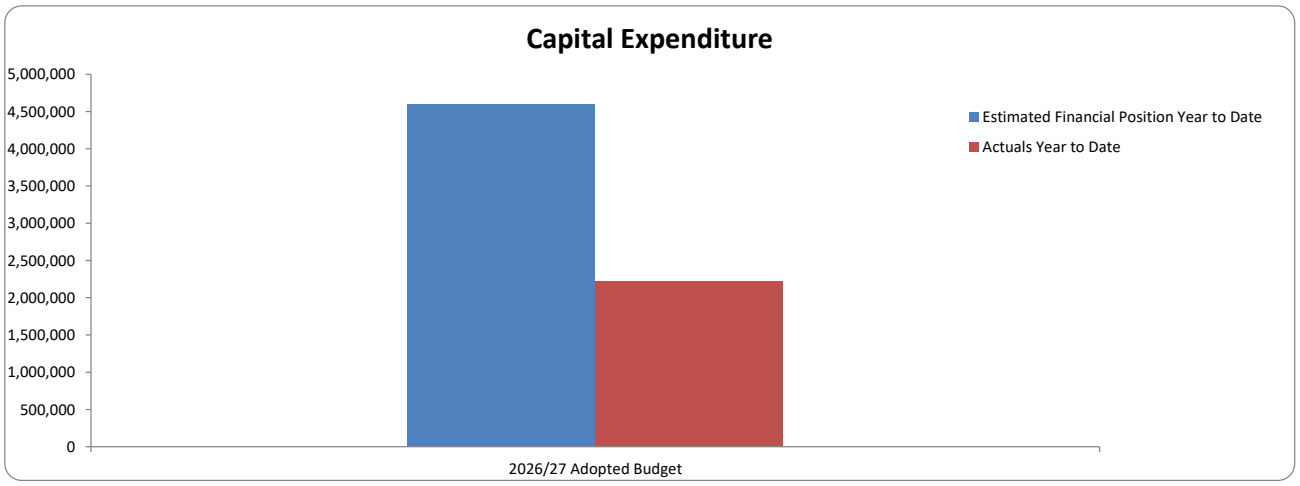
Ordinary Meeting of Council to be held Wednesday, 23 September 2026

Statement of Comprehensive Income Graphical Representation









Statement of Financial Position
as at 31 August 2026

	Notes	31 August
CURRENT ASSETS		
Cash and Cash Equivalents	1	28,919,876
Investments	2	62,000,000
Receivables	3	15,454,760
Inventories	4	228,648
Contract Assets	5	4,370,350
TOTAL CURRENT ASSETS		**110,973,634**
NON CURRENT ASSETS		
Property, Plant and Equipment	6	626,334,872
Intangible Assets	7	7,575,000
TOTAL NON CURRENT ASSETS		**633,909,872**
TOTAL ASSETS		**744,883,506**
CURRENT LIABILITIES		
Payables	8	6,933,376
Provisions	9	5,353,459
Other Liabilities	10	8,675,437
Contract Liabilities	11	28,536,099
TOTAL CURRENT LIABILITIES		**49,498,371**
NON CURRENT LIABILITIES		
Provisions	12	2,694,175
Other Liabilities	13	1,512,588
TOTAL NON CURRENT LIABILITIES		**4,206,763**
TOTAL LIABILITIES		**53,705,134**
NET COMMUNITY ASSETS		**691,178,372**
COMMUNITY EQUITY		
Accumulated Surplus		387,435,272
Asset Revaluation Reserve		303,143,326
Retained Operating Surplus This Year		599,775
NET COMMUNITY EQUITY		**691,178,372**

Statement of Financial Position
as at 31 August 2026

		Notes	31 August
1	**Cash and Cash Equivalents**		
	Cash at Bank		**28,919,876**
2	**Investments**		**62,000,000**
			90,919,876
3	**Receivables**		
	Rates, Debtors & others receivable		9,308,520
	Accrued income		4,219,971
	GST Recoverable		1,352,918
	Sundries		573,351
			15,454,760
4	**Inventories**		**228,648**
5	**Contract Assets**		**4,370,350**
6	**Property, Plant and Equipment (Including Works in Progress)**		**626,334,872**
7	**Intangible Assets**		**7,575,000**
8	**Payables**		
	Creditors and accruals		**6,933,376**
9	**Provisions - Current**		
	Employee entitlements - Annual leave		1,735,205
	Employee entitlements - Long service leave		2,503,369
	Other employee entitlements		1,101,574
	Landfill Restoration		13,311
			5,353,459
10	**Other Liabilities - Current**		
	Rates		8,223,979
	Unearned Revenue - Gdi Bowls Club		20,000
	Waste Levy Refund Received in Advance		431,458
			8,675,437
11	**Contract Liabilities - Current**		**28,536,099**
12	**Provisions - Non Current**		
	Employee entitlements - Long service leave		117,254
	Landfill Restoration		2,576,921
			2,694,175
13	**Other Liabilities - Non Current**		
	Unearned Revenue - Gdi Bowls Club		178,000
	Waste Levy Refund Received in Advance		1,334,588
			1,512,588

Ordinary Meeting of Council to be held Wednesday, 23 September 2026

Statement of Cash Flows
for the month ended 31 August 2026

		$
Cash Flows from Operating Activities		
Receipts from Customers		8,159,174
Payments to Suppliers and Employees	-	14,280,326
	-	6,121,152
Receipts:		
Interest Revenue		708,440
Recurrent Grants, Subsidies and Contributions		2,802,875
Payments:		
Finance Costs	-	8,552
Net Cash - Operating Activities	**-**	**2,618,389**
Cash Flows from Investing Activities		
Receipts:		
Sale of Property, Plant and Equipment		111,130
Capital Grants, Subsidies and Contributions		41,831
Payments:		
Purchase of Property, Plant and Equipment	-	15,851,863
Purchase of Intangible Assets		-
Net Cash - Investing Activities	**-**	**15,698,902**
Cash Flows from Financing Activities		
Payments:		
Repayment of Borrowings		-
Net Cash Flow - Financing Activities		**-**
Net Increase/(Decrease) in Cash and Cash Equivalents	**-**	**18,317,291**
Plus: Cash and Cash Equivalents - Beginning		109,237,167
Cash and Cash Equivalents - Closing		**90,919,876**

Statement of Changes in Equity
for the month ended 31 August 2026

	Asset Revaluation Surplus	Retained Surplus	Total Community Equity
	$	$	$
2027			
Balance as at 1 July 2026	303,143,326	387,435,271	690,578,597
Net Result	-	599,775	599,775
Other Comprehensive Income			
- Revaluations: Asset Revaluation Surplus			-
Total Comprehensive Income	-	599,775	599,775
Balance as at 31 August 2026	**303,143,326**	**388,035,046**	**691,178,372**

REPORT DATE:	16 September 2026	**REPORT NUMBER:**	CCS-028/26
DEPARTMENT:	Community and Corporate Services		
PORTFOLIO HOLDER:	n/a		
REPORT TITLE:	**Queensland Audit Office 2026 Final Management Report**		
PREPARED BY:	Manager Finance, Mr Bradley Pyle		

SUBJECT:

The Queensland Audit Office 2026 Final Management Report is provided for Council's endorsement.

REPORT:

ASSOCIATED RISKS:

FINANCIAL IMPACTS:

CONSULTATION:

LEGISLATION/LEGAL/POLICY:

- *Local Government Regulation 2012*

OFFICER'S RECOMMENDATION:

That Council resolves to receive the Queensland Audit Office 2026 Final Management Report.

ATTACHMENTS:

Attachment 1: Queensland Audit Office 2026 Final Management Report



2026 FINAL MANAGEMENT REPORT

Goondiwindi Regional Council

9 September 2026

Queensland Audit Office

Better public services

Queensland Audit Office
Better public services

Hon. Cr. Lawrence Springborg AM
Mayor
Goondiwindi Regional Council

Dear Councillor Springborg

Final management report for Goondiwindi Regional Council

This report provides the outcome of the Queensland Audit Office's external audit of your financial statements for the year ending 30 June 2026.

We have completed our audit and issued an unmodified opinion. This means the financial statements follow required laws and accounting standards and can be relied on.

Final observations arising from our audit

Following our interim report to you, we have not identified any additional significant matters that require your attention.

Our final audit fee is $95,050, excluding GST, which is in line the estimate in our external audit.

Report to parliament

Each year, we report to parliament on the results of our financial audits by sector, including insights on internal control issues, outcomes across the sector, and major transactions and events. Our reports support transparency, accountability, and decision-making by parliament and stakeholders.

We intend to include the outcome of your audit in our report to parliament Local Government 2026. We will comment on the results of our audit, any significant internal control issues, and the overall results for the local government sector, including major transactions and events.

We value input from the entities we include in our reports. If we highlight insights from your audit, we will discuss the proposed content with you and consult as we prepare the report. You will also have an opportunity to formally comment on the draft report, and we include your response in the final version tabled in parliament.

Next steps

We will present this final management report to the Director – Community and Corporate Services and Manager Finance providing it with an overview of the outcome of our audit and any final matters.

We would like to thank you and your staff for your engagement this year and look forward to working with you again in future.

If you have any questions or would like to discuss this report or our audit services and engagement, please contact me on 3222 8444 or the engagement manager Angelie Ambrad on 3222 8444.

Yours sincerely



Jason Evans
Partner
cc: Mr Carl Manton, Chief Executive Officer

Queensland Audit Office
Level 13, 53 Albert Street, Brisbane Qld 4000
PO Box 15396, City East Qld 4002

Phone 07 3149 6000
Email qao@qao.qld.gov.au
Web www.qao.qld.gov.au
Queensland Audit Office (QAO)

Appendix A – Status of audit issues

Internal control issues

The following table identifies the number of deficiencies in internal controls, and other matters we have identified. For more information and detail on our rating definitions, please see the webpage here: www.qao.qld.gov.au/information-internal-controls or scan the QR code.

Ratings	Significant deficiencies S	Deficiencies D	Other matters* O
Description	A serious internal control issue that requires immediate action by management due to risk of material misstatement, financial loss, or non-compliance.	An internal control weakness that management is expected to address in a timely manner to prevent misstatements or non-compliance.	A recommendation to improve internal control efficiency or effectiveness, with implementation at management's discretion.
New issues raised in this report	-	2	1
Matters previously reported – work in progress or resolved pending audit clearance	-	2	-
Matters previously reported – resolved in this report	-	-	-

Note: *Queensland Audit Office only tracks resolution of other matters where management has committed to implementing action.

New issues raised in this report

The following section details control deficiencies and other matters identified as at 30 June 2026. It includes a response from management.

D Deficiency

26FR-1 Indexation assessment for assets not subject to comprehensive valuation

Issue category	**Property, plant and equipment**

Observation

In years between comprehensive valuations, Council obtains an independent assessment of potential changes in infrastructure asset valuations attributable to cost inflation (indexation). This assessment informs management's evaluation as to whether the fair value of Council's assets differs materially from their carrying value as at the reporting date. The independent expert's indexation assessment for the current period was completed with an effective date of 30 April 2026.

Management completed their evaluation of the potential change in fair value in May 2026 in conjunction with a review of the independent expert's report. This evaluation was not subsequently updated for consideration of potential changes in value between the date of the expert's assessment and 30 June 2026. We observed a significant increase in published cost indices in the final quarter of FY26 which were not subject to consideration by management or management's expert.

Implication

There is a risk that asset values may be materially misstated where management's valuation assessment is not completed (or updated) as at the balance date.

QAO recommendation

It is recommended that management incorporate a process to review and update the valuation assessment post balance date (specifically, post release of the June quarterly published indices).

Management response

Council has taken the position that, going forward, we will revert to 30 June revaluations, for both indexed and formal revaluations. We consider this to be a pragmatic approach that will avoid the timing issues experienced this year and ensure that the valuation information aligns directly with the financial reporting date.

Responsible officer: Manager Finance

Status: Work in progress

Action date: 31 August 2027

D Deficiency

26FR-2 Work in Progress Not Capitalised on Completion

Issue category	**Property, plant and equipment**

Observation

During our testing of property, plant and equipment (PPE), we identified a number of samples where assets recorded within work in progress (WIP) had been physically completed and brought into use, but had not been transferred out of WIP and capitalised to the relevant class of PPE. In these instances, the corresponding old or replaced assets had also not been written off. As a result, completed assets remained in WIP rather than being recognised within the appropriate asset class, and superseded assets continued to be carried in the ledger. We understand this is attributable to delays in the site teams providing project completion details to the finance team. Without these details, the finance team is unable to determine which components should be capitalised and which existing assets should be derecognised, and the items therefore remain in WIP pending the necessary information.

Implication

Because assets held in WIP are not depreciated, completed and in-use assets sitting in WIP result in understated depreciation and overstated carrying values, and a misclassification between asset classes. The underlying delay in information flowing from the site teams to finance also represents a represents a deficiency in internal control that is likely to recur if not addressed.

QAO recommendation

We recommend that management establish a formal, timely process for communicating project completion information between the site teams and the finance team, so that assets can be capitalised and superseded assets written off in the period in which the underlying projects are completed and brought into use.

Management should also perform a regular review of the WIP balance, at least at each reporting period and ideally more frequently, to identify completed projects that remain in WIP, follow up outstanding details with the relevant teams, and ensure timely transfer to the appropriate asset class and derecognition of replaced assets.

D Deficiency

Management should also investigate a process in which an estimate of the potential write-off expenditure is made for individually significant WIP projects which are completed pending finalisation at each balance date, to reduce the risk of material misstatement arising.

Management response

Council agrees with the recommendation. Executive will work with relevant project teams to strengthen the process for identifying completed projects, reviewing work in progress and ensuring timely capitalisation and write-off of superseded assets. For significant projects, potential write-offs will also be assessed.

Responsible officer: Chief Executive Officer

Status: Work in progress

Action date: 31 August 2027

O Other matters

26FR-3 Excessive annual leave balances

Issue category **Other**

Observation

We identified a number of employees holding annual leave balances in excess of eight weeks (i.e. more than 40 days, or double the standard four-week statutory entitlement). These accumulated balances indicate that leave is not being taken on a regular basis and is instead being carried forward across successive periods. The longer these hours remain untaken, the greater the resulting obligation becomes, as the leave is ultimately settled at the employee's prevailing (and generally increasing) pay rate rather than the rate applicable at the time the leave was originally accrued.

Implication

Excessive leave balances give rise to both a financial reporting and an operational exposure. The entity's annual leave liability is measured at the rates expected to apply when the leave is settled; as pay rates rise over time through award increases, enterprise agreement movements and remuneration reviews, the cost of settling long-standing balances grows, increasing the provision recognised in the statement of financial position and the associated expense. Concentrated leave liabilities can also create cash flow and staffing pressure if a number of employees seek to take extended leave, or are paid out, within a short window.

Operationally, sustained high balances can point to workload pressures or inadequate cover, all of which carry wellbeing, fatigue and business-continuity risks.

QAO recommendation

We recommend that management implement and actively monitor a formal excessive leave policy that sets a clear threshold (for example, eight weeks) above which balances are managed down. This would typically involve regular reporting of employees exceeding the threshold to managers and, where appropriate, the executive or an audit and risk committee, together with agreed leave-reduction plans for affected staff that schedule leave over the coming period. Management should reinforce the expectation that employees take leave regularly, and, where balances remain persistently high, consider directing employees to take leave in accordance with the relevant award or enterprise agreement provisions. Bringing balances down in a planned way will both reduce the growing liability that management has identified and support the wellbeing and control benefits associated with regular leave.

Management response

O Other matters

Management agrees with the recommendation. Council will implement and actively monitor a formal excessive leave management process including a rewrite of the outdated policy. Council will utilise the rewritten policy to manage persistently high leave balances. This approach will assist in reducing the leave liability in a planned manner while supporting employee wellbeing.

Responsible officer: Chief Executive Officer

Status: Work in progress

Action date: 30 June 2027

Financial reporting issues

This table identifies the number of financial reporting issues we have identified. For more information and detail on our rating definitions, please see the webpage here: www.qao.qld.gov.au/information-internal-controls or scan the QR code.

Year and status	High risk H	Medium risk M	Low risk L
Description	A high likelihood of a material misstatement in one or more components of the financial statements, or there is the potential for financial loss, including fraud.	A medium likelihood of a material misstatement in one or more components of the financial statements.	A low likelihood of a material misstatement in one or more components of the financial statements.
New issues raised in this report	-	1	-
Matters previously reported – work in progress or resolved pending audit clearance	-	-	-
Matters previously reported – resolved in this report	-	-	-
Total	**-**	**1**	**-**

The following section details financial reporting issues identified as at 30 June 2026. It includes a response from management.

M Medium Risk

26FR-4 Cumulative unrecognised indexation exceeding internal materiality threshold

Observation

Council's internal policies indicate that cumulative indexation adjustments above 5% for a class of asset are considered material and are recognised in Council's fixed asset register. In connection with 26FR-1 above, after considering the potential indexation movements for the roads infrastructure class for the period following management's evaluation it was assessed that the cumulative cost indexation for this class since the last comprehensive valuation date (30 June 2024) likely exceeds 5%.

M Medium Risk

Implication

As no revaluation adjustment has been recorded in the financial statements for cumulative indexation on the roads asset class, this represents a departure from Council's policy on recognition of indexation movements.

QAO recommendation

As the aggregate effect of unrecognised cumulative indexation movements across all asset classes is not material, we are satisfied that the financial statements are not materially misstated.

No further recommendation is made in respect of this matter outside of the recommendation made in respect of 26FR-1 above.

Management response

Council accepts the QAO's conclusion and appreciates the pragmatic approach taken in recognising that the aggregate impact of the unrecognised indexation movements is not material and that the financial statements are not materially misstated.

Council has taken the position that, going forward, they will revert to 30 June revaluations, for both indexed and formal revaluations.

Responsible officer: Manager Finance

Status: Resolved

Matters previously reported

This section provides an update on the status of matters previously reported on internal controls and financial reporting issues.

Ref.	Rating	Issue	Status
21FR-1	D	**Credit card transactions not reviewed by supervisor** Category: Expense controls and expense management During the 2021 audit we noted that one of the approvals for a transaction over $2,200 was obtained after the purchase, and transactions below this amount are not reviewed by a supervisor	**Work in progress** Management has implemented controls to address the issue of approvals for transactions over $2,200. The remaining issue will be addressed in the new business enterprise suite, the implementation of which is now expected to occur in a future period (previously expected FY24). Responsible officer: Manager Finance Original action date: 29 April 2022 Action date: 31 December 2026
26IR-1	D	**Review of asset management plans** Category: Property, plant and equipment The annual review and monitoring process set out in Council's asset management plans does not appear to be occurring. Further, the asset management plans are not updated to reflect changes to useful lives considered as part of asset valuation processes.	**Work in progress** Asset management plans are currently being reviewed and rewritten to allow for easier annual review and updating of condition ratings and useful lives to better inform Council decisions moving forward. Responsible officer: Director Engineering Services Action date: 30 June 2027



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Queensland Audit Office
Better public services

REPORT DATE:	11 September 2026	**REPORT NUMBER:**	CCS-029/26
DEPARTMENT:	Community and Corporate Services		
PORTFOLIO HOLDER:	The Honourable Councillor Lawrence Springborg AM		
REPORT TITLE:	**Local Disaster Management Plan Review 2026**		
PREPARED BY:	Disaster Management Officer, Mrs Heather Whiting		

SUBJECT:

The Local Disaster Management Plan has been revised as part of the annual review process for 2026.

REPORT:

2026 IGEM Disaster Management Plan Assessment Process

The Office of the Inspector-General of Emergency Management (IGEM) coordinates an annual process to assist local governments and disaster districts to review and assess their plans, pursuant to the *Disaster Management Act 2003*. The IGEM process provides a mechanism to develop evidence-based insights regarding the strengths and opportunities for improvement of disaster management planning and plans.

- The annual IGEM disaster plan assessment for GRC LDMG was conducted on 22 July 2026. The process involved collection of observations about disaster management planning, exercises and/or activations, preparedness and resilience building activities conducted throughout the 2025-2026 period.
- Warwick DDMG Disaster Coordinator and Executive Officer, QPS EMC and LDMG Executives and GRC Disaster Management Staff participated and provided feedback.

Local Disaster Management Plan Review

In accordance with the *Disaster Management Act 2003*, the Local Disaster Management Plan (LDMP) is reviewed and exercised annually to ensure that all information is current and that treatment strategies and actions are appropriately addressed. The plan may also be revised as determined by exercise, operations or procedural changes and requirements.

- The internal review of the LDMP was carried out in July/August 2026. Administrative updates were made to the Plan to incorporate changes to agency incumbent information, to update links to associated documents and to ensure references to Disaster Management legislation and materials remain current.

- As part of the review process the Plan was forwarded to LDMG Members and Advisors inviting feedback (10 August 2026). The Plan was updated to incorporate the feedback provided, as/where appropriate; and the draft 2026-2027 LDMP was then disseminated to LDMG Members via Flying Minute for consideration and endorsement (9 September 2026).

- LDMG Members have since confirmed their endorsement of the draft 2026-2027 LDMP and recommended it for adoption by Council – *Attachment 1*.

Disaster Management Focus Areas

- A summary of the Disaster Management Activities delivered in 2025/2026, is provided for information – *Attachment 2*.

- A summary of the Disaster Management Focus Areas for 2026/2027 has been prepared for Council's consideration – *Attachment 3*.

ASSOCIATED RISKS:

FINANCIAL IMPACTS:

N/A

CONSULTATION:

- Annual IGEM Disaster Plan Assessment – DDMG DDC & XO, QPS EMC, LDMG Executives and GRC Disaster Management Staff
- Internal Review of the LDMP – GRC Disaster Management Staff
- External Stakeholder Review of the LDMP – LDMG Members and Advisors

LEGISLATION/LEGAL/POLICY:

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Disaster Management Act 2003*

OFFICER'S RECOMMENDATION:

That Council resolves to adopt the revised Local Disaster Management Plan 2026-2027 as tabled, in accordance with the provisions of the Disaster Management Act 2003.

ATTACHMENTS:

Attachment 1: An electronic copy of the revised Local Disaster Management Plan (LDMP) 2026/2027 is available for viewing on CRS Portal *(a physical copy has not been printed due to the size of the document).*

Attachment 2: Summary of Disaster Management Activities delivered 2025/2026.

Attachment 3: Disaster Management Focus Areas 2026/2027.

Goondiwindi REGIONAL COUNCIL

GOONDIWINDI REGION

LOCAL DISASTER MANAGEMENT



LOCAL DISASTER MANAGEMENT PLAN

Prepared by:

Goondiwindi Regional Council Local Disaster Management Group

Under the provisions of the *Disaster Management Act 2003*

Revised Draft

2026/2027 (August 2026)

Forward

Forward from The Honourable Councillor Lawrence Springborg AM, as Chair of Goondiwindi Regional Council's Local Disaster Management Group.

Endorsement

Goondiwindi Regional Council is a dynamic area in Southwest Queensland with a wide range of topography, changing demographics and diversified industries that may be occasionally subjected to the impact of disasters, both natural and non-natural.

To meet these challenges, Goondiwindi Regional Council has developed this Local Disaster Management Plan (LDMP).

The LDMP's focus, as required by the *Disaster Management Act 2003*, is to minimise the effects of disasters or significant emergencies on the regional community by ensuring a coordinated, risk management approach involving:

- Prevention
- Preparedness
- Response
- Recovery

Goondiwindi Regional Council is committed to the safety and protection of residents and visitors to our area and to ensuring that its people are adequately prepared for and able to respond to and recover from various disaster situations or threats.

This Local Disaster Management Plan (LDMP) is specific to the Goondiwindi Regional Council's area of responsibility and has been prepared in line with current emergency management principles and the Queensland Government's Disaster Management Guidelines. Council recommends that residents make themselves familiar with plans and procedures contained in the document even if they are not involved in emergency services roles. A copy of the LDMP is available at our Customer Service Centres in Goondiwindi, Inglewood and Texas or available for viewing / downloading on Council's website https://www.grc.qld.gov.au/local-disaster-management-plans.

This plan is an evolving document that will be kept up to date to match changes in legislation and reflect lessons learnt from disasters in the Goondiwindi Regional Council area and other areas.

While we as a community may not be able to prevent disasters or serious events from occurring, we can prepare our community and enhance our resilience to the adverse impact of any threat through effective pre-planning. Goondiwindi Regional Council's Disaster Management Program, as required by the *Disaster Management Act 2003*, focuses on minimising the effects of hazards on our local community, by ensuring a coordinated approach within the community. This process requires the development and maintenance of planning partnership at local and state levels. Council will continue to liaise with emergency service providers regarding resource planning and provision and will strive to build resilience and capacity in our communities to manage natural or man-made adversity.

The Honourable Councillor Lawrence Springborg, AM
LDMG Chair
Goondiwindi Regional Council

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SECTION 1 – Introduction to the LDMP

1. Overview

1.1 Regional Profile

The Goondiwindi region is a regional success story in Australia. It is why we are known as Regional Australia at its best. The region was formed in March 2008, following the amalgamation of Goondiwindi Town Council and the Shires of Inglewood and Waggamba. Located in the Darling Downs along the Queensland – New South Wales border, the Goondiwindi Regional Council area covers almost 20,000 km2. With a population of 10,770, the Goondiwindi region is home to almost 2,000 businesses and around 5,500 jobs.

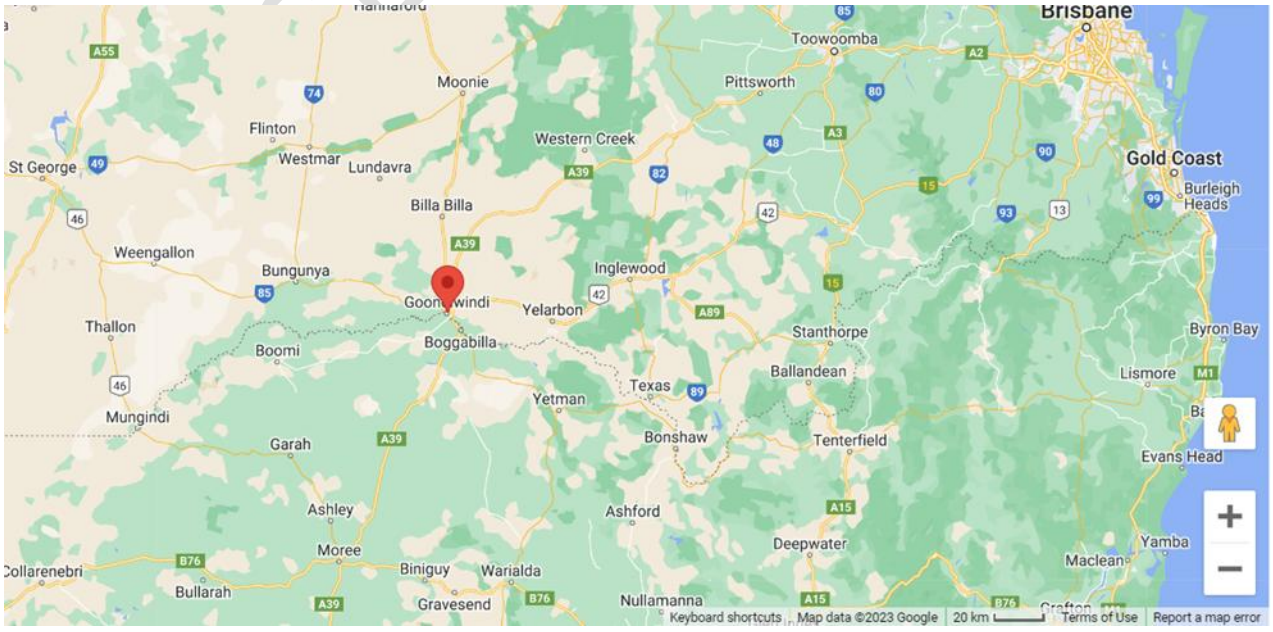
The region's three larger towns of Goondiwindi, Inglewood and Texas are the primary hubs for a number of diverse communities dispersed throughout the area, while the towns of Yelarbon, Toobeah, Bungunya and Talwood also play important roles in the social and economic lives of our rural residents.

The river systems traversing the region are the lifeblood of the area. The Dumaresq, Weir and Macintyre Rivers and Macintyre Brook provide town water as well as water for irrigation, livestock and industry. Close to Inglewood, Coolmunda Dam also offers recreational opportunities while the Dumaresq and Macintyre Rivers form the State boundary between Queensland and New South Wales.

The Goondiwindi region is a commercial hub of a vast agricultural and pastoral sector producing cotton, grain, dairy, wool, poultry, beef, lamb and pork for domestic and overseas markets. Emerging opportunities in the region include technology-driven food production, related professional, technical and creative services in agribusiness, construction and design, health and education, 'knowledge-intensive' business services and tourism.

The region is rich in history, home to a thriving country culture and renowned for its agricultural excellence. We are proud of our agricultural roots and confident in our future as a modern regional centre. From gourmet local producers to global leaders in ag-tech, the Goondiwindi region boasts a unique combination of tradition and innovation.

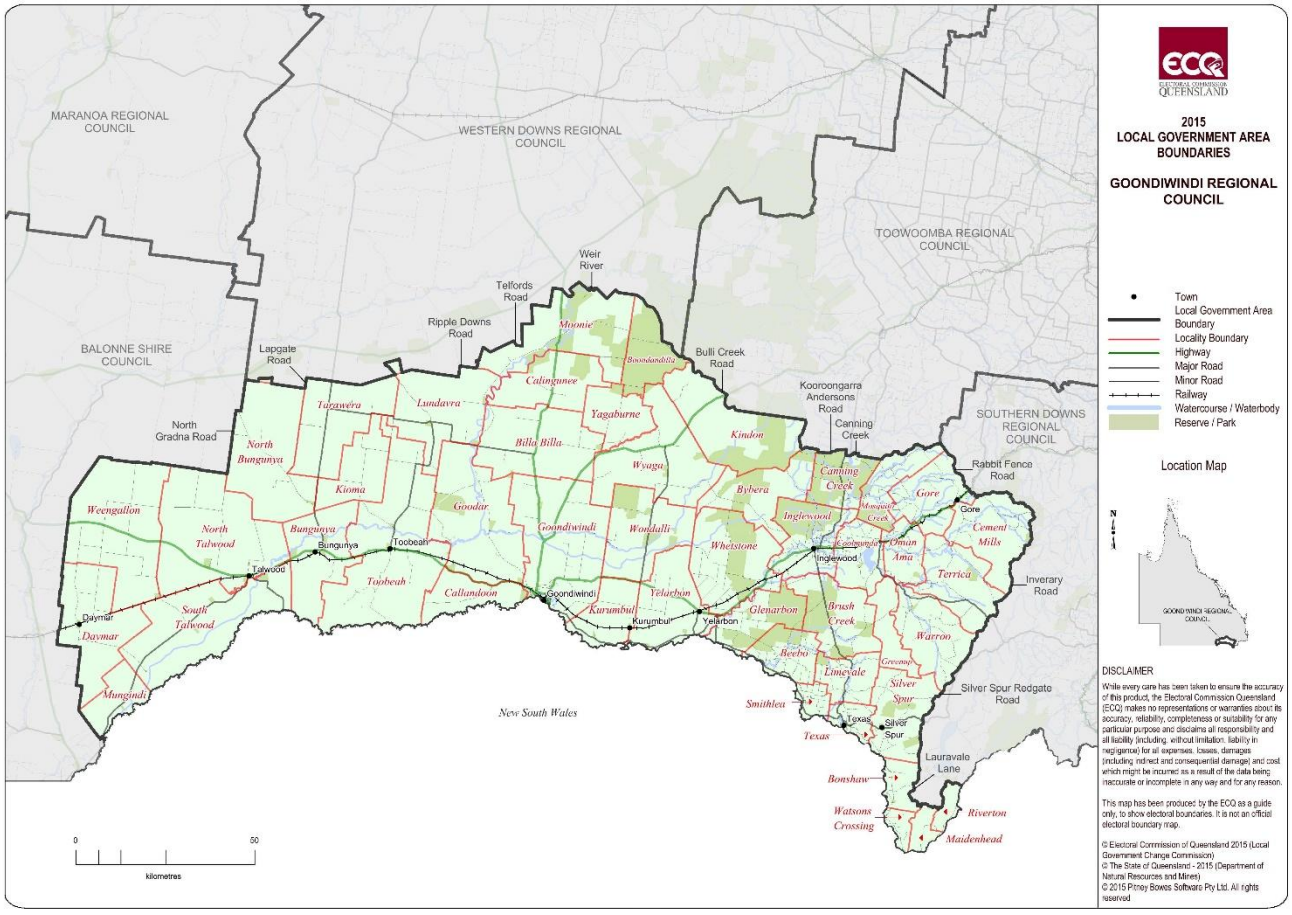
1.2 Locality Maps



Map 1: https://results.ecq.qld.gov.au/local_area_maps/

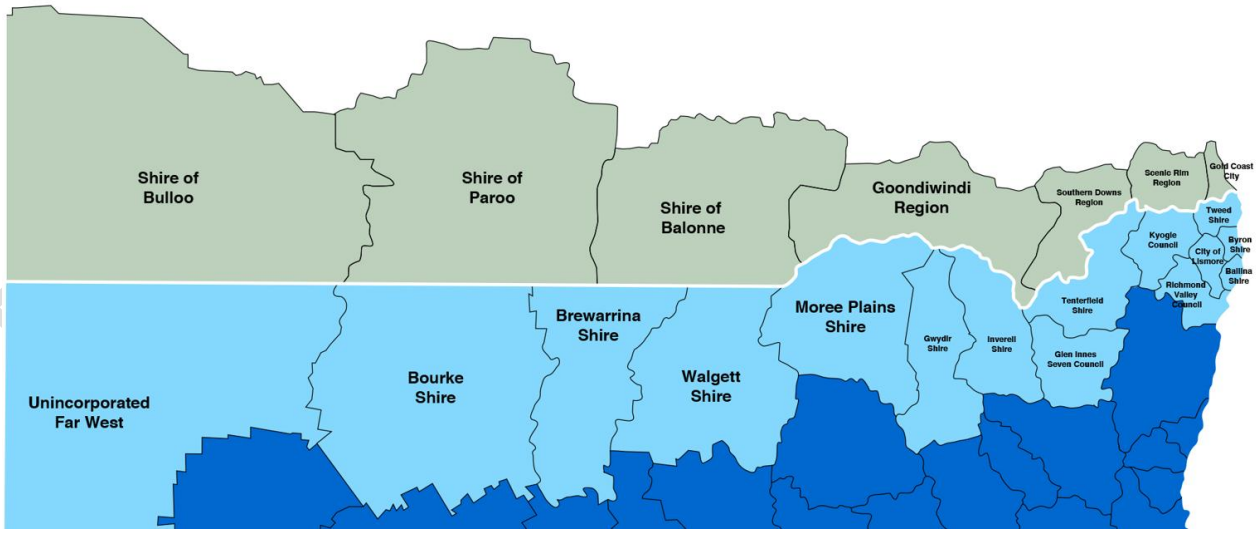
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The Goondiwindi Regional Council local government area is situated in Queensland and is bound by the Balonne Regional Council to the West, Western Downs Regional Council to the Northwest, Toowoomba Regional Council to the Northeast and Southern Downs Regional Council to the East.



Map 2: https://www.ecq.qld.gov.au/__data/assets/pdf_file/0019/3619/GOONDIWINDI-REGIONAL.pdf

The Goondiwindi Regional Council local government shares a State Border with the New South Wales regions of Moree Plains Shire Council, Gwydir Shire Council and Inverell Shire Council.



Map 3: https://www.nsw.gov.au/sites/default/files/2022-11/map-of-nsw-showing-lga-borders-large-2007x2086.jpg

1.3 Goondiwindi Regional Council Corporate Link

The Goondiwindi Regional Council Corporate Plan 2024-2028 sets Council's vision for the region and provides a strategic framework for enhancing the quality lifestyle our communities currently enjoy.

Planning and delivering a coordinated Disaster Management response is a key performance indicator in the Corporate Plan.

The 2024/2028 Corporate Plan; and current Operational Plan and Budget are available for inspection on Council's website using the links below.

Corporate Plan 2024-2028.pdf

Budget | Goondiwindi Regional Council

Operational Plan 2026-2027

1.4 Document History

1.4.1 LDMP Amendment Control

The Local Disaster Management Plan is a controlled document.

The complete document consists of the Disaster Management Plan and multiple Operational Guidelines attached to the Plan as sub-plans and related documents. Changes made to the Disaster Management Plan itself will be presented to the LDMG for endorsement and tabled for consideration and subsequent adoption at a Meeting of Council, per legislative requirement. Changes made to the Operational Guidelines, however are administrative and do not require adoption by Council.

Details of amendments are to be recorded in the amendment register *(displayed over page)*.

Any suggestions for amendments to the LDMP should be forwarded in the first instance to:

Postal: The Chief Executive Officer
Goondiwindi Regional Council
LMB 7
INGLEWOOD QLD 4387

Email: mail@grc.qld.gov.au

Phone: 07 4671 7400

1.4.2 LDMP Amendment Register (Version Control)

Amendment	Date	Comments
2025/26V1	August 2025	Document reviewed by Goondiwindi Regional Council; Feedback sought from LDMG Members & Advisors.
	19/08/25	LDMG Endorsed Revised LDMP 2025-2026 (Flying Minute 19/08/25)
	24/09/25	LDMP tabled adopted by Council at Ordinary Meeting 24/09/25; Resolution No. OM-112/25
2026/27V1	August 2026	Document reviewed by Goondiwindi Regional Council; Feedback sought from LDMG Members & Advisors.

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1.4.3 LDMP Distribution

This plan has been distributed in accordance with the distribution list defined in Appendix 1.

Availability of Copies on the Plan*:*

A copy of the plan, excluding the controlled document appendices, is available for inspection free of charge at our Customer Service Centres in Goondiwindi, Inglewood and Texas or as an electronic document (in pdf format) on Council's website Local Disaster Management Plans | Goondiwindi Regional Council

1.5 Administration and Governance

1.5.1 Authority to Plan

This Local Disaster Management Plan is prepared under the provisions of the *Disaster Management Act 2003* and the *Queensland Local Disaster Management Guidelines*.

The plan includes provision for the following:

i.) the State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management;

ii.) the roles and responsibilities of agencies involved in disaster operations and disaster management in the regional area;

iii.) the coordination of disaster operations and activities relating to disaster management performed by the agencies mentioned in Section 3.6 of the plan;

iv.) events that are likely to happen in the regional area;

v.) strategies and priorities for disaster management for the area;

vi.) the matters stated in the disaster management guidelines as matters to be included in the plan;

vii.) other matters about disaster management in the regional area the local government considers appropriate.

1.5.2 Approval of Plan

This plan has been produced by and with the authority of Goondiwindi Regional Council pursuant to Sections 57-60 of the *Disaster Management Act 2003.* Goondiwindi Regional Council accepts its roles and responsibilities as described in the *Disaster Management Act 2003.*

This plan is the result of the co-operative efforts of the Goondiwindi Regional Local Disaster Management Group and the relevant agencies identified in the plan.

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1.5.3 Accreditation of the Local Disaster Management Plan

This Plan has been endorsed by the Local Disaster Management Group covering Goondiwindi Regional Council's area of responsibility.

The Honourable Councillor Lawrence Springborg AM
Chairman
Local Disaster Management Group

As at:

This Plan has been agreed to and accepted by the Goondiwindi Regional Council, in accordance with Section 80 (1) (b) of the *Disaster Management Act 2003*.

Carl Manton
Chief Executive Officer
Goondiwindi Regional Council

As at:

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1.5.4 Queensland's Disaster Management Arrangements

Queensland's disaster management arrangements are based on partnership between the community and groups at the local, district, state and commonwealth levels to delivery coordinated, cooperative and integrated outcomes. Each level within the arrangements is enabled by disaster management groups working collaboratively to delivery effective disaster management within Queensland. These arrangements are responsive and scalable.

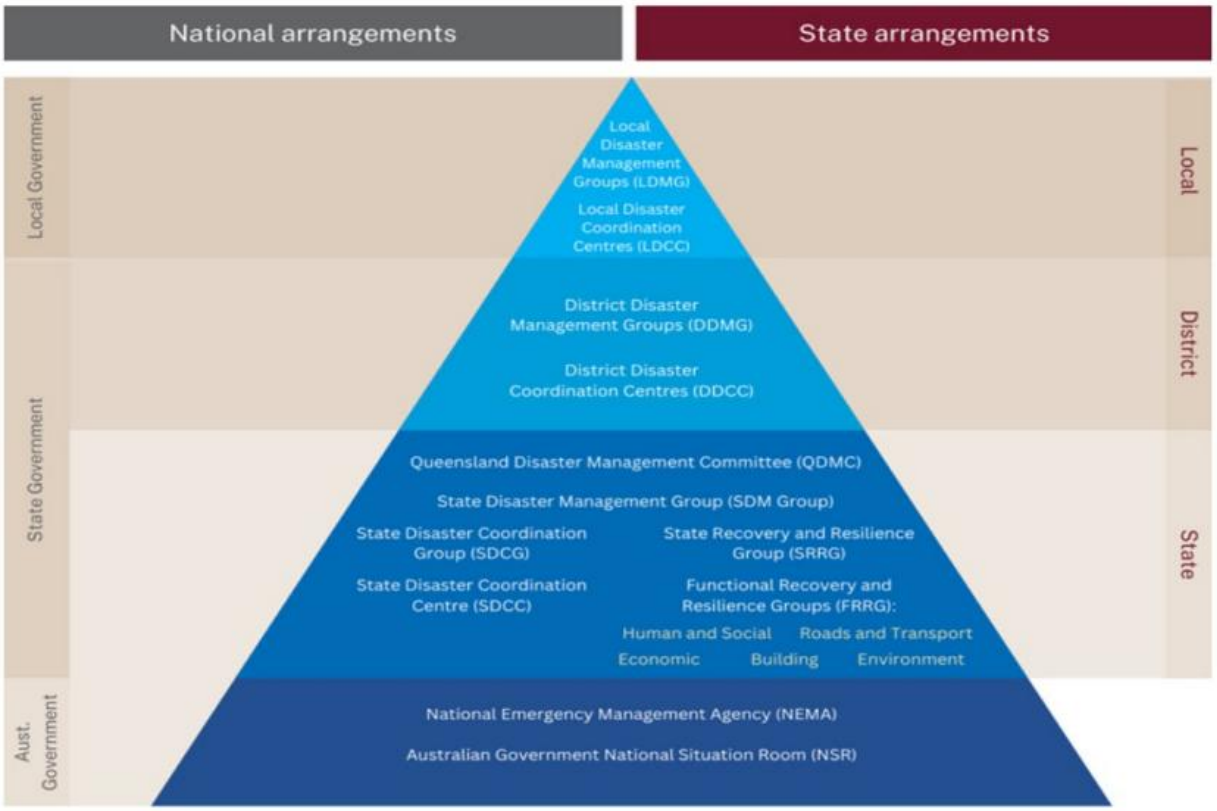


Diagram 1 – Queensland's Disaster Management Arrangements

Disaster Management | Queensland Government

1.5.5 Hierarchy of Plans

a) The following diagram depicts the hierarchy of plans for the Queensland State Government.

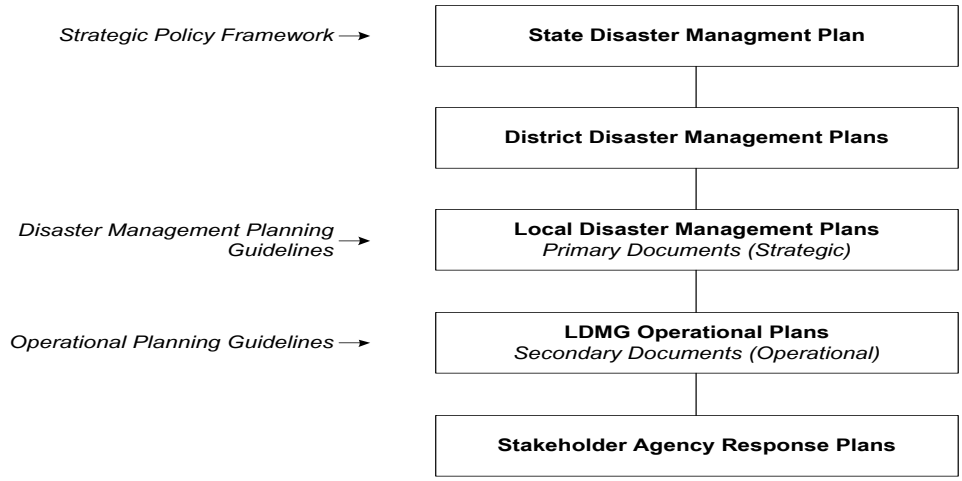


Diagram 2 – Hierarchy of Plans, Queensland State Government

b) The following diagram depicts the hierarchy of disaster management plans for Goondiwindi Regional Council and the Local Disaster Management Group.

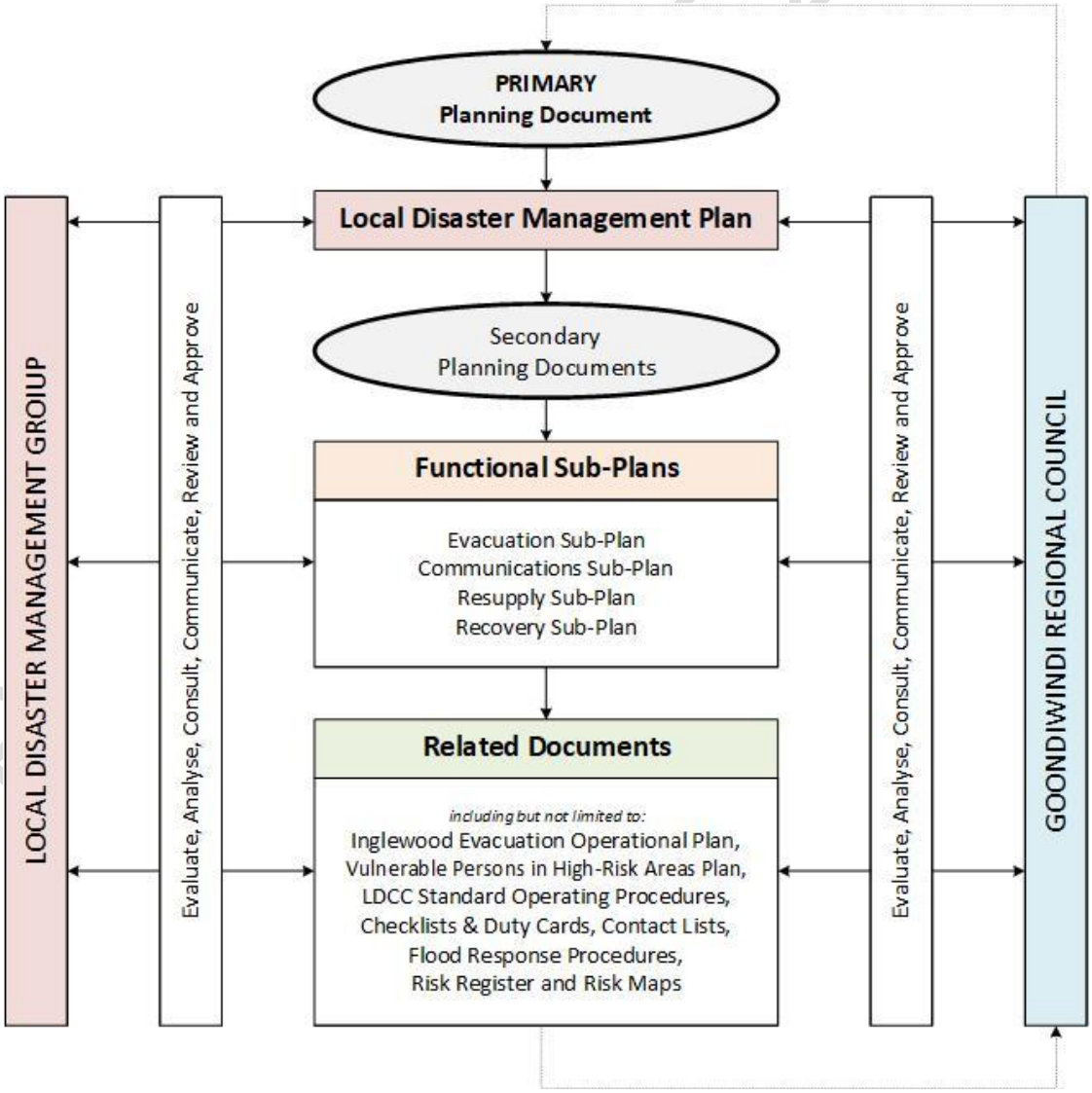


Diagram 3 – Hierarchy of Plans, Goondiwindi Regional Council and the Local Disaster Management Group

*1.5.6 Definitions**

Interim-QPPRR-Disaster-Management-Guideline.pdf (Glossary) *for a comprehensive list of definitions, terms and abbreviations.*

Coordination - the bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc.) in accordance with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.

District Disaster Coordinator – The Chairman of a district group is the district disaster coordinator of the district group. The function of the district disaster coordinator is to coordinate disaster operations in the disaster district for the group.

Disaster District – A defined area referred to as a 'Disaster District', each district comprises one or more local government areas. Each Disaster District is established to provide disaster management and operations support to its associated local government area/s.

District Disaster Management Group – The group established under s22 of the *Disaster Management Act 2003*. The DDMG provides whole of government planning and coordination capacity to support local governments in disaster management and operations.

Disaster – A serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the state and other entities to help the community recover from the disruption.

Serious Disruption

- loss of human life, or illness or injury to humans; or
- widespread or severe property loss or damage; or
- widespread or severe damage to the environment.

Disaster Management – Arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.

Disaster Operations – Activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of an event.

Resources – Includes food, water, manpower, any horse or other animal, vehicle, vessel, aircraft, plant, apparatus, implement, earth moving equipment, construction equipment of any kind or any means of supplying a want or need.

Local Disaster Coordinator – The Local Disaster Management Group may appoint a Local Recovery Coordinator to coordinate recovery at the local level.

Local Disaster Management Group – The group established under s29 of the *Disaster Management Act 2003*, in place to support Local Government in the delivery of disaster management services and responsibilities in Preventing, Preparing for, Responding to and Recovering from Disaster events.

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*1.5.7 Key Abbreviations**

The Bureau	Bureau of Meteorology	**LGA**	Local Government Authority
DDC	District Disaster Coordinator	**NEMA**	National Emergency Management Agency
DDCC	District Disaster Coordination Centre	**PPRR**	Phases of Disaster Management
DDMG	District Disaster Management Group	**QAS**	Queensland Ambulance Service
DR	Department Resources	**QDMTF**	Queensland Disaster Management Training Framework
DRFA	Disaster Recovery Funding Arrangements	**QERMF**	Queensland Emergency Risk Management Framework
DTMR	Department Transport and Main Roads	**QFD**	Queensland Fire Department
EPA	Environmental Protection Agency	**QPS**	Queensland Police Service
EEC	Emergency Evacuation Centre	**RFSQ**	Rural Fire Service Queensland
EMA	Emergency Management Australia	**SDC**	State Disaster Coordinator
ESU	Emergency Services Unit	**SDCC**	State Disaster Coordination Centre
GRC	Goondiwindi Regional Council	**SDM Group**	State Disaster Management Group
LDC	Local Disaster Coordinator	**SDMP**	State Disaster Management Plan
LDCC	Local Disaster Coordination Centre	**SDRA**	State Disaster Relief Arrangements
LDMG	Local Disaster Management Group	**SES**	State Emergency Service
LDMP	Local Disaster Management Plan	**SITREP**	Situation Reports
LECC	Local Emergency Coordination Committee	**SOPs**	Standard Operating Procedures

**See* Interim-QPPRR-Disaster-Management-Guideline.pdf (Glossary) *for a comprehensive list of definitions, terms and abbreviations.*

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2. Local Disaster Management Plan (LDMP)

2.1 Aim of Plan

The aim of the Disaster Management Plan is to provide effective emergency management planning for the Goondiwindi Regional Council's area of responsibility.

In accordance with Section 4 of the *Disaster Management Act 2003*, emphasis is placed on the four (4) emergency management principles of Prevention, Preparedness, Response and Recovery.

2.2 Purpose of Plan

This aim will be achieved by:

(i) Ensuring that community risks related to events are effectively identified and managed;

(ii) Ensuring that risks requiring District level support are identified and communicated to the District Level;

(iii) Ensuring that Local Government and Local Groups comply with their disaster management obligations under the *Disaster Management Act 2003*; and

(iv) Other purposes related to disaster management the Local Government determines appropriate.

(v) Minimise effects of, and co-ordinate the response to and recovery from, a disaster or major emergency affecting the communities of the Goondiwindi Regional Council area.

2.3 Scope of Plan

This plan will cover the local government area of Goondiwindi Regional Council (GRC).

For a full description of the scope of the Goondiwindi Regional Council local government area, reference Section 1 (Regional Profile) and Section 2 (Community Context) in the plan.

Refer to the Locality Map in Section 1 (Regional Profile) for an overview of the Goondiwindi Regional Council local government area.

2.4 Key Objectives of Plan

The plan aims to achieve the following objectives:

i.) Identify and analyse hazards and sources of risk.

ii.) Establish the Local Disaster Management Group (LDMG).

iii.) Identify key personnel, roles and responsibilities.

iv.) Provide for community and resource needs analysis.

v.) Conduct planning covering the four (4) emergency management principles of prevention, preparedness, response and recovery (PPRR).

vi.) Establish reporting and review procedures for this plan and any related sub plans.

2.5 Compliance

The Goondiwindi Regional Council is aware of and compliant with its responsibilities with regard to National and State Disaster Management Plans.

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2.6 Strategic Policy Framework

Goondiwindi Regional Council has adopted an Emergency Management System Framework to ensure disaster management and disaster operations in the Goondiwindi Regional Council local government area are consistent with the *Disaster Management Strategic Policy Framework*.

This is achieved by: ensuring a comprehensive, all hazards, all agencies approach by achieving the right balance of prevention, preparedness, response and recovery supporting the mainstreaming of disaster preparedness and mitigation into relevant areas of activity of government, non-government, small business and corporations aligning disaster risk reduction, disaster mitigation, disaster resilience and climate change adaptation policy and actions with international and national reforms promoting a transparent, systematic and consistent approach to disaster risk assessment and management, based on the *Australian/New Zealand Standard AS/NZS ISO 31000:2018 Risk management – Principles and guidelines* recognising the commitment of stakeholders and the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisations, and local communities in all aspects of disaster management emphasising building and maintaining sincere relationships, trust, teamwork, consultative decision-making and shared responsibilities among stakeholders promoting community resilience and economic sustainability through disaster risk reduction.

2.7 Strategic Direction and Priorities

The *Disaster Management Act 2003* outlines the intent and principles for disaster management in Queensland. The principles in s4A of the Act guide the development and implementation of disaster management policy, plans and programs at State, District and Local levels. The principles are executed through four priority areas:

i. Risk Management – disaster management in Queensland is risk based and comprehensive across the prevention, preparedness, response and recovery (PPRR) phases and those risks are communicated in the community;

ii. Local Government Capability and Capacity – local government is able to effectively prepare for, responds to and recover from disaster events in their community;

iii. Community Capability and Capacity – individuals, communities and businesses are able to effectively prepare for, respond to and recover from disaster events; and

iv. Effective Disaster Operations – provide for effective, flexible and scalable disaster management.

2.8 Integration with Council's Corporate, Strategic & Operational Processes

Adequate disaster management planning and awareness is an essential component of Council's corporate, strategic and operational planning. A coordinated and sufficiently resourced delivery of emergency services across all areas benefits the entire community.

Goondiwindi Regional Council has demonstrated its commitment to the disaster management process through previous natural disaster, flood and other studies. This plan is a continuation and consolidation of that commitment.

Refer to the identified Corporate Link in Section 1 (Regional Profile).

2.9 Review and Testing of the Plan

The Local Disaster Management Plan will be reviewed and exercised annually, as per Section 59 of the *Disaster Management Act 2003,* by the LDMG to ensure that all information is current and that treatment strategies and actions are appropriately addressed.

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The Local Disaster Management Plan may also be revised as determined by exercise, operations or procedural changes and requirements.

Changes to the Local Disaster Management Plan shall be proposed and recommended by the LDMG and submitted to Council for approval.

3. Local Disaster Management Group (LDMG)

3.1 LDMG Terms of Reference

Terms of Reference for the LDMG have been prepared and are available for viewing – refer Appendix 5: LDMP Related Documents – (11) LDMG Terms of Reference.

3.2 LDMG Composition

The Local Disaster Management Group (LDMG) has been established in accordance with Section 29 of the *Disaster Management Act 2003* and will carry out the functions listed in Section 30 of the Act. The group will comprise two parts to avoid being overly bureaucratic and allow a quorum to be achieved during times of disaster or activation.

The first component will be the Executive Members, which comprise the key personnel involved from council, emergency services and other specialist staff. The Executive Members will form the Local Disaster Management Group. It is understood that the Executive Members are the authorised decision makers; nominated on behalf of their respective agency / organisation and confirmed in writing by the relevant chief executive or nominated delegate of the respective agency.

It is a mandatory requirement for all Executive Members of the LDMG to participate in the Queensland Disaster Management Arrangements (QDMA) Course. Upon completion of the course the Local Disaster Coordinator should complete the LDMG Member Induction Checklist to ensure that each member is aware of and prepared for their obligations. Other training is available as per the Queensland Disaster Management Training Framework.

Refer Appendix 5: LDMP Related Documents - (3) Contact Lists to identify the personnel that will form the LDMG. In accordance with Section 4 of the *Disaster Management Act 2003*, an executive member of the LDMG may appoint a deputy by signed notice. Such deputy may attend meetings in the executive member's absence and exercise powers under this Act.

The second component will comprise the specialist advisors and other persons identified that are not required in a direct role, but who may provide specialist advice or play a supporting role. These advisors may attend meetings or provide input but are not required in order to make up a quorum.

Refer Appendix 5: LDMP Related Documents - (3) Contact Lists to identify the agencies regarded as playing specialist advisor roles for this plan. Diagram 4 shows the relationship of the LDMG Executive Members to other stakeholders. It is the responsibility of LDMG Executive Members to ensure that colleagues of their organisations in other areas of the region are kept informed of activities from the LDMG.

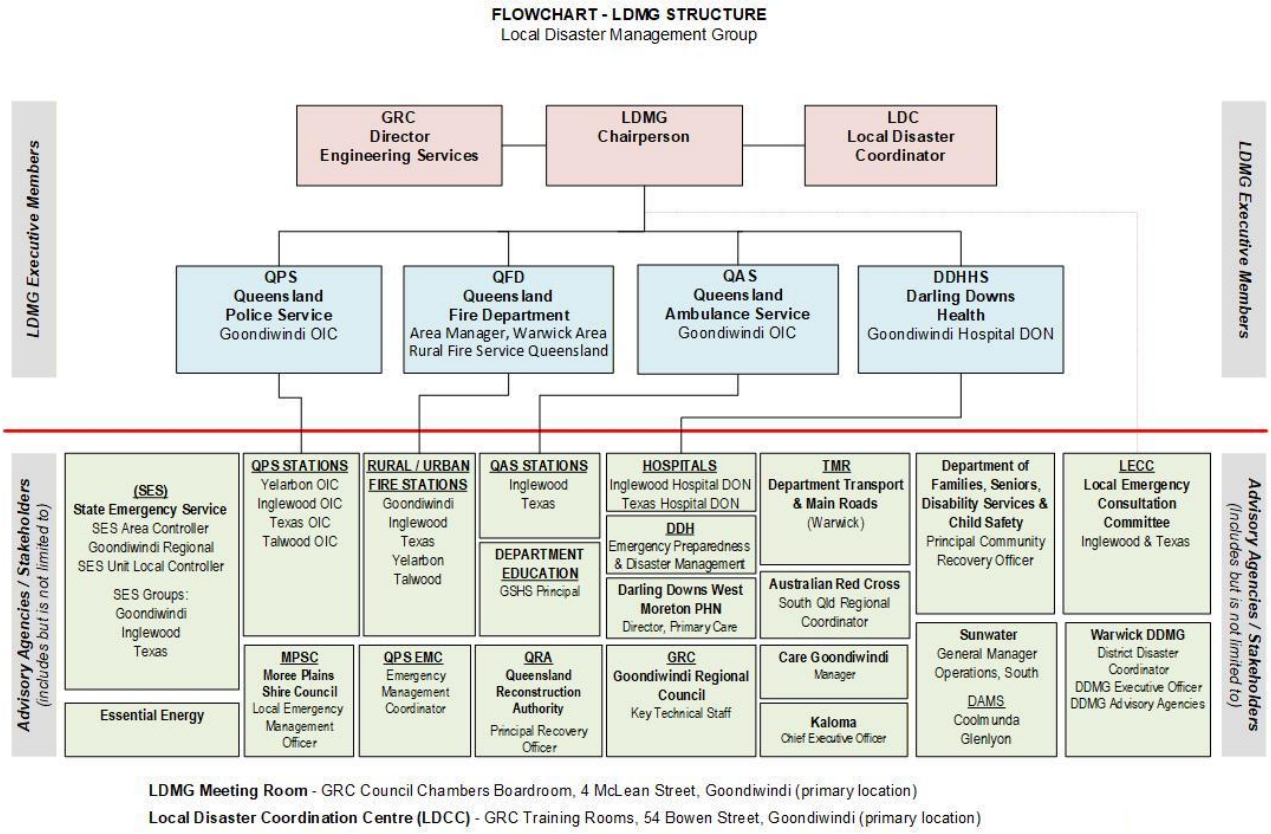
Council maintains a list of contact information comprising LDMG Executive Members and their respective agencies as well as Stakeholder agencies and their nominated contacts, per the LDMG Group Structure.

NOTE:

It is recognised that contact details provided by members may be confidential in nature. Contact and other details obtained as part of this plan must not be provided to an unauthorised party, mailing list, etc., and can only be used for disaster management purposes. Inappropriate use may constitute an offence against the Information Privacy Act and offenders prosecuted. Under this plan the contact details are contained as a related document and therefore will not be subject to the requirement to be provided to residents requesting a copy of this plan.

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3.3 LDMG Structure



LDMG Meeting Room - GRC Council Chambers Boardroom, 4 McLean Street, Goondiwindi (primary location)
Local Disaster Coordination Centre (LDCC) - GRC Training Rooms, 54 Bowen Street, Goondiwindi (primary location)

3.4 LDMG Functions

The Local Disaster Management Group has the following functions under Section 30 of the *Disaster Management Act 2003,* for its area:

(i) to ensure that disaster management and disaster operations in the area are consistent with the strategic policy framework for disaster management for the State;

(ii) to develop effective disaster management, and regularly review and assess the disaster management capability;

(iii) to help the local government for its area to prepare a local disaster management plan;

(iv) to identify and provide advice to the district group about, support services required by the local group to facilitate disaster management and disaster operations in the area;

(v) to ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster;

(vi) to manage disaster operations in the area under policies and procedures decided by the State group;

(vii) to provide reports and make recommendations to the relevant district group about matters relating to disaster operations;

(viii) to identify, and co-ordinate the use of, resources that may be used for disaster operations in the area;

(ix) to establish and review communications systems in the group, and with the relevant district group and other local groups;

(x) to ensure information about a disaster in the area is promptly given to the relevant district group;

(xi) to perform other functions given to the group under this Act;

(xii) to perform a function incidental to a function mentioned in paragraphs (i) to (xi).

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(xiii) To ensure that de-brief sessions are undertaken following all activations and training exercises, i.e. that an initial hot debrief is undertaken at the conclusion of an event and that a further formal debrief is undertaken at a later date; and that minutes are forwarded to the DDC.

3.5 LDMG Operational Priorities

1. Life.
2. Property.
3. Environment.

Life

- Protecting life (community safety)
- Removal from harm (evacuation)
- Access to foodstuffs (resupply)
- Supply of water to individuals (where access to water for drinking purposes is not available)
- Shelter of people unable to stay in their homes or with neighbours / friends, as a result of the disaster event.
- Supplying access and egress for emergency services

Property

- Restoration of critical infrastructure (water, sewerage, power)
- Flood repair maintenance works, carried out at the earliest opportunity, on major roads and/or highways identified as primary routes, to ensure public safety on flood-impacted carriageways.
- Clean, restore, make safe all public access areas including parks, play-grounds, sports fields, rest areas and all other public use spaces as relevant.

Environment

- Protect the at risk elements of the environment where possible from further harm, degradation, erosion, inundation as relevant.

3.6 LDMG Roles and Responsibilities

Reference: Queensland State Government LDMG Responsibilities Manual

The roles and responsibilities of the lead agency in relation to each threat are generally contained in the relevant agencies Standard Operating Procedures. A non-exhaustive summary of the roles of the LDMG, lead agency and those agencies likely to support the lead agency has been prepared for each phase of Disaster Management to illustrate the activities that should be considered. These lists are included in the relevant duty cards for each agency that form a part of the operational guidelines.

It is the responsibility of the Lead Agency to prepare and implement the sub-plan/s and local action plan/s relevant to their area of authority.

3.6.1 LDMG Executive Members

The Local Disaster Management Group consists of the member agencies / positions listed in Appendix 2. LDMG Incumbents are appointed in accordance with the *Disaster Management Act 2003*. The membership of the group is reviewed annually.

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Section 40A of the *Disaster Management Act 2003* allows a member of a disaster management group, with the approval of the Chairman, to appoint by signed notice, another person as their deputy.

The LDMG Executive Members Group is made up of 7 Incumbents (with an equal number of deputy incumbents).

It is understood that the LDMG Incumbent and Deputy have the necessary expertise and/or experience to perform the functions associated with membership of the group; and to act on behalf of their respective Agency policy, procedures and financial delegations in performing the functions associated with membership of the group.

Council maintains a list of contact information for LDMG Executive Members, Advisory Agencies and other stakeholders. It is noted that the list of advisors and stakeholders is not limited to those agencies identified therein; these lists are managed and reviewed regularly according to requirements. Refer Appendix 5: LDMP Related Documents - (3) Contact Lists

Refer to Appendix 5: LDMP Related Documents - (2) LDCC SOPs & Duty Cards to identify the roles and responsibilities / checklist of actions for LDMG Members in hazard specific events e.g. flood event.

3.6.2 LDMG Advisory Agencies and other Stakeholders

In recognising the need for collaboration across all levels of government, community, industry, commerce, government owned corporations, private and volunteer organisations and local communities, observers, advisors and guests may attend the LDMG meetings and participate in discussions, however said representatives / individuals do not form part of the Local Disaster Management Group or have voting rights.

Council maintains a list of contact information for LDMG Executive Members, Advisory Agencies and other stakeholders. It is noted that the list of advisors and stakeholders is not limited to those agencies identified therein; these lists are managed and reviewed regularly according to requirements.

Refer Appendix 3: Advisory Agencies and other stakeholders to the LDMG and Appendix 5: LDMP Related Documents - (3) Contact Lists.

3.7 Frequency of LDMG Meetings

The Goondiwindi Regional Council Local Disaster Management Group will meet:

- ***Under normal circumstances*** - at least twice yearly in the lead up to and following each flood season or as deemed necessary by the Chairman to facilitate compliance with Section 59 of the *Disaster Management Act 2003*; and
- ***Under emergency / disaster conditions*** - at the request of either the Chairman or Local Disaster Coordinator of the Local Disaster Management Group, their delegate, or at the request of the District Disaster Coordinator.

3.8 Quorum

The Queensland *Disaster Management Act 2003*, Section 40 requires the LDMG to have a quorum when it conducts a meeting (fifty percent of membership plus one). Given the large area covered by Council's area of responsibility, the nature of disasters isolating some members and the requirement of some group members to attend in a response capability there will be times when some group members may not be able to physically attend a meeting. If a proxy or appointed delegate cannot attend in the member's place, then electronic communications can be used between the members present and those in the field to achieve a quorum.

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If this course of action is required, it is to be recorded in the minutes and the absent member/s is to endorse the minutes as correct once they are able to attend the meeting and view the minutes as an accurate account of deliberations held and decisions made.

3.9 Notification of Membership

Immediately following the first meeting of the LDMG held after 30 June each year the Local Disaster Coordinator of the LDMG shall advise the Executive Officer of the SDMG of the composition of the Local Disaster Management Group. A copy of this advice shall be forwarded to the District Disaster Coordinator in Warwick.

Council's representative to the DDMG will be notified at that time.

3.10 Reporting

The LDMG understands its role within the entire disaster management framework. In fulfilling its responsibilities, the LDMG will report at least annually to the District Disaster Coordinator on the status of planning instruments, business arising at meetings, training undertaken or required and exercises planned or undertaken; including a report at the conclusion of any activations.

4. Local Emergency Coordination Committee (LECC)

4.1 LECC Composition

Council has established a Local Emergency Coordination Committee (LECC) to provide input into disaster management planning within the Inglewood and Texas areas.

4.2 Purpose

The purpose of the Local Emergency Coordination Committee is to establish a core group of people within the local community, who possess the local knowledge and expertise to provide meaningful and practical input into disaster management planning for the Inglewood and Texas areas.

The Group will assist with the development of location specific plans, tools and activities.

The Group has an open charter to provide feedback and comment on all activities within the Disaster Management space.

*refer to Interim-QPPRR-Disaster-Management-Guideline.pdf (Roles & Responsibilities) – *specific purpose committees.*

4.3 Frequency of LECC Meetings

As a minimum requirement, LECC's will meet following LDMG Meetings and specific Disaster Events.

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SECTION 2 – DISASTER RISK MANAGEMENT

5 Community Context

5.1 Geography and Land Use

Goondiwindi Regional Council governs an area of 19,294 square kilometres and is located in the mid and lower sections of the Queensland Border Rivers Catchment and is predominantly supported by cropping and grazing industries.

The eastern part of the region includes the townships of Texas, Inglewood and Yelarbon, with a number of smaller communities spread across the region, and consists of sub-catchments of the Macintyre Brook and Dumaresq River. The eastern part of the region is regarded as midlands or slopes and produces citrus, lucerne, horticulture, olives, grain crops and grazing. Irrigation water is pumped directly from the above streams and applied generally via micro, sprinkler and over-head irrigation systems. Regulated water is made available from Coolmunda Dam, near Inglewood and Glenlyon Dam, east of Texas.

The western part of the region includes the townships of Goondiwindi, Toobeah, Bungunya and Talwood, with a number of smaller communities spread across this region, and is dominated by broad-scale dryland grain, irrigated cotton and other crop production, and grazing. This area is classed as lowlands or plains and is fed by the Macintyre and Weir Rivers, with extensive areas of natural floodplain. Irrigation water is pumped direct from these rivers, as well as captured via floodplain harvesting, with water stored in on-farm storages and major on-farm infrastructure. Furrow irrigation is the predominant irrigation method, with some over-head irrigation.

The floodplain areas of the Macintyre Brook and Dumaresq Rivers in the east and the Macintyre River and Weir Rivers in the west and their tributaries, including Commoron Creek and Canning Creek, are prone to flooding and significant damage to both public and private infrastructure can occur.

Large areas of vegetation in the Council's regional area have been modified by clearing and by cropping and the grazing of stock. Clearing ranges from complete removal of the vegetation for cultivation to selective thinning of trees and shrubs to increase palatable grass species. Stock preferences and the tolerance of plants to grazing affect the composition of the ground flora and have brought about changes to the vegetation type and composition over large areas of the regional area.

There is a sustainable forestry industry in State Forests around Inglewood, where Cyprus and hardwood has been harvested for over 100 years.

The town areas of Goondiwindi, Inglewood and Texas house government and other service industries, manufacturing and processing operations.

The Goondiwindi Regional Council region shares a state border with New South Wales for approximately 400 kilometres. Many residents of northern New South Wales utilise the major towns of the Goondiwindi Regional Council area to access supplies and services. This is an important consideration in emergency preparations and planning.

Refer Appendix 5: LDMP Related Documents – (10) The Bureau Flood Warning Network Map

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5.2 Climate and Weather

The climate for the Goondiwindi Regional Council area is dominated by a system of high pressure cells (anticyclones) that move across central Australia from west to east. To the north of the high pressure system lies the equatorial low pressure system, and to the south lies the Antarctic low pressure system. Both these low pressure systems are rain bearing. The seasonal fluctuation of the high pressure cells follows that of the sun (ie. moving north in winter and south in summer). It is this movement of the system that defines the climate of the seasons of the Goondiwindi Regional Council area.

Winter is dominated by stable air masses, ensuring fine, cool days with cool to cold nights. Occasionally cold fronts from the Antarctic lows enter between successive high pressure cells, allowing cool, unstable air to penetrate from the south-west. The cool, unstable air causes rain, and is the chief provider of winter precipitation.

As the high pressure system moves south in summer, a line of troughs is formed over central Queensland. Moist, unstable, tropical air penetrates along the eastern edge of these troughs causing storm activity. Rain depressions move into the Goondiwindi Regional Council area from the north if the easterly movement of the high pressure cells is stalled. Rain depressions deliver peak rainfall to the area.

Climate statistics for Goondiwindi are obtained from the Goondiwindi Airport, though there are also recording stations at Inglewood. The major statistics of the climate at Goondiwindi are:

- Rainfall: 621mm per annum (113 years of record), more or less evenly distributed throughout the year, but with a maximum in the summer months of December to February. There is an average number of rain days (>1.0mm) of around 5 to 6 per month.
- Temperature: Mean annual maximum temperature is 26.7°C and mean annual minimum temperature is 13°C, though maximums frequently exceed 35°C in summer.

Severe storms can occur in summer and the highest monthly rainfall recorded at the station was 374.2mm in February 1953, well above the February average of 69mm. Similarly, the highest maximum temperature of 45.2°C was recorded in both December 1898 and January 1899, well above the average maximums for those months.

5.3 Population

The estimated regional population for the Goondiwindi Regional Council local government area *(2021 Census)* is **10,310 persons**. This figure includes the following statistics for each of the **Urban Areas** within the GRC local government area.

	Postal Areas*			Suburbs and Localities*		
	Population	Private Dwellings	Median Age	Population	Private Dwellings	Median Age
Goondiwindi (4390)	6,719	2,964	37	5,439	2,430	37
Inglewood (4387)	1,338	692	50	760	419	48
Texas (4385)	1,166	650	51	707	396	53
Yelarbon (4388)	348	166	46	222	110	49
Toobeah (4498)	188	85	32	149	68	33
Bungunya (4494)	160	85	35	62	36	34
Talwood (4496)	208	107	38	113	70	45

** 2021 Census: Search Census data | Australian Bureau of Statistics (abs.gov.au)*

Population figures are subject to seasonal increases with an influx of unskilled and transient labour experienced during peak operating / harvesting times.

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5.3.1 Age Characteristics

Data taken from the 2021 Census reveals that the average median age is 40 years. An overview of the age group representation is provided below:

- ***Children aged 0-14 years*** make up **20.9%** of the population.
- ***Age Group 15-34years*** make up of **22.2%** of the population.
- ***Age Group 35-64 years*** make up **37.4%** of the population.
- ***People aged 65 years and over*** make up the remainder, being **19.5%** of the population.

A typical regional profile, with a distinct "youth gap" – the under-representation of people from the age of 15 to 34 years. (This is typical of Australian regions where young people often leave to gain education and employment.)

There are a few statistics relating to age distribution that may have implications for emergency risk management as follows:

- Residents in the eastern region have a considerably higher median age (50 years) than residents in the western region (37 years). However, the average median age for the entire local government area is 40 years.
- The population of the western region of the local government area appears to have a relatively high proportion of families and children. This is further demonstrated by the number of very small state primary schools in this area (4).

5.3.2 Culture

Statistics from the 2021 Census for the Goondiwindi Regional Council area shows that:

- a very high proportion of residents were born in Australia – 84.4%.
- the principal language spoken at home is similarly dominated by English – 87.9%.
- for the regional area as a whole, English is the principal language of all but 178 persons.

It is noted that there are also a small groups of immigrant workers at Goondiwindi.

5.4 Community Facilities

Cultural facilities in the Goondiwindi Regional Council area include museums, tourist information centres, PCYC and indoor sports centres, community centres and public halls, rodeo grounds, golf and bowls clubs, shooters clubs, racetracks and sports grounds.

Some of the many services available to the community in the Goondiwindi Regional Council area include access to Medical Centres / Hospitals, Aged Care Facilities, Schools, Child Care Facilities, Airports, etc. Well established community organisations such as Blue Nurses, Meals on Wheels, Lions, Rotary, Apex and RSL (Returned Service League) are active throughout the regional area and they are also well supported by a full array of Christian denomination churches. Each of the three major centres has libraries and swimming pools, with a comprehensive array of other sporting and cultural amenities.

Tourism provides some diversification throughout the region with many areas available for fishing, camping and four-wheel driving. The region hosts a number of conferences and festivals each year.

Goondiwindi Regional Council takes considerable pride in supporting the public image of the regional area. Council is progressive and competitive and willing to work closely with the rural sector and neighbouring Councils to further regional interests.

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5.5 Identification of Key Government Services

Key Government Services are identified as being:

- Council
- Queensland Police Service
- Darling Downs Health
- State Emergency Services
- Queensland Ambulance Service
- Queensland Fire Department
- Department of Families, Seniors, Disability Services and Child Safety

5.6 Identification of Critical Infrastructure and Essential Services

Critical Infrastructure and Essential Services are identified as including:

- Electricity Supply
- Water Supply
- Sewerage Services
- Road Network
- Telecommunications
- Airport
- Fuel
- Food
- Medical Services

6 Critical Infrastructure

Type	Location
Health Facilities	Inglewood Hospital, Texas Hospital, Goondiwindi Hospital
Police Stations	Inglewood, Texas, Yelarbon, Goondiwindi, Talwood
Ambulance Stations	Inglewood, Texas, Goondiwindi
Fire Stations	Inglewood, Texas, Goondiwindi Various Rural Fire Brigades
Major Roads & Highways	Cunningham Highway Leichhardt Highway Gore Highway Barwon Highway Inglewood-Millmerran Road Inglewood-Stanthorpe Road Inglewood-Texas Road Yelarbon Texas Road Yelarbon-Keetah Road

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Type	Location
	Wyaga Road Mt Carmel Road Kildonan Road Talwood-Meandarra Road Talwood-Mungindi Road
Rail	Main Western Rail Line (Gailes to Grandchester)
Airports	Goondiwindi Inglewood Texas Talwood Approved Landing Areas/Private Strips
Power Supply	Sub Stations and transformers
Telephone Exchanges	Inglewood, Texas, Goondiwindi
Other Critical Infrastructure	*To be identified*

6.1 Power Supply

The power supply to the Goondiwindi Regional Council area is provided by Essential Energy, New South Wales under contract arrangements with ERGON Energy, Queensland.

6.2 Water Supply

Treated river supplies from the Macintyre River are used in Goondiwindi with back-up water available from the two Goondiwindi Bores. Treated supplies from the Macintyre Brook are used in Inglewood, with Texas' primary water source being the Dumaresq River. An alluvial bore is also available to Texas. Yelarbon water supply is a combination of treated water from the Dumaresq River and bore water. Talwood relies on ground and surface water from a weir pool in the unregulated Weir River. Toobeah and Bungunya have non-potable water supplies from bores, Weir river or Yarrilwanna Creek. Rural properties operate bores, dams and rain water tanks.
Where does your water come from | Goondiwindi Regional Council

6.3 Sewerage Services

The urban areas of Goondiwindi, Inglewood, Texas, Talwood and Yelarbon operate on a package sewerage treatment system, whilst other rural properties and towns utilise septic systems.

6.4 Road Network

The Goondiwindi area is traversed by a number of major roadways. Goondiwindi is also a major entry point from New South Wales for heavy vehicles and wide loads and experiences a significant volume of heavy vehicle traffic. The National Highway comprises the routes of the Newell Highway (in New South Wales) and the Gore Highway (in Queensland) and carries significant volumes of freight. The majority of roads across the Council area are sealed.

The Cunningham Highway heads north-east towards Warwick, passing through Yelarbon and Inglewood. The Leichhardt Highway heads north through the township of Moonie and heads towards Miles. The Gore Highway branches off the Leichhardt Highway approximately 20kms from Goondiwindi and travels to the city of Toowoomba. The Barwon Highway travels west through

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Toobeah and Talwood heading to St George. The road south heads into NSW and becomes the Newell Highway travelling through the small town of Boggabilla 10kms south and heading to the rural centre of Moree. There are a number of other main roads that connect towns both within and out of the region. Widespread and extensive flooding of the road network can occur at any time, particularly during flood season.

Roads and Travel Information updates relating to major roads and highways within our local government area are available on the Department of Transport and Main Roads dedicated website www.131940.qld.gov.au or by phoning 13 19 40.

6.5 Rail Network

Goondiwindi is serviced by QR National (QRN) Southwestern network which runs from Toowoomba to Thallon via Warwick. Products carried are primarily grain and containerized freight.

There are sidings (mainly Graincorp) at Inglewood, Whetstone, Yelarbon, Kurumbul, Carrington, Hunter, Gooray, Toobeah, Bungunya and Talwood, as well as at Goondiwindi.

6.6 Airports

The Disaster Management Plan identifies the primary Airports within the Goondiwindi Regional Council area are the Goondiwindi Aerodrome, the Inglewood Aerodrome, the Texas Airstrip and the Talwood Airstrip. It is noted that there are other Approved Landing Areas and private strips across the District that may be available in times of disaster.

Goondiwindi	Airport used by medical, private and commercial aircraft. There are no RPT services in operation from the airport. The facility offers both sealed and unsealed airstrips with the main strip equipped with lighting.
Inglewood	An airstrip is available for medical, private and commercial aircraft. There are no RPT services in operation from the airport. The airstrip is sealed bitumen and is equipped with solar lighting.
Texas	An airstrip is available for medical, private and commercial aircraft. There are no RPT services in operation from the airport and it is unsuitable for same. The airstrip is gravel and it is not equipped for night landing.
Talwood	An unsealed airstrip is available for use by medical, private and commercial aircraft but not used often. There are no RPT services in operation from the airport and it is unsuitable for same. The facility is not equipped with lighting.
ALA	There are other Approved Landing Areas and private strips across the District that may be available in times of disaster.

6.7 Telecommunications

The Disaster Management Plan notes that the following communication systems are available:

6.7.1 Radio Systems

- SES/ESU Radio Net: HF and UHF system
- QPS Radio Net: HF, UHF system and satellite phone
- QAS Radio Net: UHF and VHF system and satellite phone
- QFD (Urban & Rural Fire Divisions): VHF and UHF system
- Goondiwindi Hospital: Satellite phone and UHF system
- Inglewood MPHS: Satellite phone
- Texas MPHS: Satellite phone, no radio comms
- Essential Energy: satellite phone, HF, UHF and VHF system

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Note: The secure systems operated by the individual response agencies do not currently have the ability to communicate directly with each other, for example QPS to QFD.

6.7.2 Telephone Systems

- Landline Phone
- Mobile phones – including Telstra, Optus & Vodafone
- Satellite phones

6.7.3 Electronic/Media Communications

- Television-All five free to air stations
- Pay TV-Pay and satellite TV available to subscribers
- Radio-AM and FM radio stations
- Print-Goondiwindi Argus, Macintyre Gazette, Toowoomba and Brisbane papers available
- Internet/computer sources

7 Essential Services

7.1 Medical & Health Services

Darling Downs Health provides public hospital and health services across the Goondiwindi Regional Council area through Goondiwindi Hospital, Inglewood Multipurpose Health Service and Texas Multipurpose Health Service. These facilities provide a range of emergency, inpatient, outpatient, community and other health services appropriate to their respective service capabilities. Goondiwindi Hospital is the largest hospital in the LDMG area operating 24 hours a day, and provides emergency care, surgery, midwifery, outpatient, visiting specialist and community health services.
Additional primary care health services in the area include:

- Goondiwindi: 1x General Practice, 2x Pharmacy
- Inglewood: 1x General Practice, 1x Pharmacy
- Texas: 1x General Practice, 1x Pharmacy

Queensland Ambulance Service (QAS) provides pre-hospital emergency care and patient transport services across the region. The area is also supported by general practitioners and other private and community-based health providers. Where patients require a higher level of care than can be provided locally, interfacility transfer and aeromedical retrieval may be required. Retrieval Services Queensland (RSQ) provides statewide clinical coordination of aeromedical retrieval and transport, including the tasking of appropriate fixed-wing and rotary-wing retrieval resources.

During disaster events, Darling Downs Health will manage impacts to local hospitals and health services through established emergency and business continuity arrangements. Where required, the Darling Downs Health Emergency Operations Centre (HEOC) may be activated to coordinate, and support affected health services and facilitate liaison with relevant agencies and disaster management groups.

7.2 Aged Care Services

Inglewood Multipurpose Health Service and Texas Multipurpose Health Service provide integrated health and residential aged care services to their local communities as part of the Multipurpose Service model.

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In addition, the following aged care services are located in Goondiwindi.

7.2.1 Goondiwindi (1 Facility)

Kaloma Home for the Aged provides residential aged care and home care packages. Kaloma is responsible for approximately 69 residents, approx.8 rental unit tenants and approximately 16-25 home care clients (this varies due to the number of packages filled by clients). Some of these clients may also be NDIS participants. Kaloma **may expect to evacuate up to 100** people including some Home Care clients and NDIS recipients. Kaloma would prefer to keep all residents together irrespective of health status, under the care of Kaloma staff.

The main facility is located in Gough Street in an area identified as being at high risk of flooding.

(This facility has prepared a detailed emergency action plan that is regularly updated and provided to the LDMG. The LDMG has a responsibility to notify this facility of impending threats at specific points to enable preparatory actions to be undertaken by the facility. These responsibilities are included on the relevant duty card/s for specific hazards).

8 Public Infrastructure

8.1 Identification of Public Infrastructure and Community Services

Public Infrastructure and Community Services are identified as including:

▪ Water Treatment Plants
▪ Sewerage Treatment Plants
▪ Town Levee Banks
▪ Churches
▪ Community Centres and Public Halls
▪ Libraries
▪ Schools and Child Care Facilities
▪ Family Support Centres
▪ Public Toilet Facilities
▪ Tourist Information Centres
▪ Australia Post
▪ Banks
▪ Parks & Open Spaces
▪ Sports Grounds
▪ Rodeo Grounds
▪ Swimming Pools

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8.2 Schools

The Goondiwindi Regional Council area is serviced by the following State Schools (conducted by Education Queensland) which offer education at the locations listed:

School Location	Years	Approximate Range of Number of Students
Goondiwindi State High School	Year 7 – Year 12	**450-500**
Inglewood State School	Prep – Year 10	**120-160**
Texas State School	Prep – Year 10	**100-150**
Goondiwindi State Primary School	Prep – Year 6	**420-470**
Bungunya State Primary School	Prep – Year 6	**No current enrolments**
Kindon State Primary School	Prep – Year 6	**4-15**
Kioma State Primary School	Prep – Year 6	**10-20**
Lundavra State Primary School	Prep – Year 6	**No current enrolments**
Talwood State Primary School	Prep – Year 6	**15-30**
Yelarbon State Primary School	Prep – Year 6	**20-40**

* Home page | Department of Education (eq.edu.au)

There are also two Catholic Schools and one Independent School:

School Name	Years	Approximate Range of Number of Students
Goondiwindi St. Mary's Parish School	Prep – Year 10	**400-450**
Goondiwindi Border Rivers Christian College	Prep – Year 12	**90-120**
Inglewood St Maria Goretti Catholic Primary School	Prep – Year 6	**35-50**

* Secondary schools | Our schools | Diocese of Toowoomba Catholic Schools (twb.catholic.edu.au)

8.3 Child Care Facilities

There are private Child Care facilities, outside of Council's responsibility, located at:

- Goondiwindi – three childcare centres and a kindergarten
- Inglewood – a joint kindergarten/childcare facility
- Texas – Private Childcare Facility – "Wrigglers & Gigglers"

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9 Hazards

9.1 Risk Management Methodology

A Natural Disaster Risk Management Plan (NDRMP) has been compiled by QRMC Risk Management, which covers the area of responsibility and provides for assessment on:

i.) Identifying hazards and sources of risk with reasonable potential to impact the communities of the Goondiwindi Regional Council local government area;

ii.) Analysis of those risks; and

iii.) Determination of the treatment options/strategies to reduce the likelihood and/or impact of the risk, including consideration of existing control or mitigation measures.

The methodology adopted in the NDRMP to identify and assess the disaster risks was in accordance with ISO31000:2009 Risk management — Principles and Guidelines. The risk assessment tools adopted by the Study Advisory Group (SAG) during the development of the Natural Disaster Management Plan are set out in NDRMP.

Relevant sections of the NDRMP have been reproduced in this plan or included as attachments.

9.2 Disaster Hazards Overview

The Disaster Risk Register, developed in accordance with this methodology, includes an assessment of identified disaster risks and current mitigation treatments. Refer Appendix 5: LDMP Related Documents – (6) Disaster Risk Register.

The Disaster Risk Register will be maintained on an ongoing basis as part of the Disaster Management Plan to record potential disaster risks and the actions taken to address same.

9.3 Critical Disaster Risks

Identified disaster risks, which were assessed at the “Extreme” level, include the following:

Risk ID	Risk Description	Residual Risk Level	Status Update
1	Flooding of urban areas of Goondiwindi, Inglewood and Texas and smaller towns **(General)**, leading to: ➢ Significant disruption to infrastructure and services ➢ Injury ➢ Damage to Council Assets and/or private property	**Extreme E72**	Current Mitigation - full extent of available options
2	Goondiwindi Local Area Flooding, leading to: ➢ Significant disruption to infrastructure and services ➢ Injury ➢ Damage to Council Assets and/or private property	**Extreme E72**	Current Mitigation - full extent of available options
3	Inglewood Local Area Flooding, leading to: ➢ Significant disruption to infrastructure and services ➢ Injury ➢ Damage to Council Assets and/or private property	**Extreme E72**	Inglewood Flood Study has been completed June 2015 – outcomes under review
4	Texas Local Area Flooding, leading to: ➢ Significant disruption to infrastructure and services ➢ Injury ➢ Damage to Council Assets and/or private property	**Extreme E72**	Current Mitigation - full extent of available options

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Risk ID	Risk Description	Residual Risk Level	Status Update
9	Flooding of low-lying rural areas anywhere in the GRCA, leading to injury and/or damage to Council Assets or private property	**Extreme E72**	Current Mitigation - full extent of available options

It is noted that the residual risks, identified above, have been reported to the District Disaster Coordinator for consideration.

Known barriers to undertaking flood mitigation works include:

- Financial constraints and technical expertise to assist in more complex mitigation activities for example flood studies; and
- Potential conflicting priorities when considering development vs mitigation.

9.4 Mitigation of Critical Disaster Risks

Treatment Action Plans for the mitigation of the above critical disaster risks have been developed and are progressively monitored and reported at the Local Disaster Management Group meetings.

9.5 Environmental Disaster Risks

Whilst risk mitigation involves measures taken in advance of a disaster aimed at decreasing or eliminating its impacts on the community and the environment, environmental health prevention and mitigation involves regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated.

A hazardous event creates environmental health risks directly through either a short or long term disruption of basic services (such as potable water supply, sanitation, waste management services and/or power supply) or through damage to critical infrastructure, businesses and dwellings.

The following table identifies environmental health hazards relevant to the regional area:

HAZARD	IMPACTS							
	Food	Water	Shelter	Disease	Public Health	Environment	Controlled Activities	Public Safety
Storm or Cyclone	✓	✓	✓	✓	✓	✓	✓	✓
Flood	✓	✓	✓	✓	✓	✓	✓	✓
Fire	✓	✓	✓	✓	✓	✓		✓
Hazardous Material Incident		✓	✓			✓	✓	✓
Infectious Disease (Animal)	✓	✓			✓			
Infectious Disease (Human)	✓	✓	✓	✓	✓			
Pollution incidents	✓	✓	✓	✓	✓	✓	✓	✓

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HAZARD	IMPACTS							
	Food	Water	Shelter	Disease	Public Health	Environment	Controlled Activities	Public Safety
Earthquakes	✓	✓	✓	✓	✓	✓	✓	✓
Interruption to Power	✓	✓	✓	✓	✓		✓	✓
Interruption to Water	✓	✓		✓	✓		✓	
Interruption to Sewerage		✓		✓	✓	✓		
Terrorism	✓	✓	✓	✓	✓	✓	✓	✓

Council acknowledges that not all threats can be known and as such this plan ensures that key issues in responding to public health emergencies have been identified and that appropriate planning is carried out and sufficient measures put in place to minimise the potential impacts from such events.

The following table sets out environmental health hazards relevant to other agencies or groups:

HAZARD	IMPACTED AGENCY / GROUP						
	Water (Sunwater)	Infectious Disease (Qld Health)	Refuse Disposal (Contractor)	Vermin & Pest Control (Contractor)	Disposal of Dead Animals (DPI)	Removal of Human Remains (QPS)	Safe Disposal of Hazardous Material (QFD & DETSI)
Storm or Cyclone	✓	✓	✓	✓	✓	✓	✓
Flood	✓	✓	✓	✓	✓	✓	✓
Fire	✓	✓	✓	✓	✓	✓	
Hazardous Material Incident		✓	✓			✓	✓
Infectious Disease (Animal)			✓		✓		
Infectious Disease (Human)	✓	✓	✓	✓	✓	✓	
Pollution incidents	✓	✓	✓	✓	✓	✓	✓
Earthquakes	✓	✓	✓	✓	✓	✓	✓
Interruption to Power	✓	✓	✓	✓	✓		✓
Terrorism	✓	✓	✓	✓	✓	✓	✓

The Disaster Risk Register – identified as Appendix 4 LDMP Sub Plan (8) – identifies Council's disaster management planning arrangements. It provides a descriptive measure of the likelihood, consequence and overall risk rating of natural disasters and other disasters that may affect the regional area.

Environmental Health responses will be controlled by the Director of Engineering Services or delegate and coordinated by the Principal Officer Environmental Health.

Command and control of teams in the field will rest with the highest ranking officer of the environmental health team unless otherwise specified by the Director of Engineering Services.

In the event of a major hazardous event occurring e.g. flooding, major traffic accident; the Local Disaster Coordinator will inform the Director Engineering Services who in turn will inform the Environmental Health Department of staff requirements.

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SECTION 3 – PREVENTION

10 Prevention

Prevention is defined as *activities and measures to avoid existing and new disaster risks. Prevention (i.e., disaster prevention) expresses the concept and intention to completely avoid potential adverse impacts of hazardous events. While certain disaster risks cannot be eliminated, prevention aims at reducing vulnerability and exposure in such contexts where, as a result, the risk of disaster is removed* (Australian Disaster Resilience Glossary).

This plan will address and provide prevention strategies for effective disaster management through prevention planning for specific threats and hazards, mitigation and education. Details of the actions to be undertaken or considered by each agency are included in the specific duty cards prepared for each identified hazard.

The plan aims to identify community awareness programs that will assist the community in preparing for a disaster event and actions required to reduce or eliminate the impacts or effects of a disaster through the operations of the LDMG, other responsible agencies and community input.

The plan also aims to identify mitigation measures that will assist the community by reducing the incidence or impact of disasters through the operations of the LDMG, other responsible agencies and community input.

10.1 Building Codes and Building-Use Regulations

Goondiwindi Regional Council assesses building applications against the Queensland Development Code and the *Building Act 1975*, the *Building Regulation 2021* and the *Building Code of Austr*alia. Specifically, in respect of the critical disaster risk in the Goondiwindi Regional Council area, urban and rural flooding, floor heights necessary to provide flood immunity are applied according to QDC MP 3.5 Construction of Buildings in Flood Hazard Areas. This provides for the following criteria:

- **Performance Requirement: Design and construction of buildings - P1:**

  A building must be designed, constructed, connected and anchored so that, in the event of a flood up to the DFL, it—

  (a) resists flotation, collapse or significant permanent movement, resulting from—
  - *(i) hydrostatic action; and*
  - *(ii) hydrodynamic action; and*
  - *(iii) erosion and scouring; and*
  - *(iv) wind; and*
  - *(v) any other action; and*

  (b) safeguards occupants and other people against illness and injury caused by flood water affecting the building.

- **Acceptable Solutions: A1**

  The building complies with sections 2.3, 2.5 - 2.8 and section 2.10 of the national flood standard, and—

  (a) if the building is a class 1 building and the local government has declared, under section 13 of the Building Regulation 2006, the finished floor level for a class 1 building—the finished floor level of the building complies with the level declared; or

  (b) otherwise—the finished floor level of the building complies with section 2.4 of the national flood standard.

  Note—

  Where A1 does not apply (refer to the provision in this part with the heading 'Limitations'), an alternative solution will be required in order to ensure it complies with P1. To formulate an alternative solution, the services of a competent person may be required.

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Current building codes and all regulations for Council's area of responsibility are contained in the Planning Scheme. All future building codes and approvals will take into consideration previous natural disasters and flood studies to prevent future development in flood prone areas.

10.2 Legislation

Council has considered & referred to the following legislation and policy in completing its disaster management plan.

- *Agricultural Chemicals Distribution Control Act 1966*
- *Dangerous Goods Safety Management Act 2001*
- *Disaster Management Act 2003*
- *Environmental Protection Act 1994*
- *Exotic Disease in Animals Act 1981*
- *Health Act 1937*
- *Sustainable Planning Act 2009*
- *Local Government Act 2009*
- *Police Powers and Responsibilities Act 2003*
- *Public Safety Preservation Act 1986*
- *Queensland Fire Services Act 1990*
- *Queensland Ambulance Service Act 1991*
- *State Planning Policy 1/03 mitigating the adverse impacts of flood, bushfire, and landslide*
- *Water Act 2000*
- *Workplace Health and Safety (Miscellaneous) Regulations 1995*
- *Any other relevant legislation*

10.3 Public Education and Information

Public education and public information are two separate functions within the context of the Plan.

10.3.1 Public Education

In accordance with the *Disaster Management Act 2003* Section 30(1)(e) the LDMG must ensure that the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to and recovering from a disaster.

As part of the general preparedness strategies of this plan, responsible agencies will conduct ongoing public awareness and education in relation to preparedness measures that can be taken to limit the effects of a disaster. National Emergency Management Australia (NEMA) and Queensland Reconstruction Authority, through the Get Ready Queensland Funding Program, produce a number of information booklets and brochures as well as online material that the LDMG will make available to residents through its public education strategy.

As part of the ongoing review and assessment of plans, LDMG members will provide details as to education programs and initiatives that have been conducted during the assessment period or those that will be required or conducted in the future.

The LDMG will prepare and endorse an annual **public awareness strategy** to guide public education activities. Specific actions from this strategy will be transferred to the LDMG Action Plan list for monitoring.

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Included in this program are the following:

(a) Publications explaining flooding and emergency procedures.

(b) Preparations of media releases explaining flooding preparedness and emergency procedures.

(c) Publications prepared by statutory services detailing the measures that should be taken to prevent, minimise and deal with the effects of emergency situations.

(d) Ongoing media campaign to encourage the public to "be aware".

(e) Ongoing public awareness campaign of the need for individual prevention and preparedness actions and strategies such as emergency kits, stocking of non-perishable food and water supplies.

(f) The emergency alert system, AusAlert and its operation.

Council will also provide information specific to the residents of the region as to the role of the LDMG and other stakeholders and the operation of the emergency alert system as it is likely to be utilised in this area.

Community preparedness resources available to the LDMG include:

- Get Ready Queensland, education materials
  https://www.getready.qld.gov.au/
- Australian Red Cross, preparing for emergencies
  https://www.redcross.org.au/emergencies/
- Queensland Police Service, news and information
  https://mypolice.qld.gov.au/
- Queensland Fire Department, safety and education resources
  https://www.fire.qld.gov.au/safety-education
- Queensland Health, public health and wellbeing, disaster management information
  https://www.health.qld.gov.au/public-health/disaster
- Other materials as sourced

10.3.2 Public Information

Public information is that information, such as warnings and directions, which are passed on to the public prior to, during and after a Disaster. The Chairman has the responsibility for the dissemination of Disaster Management information to the public, as advised by the Controlling Authority, through the media and other communication networks available.

A range of dissemination methods will be utilised by the LDMG including:

- GRC Website https://www.grc.qld.gov.au/
- GRC Disaster Dashboard https://dashboard.grc.qld.gov.au/
- Social Media
- Mail out / Letterbox drops
- Newspaper, Radio / Television
- School Newsletters
- Target Group Information Sessions
- Local Businesses / Organisations and Group Networks
- AusAlert and Australian Warning System Alerts

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When the LDMP is activated, the Chairman of the LDMG is the official source of public and media information. All outside media inquiries are to be directed to the Deputy Chairman or Media Liaison Officer as the delegate for this role.

A Facebook page was used to good effect to inform residents during the January 2011 floods, and one of the most satisfying outcomes of this form of communication was the excellent response by young people who are particularly conversant with Face Book as a means of "keeping in touch". A link to the Goondiwindi Regional Council Facebook Page is available on Council's website www.grc.qld.gov.au

Refer LDMP Section 4 (Preparedness) - for further information relating specifically to Emergency Warnings and Alerts.

10.4 Insurance Incentives / Disincentives

There is currently limited insurance cover carried on Council infrastructure; however, it is understood that the Queensland and Commonwealth Governments are actively investigating the options for future insurance cover against a range of natural disasters.

Goondiwindi Town Levee Banks

The January 2011 flood event saw record river heights for the Macintyre River system, specifically at Goondiwindi. The levee banks protecting the town of Goondiwindi were not breached during this event and their integrity has remained firm since their original construction in 1956. Council is committed to a regular maintenance program with respect to the Goondiwindi Town levee banks.

Whilst the residents and properties located in the Town of Goondiwindi are afforded protection by these levee banks, it should be noted that any breach or failure may result in potential impact for landowners.

Specific lands afforded protection by the levee banks will be noted on the reply to any rate searches requested.

10.5 Land Use Management Initiatives

Council's Planning Scheme, Common Policies, Stock Route Network Management Plan, and Pest Management Plan will all impact on disaster management and exemptions may need to be considered during emergency management planning and responses.

As noted in 10.3.2 (above), development is discouraged in flood-prone areas as defined by the requirements of the Queensland Development Code.

10.6 Mitigation Initiatives

As the community changes and evolves there will be a corresponding effect on the local environment and the needs of the community during disasters. The LDMG is responsible for ongoing review and assessment of the Local Disaster Management Plan and community needs and as such will identify areas in which mitigation measures can be implemented or proposed to limit the effects of disasters.

The continued identification of mitigation measures will be a key responsibility of the LDMG under this plan and will be completed through the review of hazards and planned treatments at every meeting of the LDMG. Wherever possible the LDMG will utilise resources of the Natural Disaster Resilience Program (NDRP) to undertake studies to identify possible mitigation strategies and to assist in implementing such strategies.

Regular communication with comparative disaster management agencies from New South Wales will also play an important role in determining preventative measures to deal with hazards.

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SECTION 4 – PREPAREDNESS

11 Preparedness

Preparedness is defined as *the knowledge and capacities developed by governments, response and recovery organisations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current disasters* (Australian Disaster Resilience Glossary).

Preparedness plays a vital role in the ability of the community to respond to and recover from the various disasters and threats that impact on the community. Specific preparedness measures apply to each individual threat/disaster type and are included in the various agencies duty cards included in the operational guide.

The plan aims to identify community awareness programs and organisational procedures that will assist the community in preparing for a disaster event.

11.1 Event Co-ordination

Managing events from a designated and centralised location provides a more coordinated response to an individual situation and allows for better use of available resources.

11.1.1 The identified Local Disaster Co-ordination Centre (LDCC) is located at:

a) Primary Site

Goondiwindi Regional Council Training Rooms
54 Bowen Street
Goondiwindi Qld 4390
Contact phone number: 07 4671 7400

The alternative location in the event of the main LDCC being affected by a disaster event is:

b) Secondary Site

Goondiwindi Regional Civic Centre
100 Marshall Street
Goondiwindi Qld 4390
Contact phone number: 07 4671 7400

Equipment required to operate the LDCC will be stored at the primary location wherever possible so it can be maintained in a basic state of readiness. Checks of equipment and readiness of the LDCC form part of preparedness planning and will be conducted on a regular basis and during meetings of the LDMG when preparing mandatory reports for the District Disaster Coordinator (DDC).

If the LDCC is activated the LDCC Manager will bring the LDCC to operational level utilising Council staff and resources as required depending on the situation. This will occur at the Standby Stage. The activation of the Local Disaster Management Plan will automatically activate the LDCC to operational level.

The Local Disaster Coordination Centre logistical information and layout plan are included in the LDCC Standard Operating Procedures Manual.

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11.1.2 The LDCC is responsible for:

(i) The co-ordination of operations;

(ii) The dissemination of public information through the appropriate media outlets; and

(iii) The co-ordination with and reporting to the relevant District and State Agencies.

11.1.3 The Local Disaster Coordinator will be responsible for:

(i) Activation of the LDCC;

(ii) Operation of the LDCC;

(iii) Staffing to required levels; and

(iv) Training of staff

The Local Disaster Coordinator has established a set of Standard Operating Procedures, including duty statements, tasking logs and other related documents, to ensure the efficient establishment and operation of the Local Disaster Co-ordination Centre (LDCC).

Refer Appendix 5: LDMP Related Documents - (2) LDCC Standard Operating Procedures & Duty Cards

12 Warning and Alert Systems

The LDMG is responsible for ensuring the community knows how to prevent, prepare for, respond to and recover from a disaster. This involves raising awareness of identified threats and how the public should react at an individual and/or household level.

The Chairman of the LDMG (or delegate) is the official source of public and media information for the group's coordination and support activities.

Community members may receive warnings and information from several sources – some official, some not.

12.1 Identifying the Threat

Information concerning potential threats are received from various sources. Some examples are:

a. Bureau of Meteorology advice including early seasonal outlook and specific threat warnings.

b. Local knowledge of threats and events from residents.

c. Information from Local Emergency Co-ordination Committee/s established in the area.

d. District Disaster Coordinator

e. Advice from adjoining LDMGs and Councils.

f. Direct advice from operators of significant infrastructure such as dams.

g. Direct advice from other emergency service organisations responsible for the control of specific threats.

Upon receipt of warnings the LDMG Chair will discuss the threat with the LDC and relevant officers or members of the LDMG to determine the level of threat and action required.

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12.2 Dissemination of Warnings and Alerts

12.2.1 Family, friends and neighbours

Family, friends and neighbours are an extremely powerful source of warning information. However, this information should always be verified through official sources. All community members are encouraged to check on family, friends and neighbours and to share official warnings with them.

12.2.2 Social media, websites and notification services

Facebook is one of the most common social-media platforms disaster management organisations use in Queensland. Searching this platform by organisation name will assist in obtaining relevant information. Social media feeds are available from Severe Weather, Flood, Cyclone Warnings and Emergency Alerts - Disasters and Council's Disaster Dashboard https://dashboard.grc.qld.gov.au/ for those who do not subscribe to social media platforms.

12.2.3 AusAlert

AusAlert is a national warning system that uses the latest technology to send emergency messages by state and territory emergency services organisations and the Australian Government to compatible mobile devices during local and national disasters.

Emergency services organisations can also send messages to landline phones. If there are landlines in the targeted area, they may receive the alert as a spoken message. The Emergency Alert system will only be used in dangerous situations where there is likely to be an impact on human life. It relies on telecommunications networks to send messages and message delivery cannot be guaranteed. Home | ausalert

12.2.4 Australian Warning System

The Australian Warning System (AWS) is a national approach to information and warnings during emergencies and disasters. The AWS has been designed based on feedback and research across the country and aims to deliver a more consistent approach to emergency warnings, no matter where you are. It uses a nationally consistent set of icons to show incidents on websites and apps, supported by Call to Action statements.

Watch for the Warnings - Disasters

12.2.5 *Mainstream media (radio, television and newspapers)*

The use of mainstream media is essential for the provision of emergency warnings. Mainstream media channels are generally very proactive in the monitoring of official sources. When disasters loom, or a significant emergency happens, residents will be alerted by the Standard Emergency Warning Signal (SEWS) sound before critical television or radio broadcasts. There are strict rules on the use of this warning signal in Queensland

Upon implementation of this Plan, all official public warnings will be distributed through the LDCC upon approval of the Chairman of the LDMG or their delegate.

The LDMG will decide on the appropriate means of delivering warnings to residents, dependent on disaster type and local conditions, e.g. evacuation to safe housing, etc.

The Goondiwindi Regional Council Disaster Dashboard is an important tool that provides essential information to support local communities before, during and after disaster events. This information includes road closures, power outages, council news, rainfall and river heights and weather warnings. The interactive map and access to emergency services and Bureau of Meteorology social media feeds ensure that the community has access to the most up to date information available.

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To complement the dashboard, full use will be made of print media, local radios, commercial radio and television outlets. During periods of activation Council will ensure that ABC local radio (92.7FM, 774AM) is provided with regular updates. Local Tourist radio (88.0FM) will also broadcast dedicated messaged concerning warnings and alerts. Residents are encouraged to acquire battery operated radios and to ensure they can access these warnings when appropriate. Council will ensure that warning information is distributed to residents as a part of any public education activities.

Updates regarding threats of flooding may also be posted on community noticeboards that have been erected at significant gathering points in the various major towns.

The following table documents the agencies responsible for the dissemination of warnings and alerts to vulnerable persons / populations.

Vulnerable Persons / Population	Potential Warning Method	Agency Identified as Primarily Responsible for Dissemination of Warning/s
General Population	▪ Australian Warning System ▪ AusAlert ▪ Media Releases	▪ Lead Agencies will issue AWS/AusAlert warnings subject to the identified threat via multiple methods of dissemination. ▪ LDMG to formally request through DDMG; DDC / SDCC Authorisation Required ▪ LDMG via media contact lists
	▪ Door Knocking	▪ QPS with assistance from SES and GRC
	▪ Public Address System	▪ QPS, SES or GRC vehicles in the threat area
	▪ Variable Message Sign	▪ GRC; Queensland Transport (primary highways)
	▪ Community Notice Boards	▪ GRC
	▪ Letter Drop (target population in potential threat area)	▪ GRC
	▪ Email	▪ LDMG via contact lists
	▪ Disaster Dashboard	▪ GRC Dashboard
Hospitals, Aged Care Facilities	▪ AusAlert ▪ Direct Call / Email	▪ LDMG via contact lists ▪ Darling Downs Health ▪ Department of Health (Aged Care) ▪ Individual Aged Care Facilities in the threat area
School, Day Care Facilities	▪ AusAlert ▪ Direct Call / Email	▪ LDMG via contact lists ▪ Department of Education & Training ▪ Relevant Day Care Centre in the threat area
Local Businesses	▪ AusAlert ▪ Direct Call / Email ▪ Letter Drop	▪ LDMG via contact lists ▪ Local Chamber of Commerce ▪ GRC
Tourists	▪ Via Tourism Operators (Email) ▪ Via Fuel Station Operators (Email) ▪ Via Accommodation Providers (Email) ▪ Variable Message Sign	▪ LDMG via contact lists ▪ GRC

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Vulnerable Persons / Population	Potential Warning Method	Agency Identified as Primarily Responsible for Dissemination of Warning/s
Non – English Speaking	▪ Nominated central point of contact within community for interpretation and distribution to relevant group	▪ LDMG via contact lists
People with a Disability	▪ Methods appropriate to ensure audience understanding	▪ Service Providers
Homeless	▪ Mobile Public Address System at known hot spots	▪ QPS, SES or GRC vehicles in the threat area

13 Capabilities

13.1 Local Disaster Management Group Capability

The LDCC will only be activated upon the instruction of the Chairman of the LDMG in times of disaster or major incidents. The initial request for assistance will come from a Control / Lead Authority as designated in the LDMP Section 5 (Response), or the District Disaster Coordinator or a Queensland State Government Agency.

Refer Appendix 5: LDMP Related Documents - (2) LDCC Standard Operating Procedures & Duty Cards.

13.1.1 Specific Incident Response

The LDMG will develop operating procedures for the identified risks over a period of time. These procedures will assist the LDCC in dealing with the operational aspects of the incident at hand. If the disaster or threat is one that does not have a specific procedure, other procedures will be used as a guide with suitable modifications to meet the particular situation.

13.1.2 Media Releases

All media releases from the LDCC are to be approved by the LDMG Chairman or the Local Disaster Coordinator prior to their release to the media. During major operations, the LDMG Chairman or Local Disaster Coordinator will appoint a Media Liaison Officer to assist in this process.

13.1.3 Communications

During operations numerous calls are received from various sources, requesting assistance or information, therefore there is a need to establish early in the operation, communications guidelines. These are as follows:

i.) General telephone contact number for the LDMG and publication of these numbers.

ii.) The telephone number for the LDMG Chairman should not be given out, except to the DDC, QPS, SDC and SDCC. This will prevent overloading the Chairman's contact number, allowing only direct contact from officials, which allows the Chairman to make outgoing calls.

iii.) Where adequate telephones are installed, designate one telephone as a silent number.

iv.) Where mobile phones are used, arrangements need to be made to provide for alternative means of communication in the event of mobile network failure.

13.1.4 Evacuations

Pre-emptive evacuations as a preparedness measure may be required in some cases for threats and disasters identified in this plan. Because of the complexity and prescriptive nature of dealing with evacuations, a specific Evacuation Sub-Plan has been developed and will be activated on the direction of the Chairman LDMG upon request from the Control/Lead agency or the DDC, as required.

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The Sub-Plan will be implemented by the Evacuation Coordinator who is to be appointed by the Local Disaster Coordinator. The Australian Red Cross is seen as a core liaison in managing the evacuation process in the event of a disaster.

Legislation specific to evacuations is also contained in the *Public Safety Preservation Act 1986, Disaster Management Act 2003, Police Powers and Responsibilities Act 2000, Queensland Fire Services Act 1990, Queensland Ambulance Services Act 1991* and others.

The key pre-emptive evacuation to be considered by the LDMG is the private nursing home located in Goondiwindi. As outlined in Section 2 (Disaster Risk Management) of this plan the facility caters for a large number of high dependency patients and is located in a flood prone area. Specific triggers for notification have been included in the facilities emergency action plan. It is important that the LDMG make contact with this facility at an early stage to ensure the responsible officer is aware of impending threats and is able to stay abreast of developments. This notification action will be added to a duty card of the LDC to ensure it is completed.

13.2 District Disaster Management Group Capability

Assistance may be requested from the DDMG in Warwick, it is therefore expected that early contact will be made with DDC Warwick to make them aware of the situation. Situation Reports (Sitreps) will be made to DDC Warwick at agreed intervals to ensure that preparation for foreseeable requests may be commenced. If outside assistance is required, an official request from the Chairman, or LDC, to DDC in Warwick is required.

13.3 Agency Capability

Disaster response capability for a local government means the ability to provide equipment and a suitable number of persons using the resources available to local government to effectively deal with or help another entity to deal with an emergency situation or disaster in the local government area.

Measurement of response capability by Goondiwindi Regional Council and the relevant agencies in the local government area is determined by operational activation, for example the January 2011 flood, as well as the conduct of desk-top training exercises. All agencies and support groups (such as the SES) are fully aware of the chain of command and the responsibility for the activation of the LDCC in times of emergency, which was evidenced in the January 2011 and found to operate satisfactorily.

Response capability and responsibility may also be included in any sub-plans that are developed. Such plans would clearly identify the agency responsible for the activation of that plan and the agency appropriately resourced to deal with any response.

13.4 Resource Lists

The Preferred Supplier Arrangement Contact List and the Plant Hire Schedule of Rates list are maintained by GRC Engineering Services. These lists are updated annually as part of Council's core business processes.

Offers of Assistance will be recorded by the LDCC, during an event. It is noted that Offers of Assistance will be utilised on an as needs basis.

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13.5 Procurement and Expenditure

Authority to incur expenditure will be performed in accordance with Council's Procurement Policy and Financial Delegations Register. Expenditure outside of these parameters must be authorised by the Local Disaster Coordinator who is familiar with SDRA and DRFA funding requirements.

It is understood that both the Incumbent and Deputy Incumbent have the necessary expertise and / or experience to perform the functions of an LDMG member in accordance with the *Disaster Management Act 2003* on behalf of their respective Agency financial policy and procedures.

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SECTION 5 - RESPONSE

14 Response

Response is defined in the Interim Disaster Management Guideline (The DM Guideline) as:

- *The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.*

The **Lead Agency** will depend on the type of disaster situation, for example, in the event of a pandemic or contagious disease outbreak (or risk thereof), Darling Downs Health is the lead agency. Individual agencies and organisations will have their own plans and procedures in place for response actions or specific standard operating procedures.

The Disaster Risk Register outlines the significant hazards relevant to the Goondiwindi Regional Council area.

Refer Appendix 5: LDMP Related Documents - (6) Disaster Risk Register.

The following organisations have accepted responsibility as lead agencies for operations associated with each hazard.

Hazard	Lead Agency
SEVERE STORM	Council
FLOODING	Council
LEVEE BANK BREACH	Council
FIRES – URBAN / RURAL	Queensland Fire Department
TRANSPORT INCIDENTS	Queensland Police Service
WATER CONTAMINATION	Council
MEDICAL PANDEMICS & EPIDEMICS	Queensland Health
EXOTIC ANIMAL & PLANT DISEASE	Biosecurity Queensland
INFRASTRUCTURE FAILURE	Council
CBR INCIDENTS	Queensland Fire Department

Under this plan, staff will continue to follow their parent organisation chain of command and procedures. The LDMG plays a coordinating role to achieve the best use of available resources by providing advice and guidance to the LDMG Chairman on response strategies and actions. The LDMG Chairman can then call on other agencies and resources that may not be available to the lead or response organisation.

In these situations, Goondiwindi Regional Council will frequently provide a range of support services to the Lead Agency.

In the event of a declared disaster situation, funding becomes available through the State Disaster Relief Arrangements and/or the Disaster Recovery Funding Arrangements. Details as to the operation of these programs are available from the state website and are further integrated into the LDCC operating procedures.

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15 Response Planning

Response Planning plays a vital role in the disaster management process and impacts on the ability of the community to recover from the various disasters and threats that impact upon them. Specific response measures apply to each individual threat/disaster type and so are summarised in the duty cards for identified disaster threats.

In preparing and reviewing this plan, LDMG Members will provide advice to the LDMG Chairman on their organisations response planning and those procedures in place to ensure a coordinated response in times of actual disaster. These details will be included in status reports and in line with legislative requirements, organisations not complying with their obligations will be reported to the State Director, SDMG through the DDC.

15.1 Functional Sub-Plans

15.1.1 Evacuation Sub-Plan

An Evacuation Sub-Plan has been developed and will be activated on the direction of the LDMG Chairman upon request from the Control/Lead agency or DDC as required. The processes and arrangements detailed in the Evacuation Sub-Plan can be implemented in a wide range of scenarios. The sub-plan on activation will be managed by the Local Disaster Coordinator.

15.1.2 Resupply Sub-Plan

A Resupply Sub-Plan has been developed and will be activated on the direction of the LDMG Chairman.

15.1.3 Recovery Sub-Plan

A Recovery Sub-Plan has been developed and will be activated on the direction of the LDMG Chairman.

15.1.4 Communications Sub-Plan

A Communications Sub-Plan has been developed to guide public warnings and internal and external communications.

15.1.5 Other Sub-Plans

At the March 2012 LDMG Meeting, it was resolved that existing plans would be amended where possible to meet the requirements of the planning guidelines without creating additional sub-plans.

15.2 Threat Specific Arrangements

While the response to threat specific events is managed by other agencies, Goondiwindi Regional Council may be required to provide support to these arrangements. Threat specific events for the local government area include:

- Counter terrorism
- Exotic animal/plant disease
- Major traffic accident
- Epidemic or other health issues

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15.3 Emergency Action Plans

Emergency Action Plans have been prepared to detail arrangements for responding to failures of hazardous facilities and infrastructure:

- Coolmunda Dam (owned and operated by Sunwater)
- Glenlyon Dam (operated by Sunwater for the Border Rivers Commission)
- Pindari Dam (operated by the State Water Corporation of NSW [State Water])
- Texas Silver Mine (managed by Department of Environment, Tourism, Science and Innovation)

These plans are available from the nominated agency or company (as listed above).

15.4 Risk Maps

Refer Appendix 5: LDMP Related Documents - (9) Risk Maps.

Queensland Government Mapping Systems

State Government Agency	Mapping System	Description and Website URL
Queensland Reconstruction Authority	Flood Check Interactive Mapping System	The **Flood Check Maps** are an interactive guide to flood lines, imagery, and data and the extent of floodplains in Queensland. https://www.qra.qld.gov.au/maps/flood-mapping
Queensland Government Business Queensland	Flood Check online map	The Flood Check interactive map gives access to a wide range of flood information and data developed as part of the Queensland Flood Mapping program. https://www.business.qld.gov.au/running-business/support-assistance/mapping-data-imagery/maps/flood-mapping
Queensland Government Queensland's Planning System	State Planning Policy Interactive Mapping System	The State Planning Policy Interactive Mapping System shows **Bushfire Hazard Areas** under the "Safety and Resilience to Hazards" TAB https://www.planning.qld.gov.au/planning-framework/mapping
Queensland Government Queensland's Planning System	State Planning Policy Interactive Mapping System	The Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) provides mapping that spatially represents matters of state interest in the planning system through two GIS (Geographic Information Systems) platforms: the State Planning Policy Interactive Mapping System (SPP IMS), which is a standalone mapping system, and the Development Assessment Mapping System (DAMS), which incorporates mapping used for a number of different functions in development assessment https://www.planning.qld.gov.au/planning-framework/mapping

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15.5 Contact Lists

15.5.1 Contact Lists - LDMG Members, Advisory Agencies & Stakeholders

Council maintains a list of contact information comprising LDMG Executive Members and their respective agencies as well as Advisory agencies, their nominated contacts and stakeholders, per the LDMG Group Structure.

Refer Appendix 5: LDMP Related Documents - (3) Contact Lists.

15.5.2 Contact List – Goondiwindi Regional Council Staff

Council maintains a list of contact information for staff which is available on the GRC Intranet.

https://grcqldgovau.sharepoint.com/sites/GRCIntranet

16 Response Activation

16.1 LDMG Activation

The LDMG can be activated in the preparedness, response or recovery stages, dependent upon the disaster type, individual situation and lead time available. The authority to activate the Local Group is vested in the Chairman of the Local Disaster Management Group, or his delegate.

If the LDMG determines that a Disaster Declaration is required, the LDMG Chair will make a request to the DDC accordingly.

The LDMG Chairman, or his delegate, can implement the plan on receipt of:

i.) A warning or an impending threat which in the opinion of the Chairman, or their delegate, would require a coordinated community response, or

ii.) A request from the Control Authority for assistance under the Local Disaster Management Plan.

iii.) At a direction or on request from the DDC.

The **Activation Flow Chart** (over page) outlines the steps taken during activation:

i.) The procedure set out in this flow chart applies only to major events.

ii.) Statutory authorities may request support for incidents and small scale events by making the request direct to the appropriate organisation.

During activation of the LDMG there will be four (4) stages:

These stages are:

i.) ALERT

ii.) LEAN FORWARD

iii.) STAND UP

iv.) STAND DOWN

These stages and associated actions are detailed as follows:

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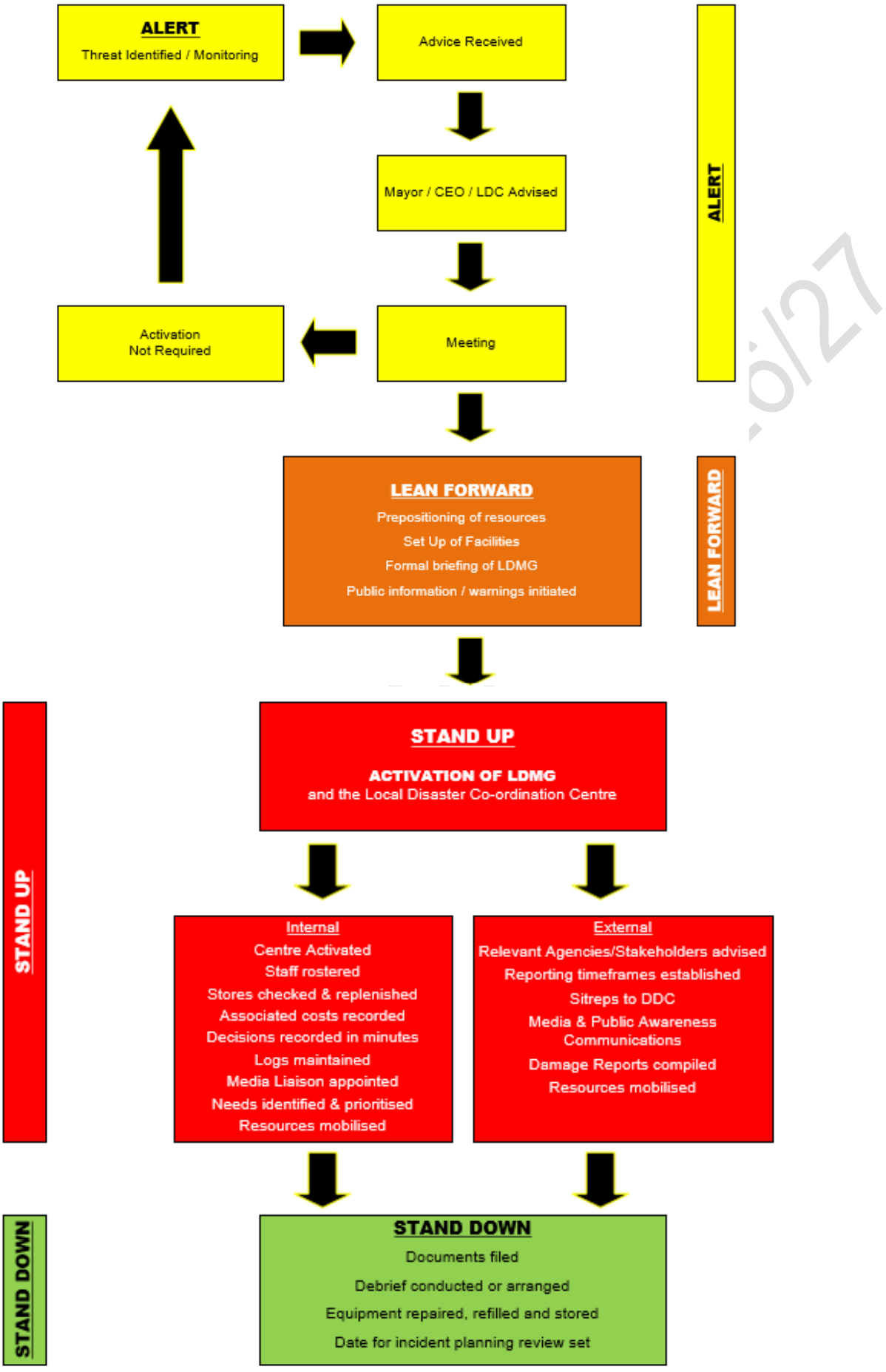
Stage	***Triggers***	***Action***	***Communications***
ALERT	▪ Awareness of a hazard that has the potential to affect the local government area	▪ Hazard and risks identified ▪ Information sharing with warning agency ▪ Chair, LDC, CEO contacts QPS EMC ▪ Initial advice to all stakeholders	▪ Mobile phone and/or remote dial in - Chair, LDC, CEO, QPS EMC
LEAN FORWARD	▪ There is a likelihood that threat may affect local government area ▪ Threat is quantified but may not yet be imminent ▪ Need for public awareness ▪ LDMG is now to manage the event	▪ QPS EMC and LDC conduct analysis of predictions ▪ Chair and LDC on watching brief ▪ Confirm level and potential of threat ▪ Check all contact details ▪ Commence cost capturing ▪ Conduct meeting with available LDMG ▪ Council staff prepare for operations ▪ Determine trigger point to Stand Up ▪ Prepare LDCC for operations ▪ Establish regular communications with warning agency ▪ First briefing LDMG Executive Members ▪ LDC advises DDC of lean forward and establishes regular contact ▪ Warning orders to response agencies ▪ Public information and warning initiated	▪ Chair, LDC and LDMG members on mobile and monitoring email ▪ Ad hoc reporting

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Stage	***Triggers***	***Action***	***Communications***
STAND- UP	▪ Threat is imminent or has impacted ▪ Community will be or has been impacted ▪ Need for co-ordination in LDCC ▪ Requests for support received by LDMG agencies or to the LDCC ▪ The response requires co-ordination	▪ Meeting of LDMG Executive Group ▪ LDCC activated ▪ Rosters for LDCC planned & implemented ▪ Commence operational plans ▪ Local Government shifts to disaster operations ▪ LDMG takes full control ▪ SOPs activated ▪ Commence Sitreps to DDC ▪ Distribute contact details to relevant agencies, as/where appropriate ▪ DDC advised of potential requests for support	▪ Dedicated LDMG phone number and email address established. ▪ Regular briefing / reporting timelines established - Chair, LDC, LDCC, LDMG, GRC, DDC
4. STAND DOWN	▪ No requirement for coordinated response ▪ Community has returned to normal function ▪ Recovery taking place	▪ Final checks for outstanding requests ▪ Implement plan to transition to recovery ▪ Debrief of staff in LDCC ▪ Debrief with LDMG members ▪ Consolidate financial records ▪ Hand over to Recovery Coordinator for reporting ▪ Return to local government business as usual ▪ Final situation report sent to DDC	▪ LDMG Members not involved in recovery operations resume standard business and after hours contact arrangements

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LDMG ACTIVATION FLOWCHART



16.2 Initial Impact Assessment

The LDMG is responsible for initial impact assessment of natural disasters requiring multi-agency response. As set out in Section 4 (Preparedness) the initial responsibility will fall to the lead agency or authority as appropriate (eg QPS for evacuations, Darling Downs Health for outbreaks of contagious diseases or pandemics, etc.).

16.2.1 Initial Survey

The LDMG will appoint local personnel to collect details as to damage to buildings and infrastructure when deemed safe to do so by control / lead agencies.

Agencies participating in the LDCC will also forward such information collected by their organisation to the LDMG for collation.

16.2.2 Initial Report

Besides advising the appropriate Department Regional Officers of the damage estimate, the LDMG Chairman and/or the Local Disaster Coordinator will complete all sections of the Initial Damages & Personal Hardship Report and relay this report to the District Disaster Coordinator, Warwick.

NOTE: It is appreciated that the initial estimates (costs) of damage may not be accurate, but the report must clearly reflect deaths and injuries, actual damage, personal losses and cases of personal hardship resulting from the event to ensure an adequate Local, District and State response.

16.2.3 Follow up Reports

As the recovery process continues, more accurate details of damage, personal losses and hardship will come to hand. This updated information must be relayed to DDC Warwick as early as possible.

16.3 Evacuations

Evacuations may be required in some cases for the threats and disasters identified in this plan. As such, a specific Evacuation Sub-Plan has been developed and will be activated on the direction of the Chairman LDMG upon request from the Control/Lead agency or DDC as required.

The procedures for evacuation are contained in the Evacuation Sub-Plan referred to in Section 5 (Response).

16.4 Accessing Support

If additional resources are required during the response to a specific event, then the lead agency will call upon the appropriate other agencies for assistance.

Private or volunteer organisations (such as the SES) will frequently be so called upon, but the assistance of private companies and individuals may also be accessed.

Any requests for external assistance not able to be resourced through an agencies normal operating procedures are to be coordinated through the LDCC. Where the resources cannot be sourced locally, such requests are to be forwarded to the DDC for consideration/action.

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SECTION 6 - RECOVERY

17 Recovery

Recovery is defined in the Prevention Preparedness, Response and Recovery Disaster Management Guideline [1] as:

- *The taking of appropriate measures to recover from an event, including the action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic and physical wellbeing, and the restoration of the environment.*

The length of the recovery stage will depend on the type and extent of the disaster event and can last from a few hours to months or years.

18 Recovery Planning

Recovery plays a vital role in the disaster management process as it impacts on the community as a whole and can have long lasting effects. These can be positive or negative effects depending on the type and scope of the disaster. Specific recovery measures apply to each individual threat/disaster type and are dealt with as follows:

- In preparing and reviewing this plan, LDMG members will provide advice to the Chairman of their organisation's recovery planning and those procedures in place to ensure a coordinated approach in times of actual disaster.
- The District Disaster Group recovery plan incorporates a wide range of services and will be referred to as soon as possible in the recovery stage.

18.1 Disaster Recovery Functional Plan

Specific recovery arrangements are detailed in the Recovery Sub-Plan.

Refer Appendix 4: LDMP Sub-Plans - (4) Recovery Sub-Plan.

18.2 The Community

It is recognised under this plan that the community plays a vital role in recovery operations. Under this plan, the community will be encouraged to return to normal functioning as soon as it is safe and practical to do so. Areas such as shops, businesses and schools will be supported to allow them to be re-opened as soon as possible or alternate arrangements for their operations established.

18.3 Welfare

An important component of recovery from disaster will involve attending to the welfare needs of the community. As a result, a welfare sub-committee has been formed to address needs for this plan and to assist in managing evacuation and welfare functions.

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[1] Prevention Preparedness, Response and Recovery Disaster Management Guideline

18.4 Recovery Process

18.4.1 Re-supply Arrangements

During times whereby the area becomes isolated as a result of a disaster event, e.g. flood, or supplies are lost, there may be occasions when re-supply of foods and essential items for the community are required.

Under this plan, all requests for re-supply are to be collated and coordinated by the LDMG. The Chairman will then make formal application through the DDC in the required format enclosing all relevant information in accordance with the Queensland Resupply Manual.

Re-supply operations will be conducted in line with the Queensland Re-supply Manual. A re-supply sub-plan has been developed to provide local details to support the application of the guidelines. Queensland Resupply Manual 2024

To ensure the entire community has a sense of ownership and cooperation, roles and tasks should be identified for community members not directly involved in response/recovery roles due to age, injury or other reasons, but wanting to volunteer or assist efforts. This then allows human resources to be deployed to other activities and areas.

18.4.2 Transition Arrangements

As indicated above, recovery operations can be short or long-term in nature dependent on the type and scale of disaster. The LDMG and LDCC cannot continue indefinitely until recovery operations are completed and transition arrangements will need to be determined by the LDMG Chairman in consultation with the LDMG and DDC.

Although there may no longer be the need for the LDMG to be maintained on a continual basis, it may need to continue in a monitoring, review and advisory capacity. When the decision is made to stand down or for transition from the LDMG to another body, the LDMG Chairman will set a timeframe for the next meeting of the LDMG to assess ongoing operations.

18.4.3 Disaster Recovery Funding Arrangements

The new Australian Government Disaster Recovery Funding Arrangements (DRFA) came into place on 1 November 2018.

The DRFA continues the joint Commonwealth/State government funding initiative, providing financial assistance to help communities recover from eligible disasters. State funding for non-DRFA eligible disasters will continue to be administered under the State Disaster Relief Arrangements (SDRA):

- **Disaster Recovery Funding Arrangements (DRFA)** - joint Commonwealth and State Government arrangements that provide a diverse range of funding relief measures following an eligible disaster
- **State Disaster Relief Arrangements (SDRA)** - a wholly State funded program that may be activated for all hazards to provide assistance to alleviate personal hardship and distress.

Queensland Disaster Funding Guidelines detail the activation, eligibility and other requirements for both the DRFA and SDRA within Queensland. Queensland Disaster Funding Guidelines (QDFG) | Queensland Reconstruction Authority

The Queensland Reconstruction Authority manages DRFA and SDRA funding. https://www.qra.qld.gov.au/funding/drfa

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SECTION 7 – APPENDICIES

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Appendix 1	LDMP Distribution List
Appendix 2	LDMG Executive Members
Appendix 3	Specialist Advisors to the LDMG
Appendix 4	LDMP Sub-Plans
Appendix 5	LDMP Related Documents
Appendix 6	Agency Specific Plans

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Appendix 1 – LDMP Distribution List

Organisation	Distribution*
LDMG Executive Members – as per Appendix 2	Electronic Copy
LDMG Advisory Agencies – as per Appendix 3	Electronic Copy
GRC – Local Emergency Coordination Committee Members	Electronic Copy
GRC – Customer Service Centres	Physical & Electronic Copies
GRC – Records Department (file copy)	MAGIQ eDRMS

*The Local Disaster Management Plan is available for viewing on the GRC Website:

https://www.grc.qld.gov.au/council/disasters/management/local-disaster-management-plan

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Appendix 2 – LDMG Executive Members

Organisation / Agency	Position / Role	Responsibilities
Goondiwindi Regional Council (GRC)	LDMG Chairman *In the absence of the identified Councillor the deputy chair or otherwise nominated Councillor shall assume the role of Chairman.*	To manage and coordinate the business of the LDMG and ensure that the group performs its functions; and
Goondiwindi Regional Council (GRC)	Local Disaster Coordinator *In the absence of the CEO the person delegated by the CEO shall assume the role of deputy local controller.*	To chair LDMG meetings and to provide the link between the LDMG, the Council and the DDC (Warwick District).
Goondiwindi Regional Council (GRC)	Director of Engineering Services Manager of Works	To coordinate disaster operations for the group; to provide expert advice and support to the Chair and LDMG; to report regularly to the LDMG about disaster operations; to ensure that any strategic decisions of the LDMG, about disaster operations, are implemented.
QLD Police Service (QPS)	Officer in Charge – Goondiwindi	Liaison between the agency and the LDMG.
Queensland Fire Department (QFD)	Area Manager, Warwick Area, Rural Fire Service Queensland	Liaison between the agency and the LDMG.
QLD Ambulance Service (QAS)	Officer in Charge – Goondiwindi Officer in Charge – Inglewood	Liaison between the agency and the LDMG.
Darling Downs Health (DDH)	DON/Facility Manager – Goondiwindi Hospital DON/Facility Manager – Texas Hospital	Liaison between the agency and the LDMG.

It is a mandatory requirement for all Executive Members of the LDMG to participate in the Queensland Disaster Management Arrangements (QDMA) Course. Upon completion of the course, the Local Disaster Coordinator should complete the LDMG Member Induction Checklist to ensure that each member is aware of and prepared for their obligations.

Refer Appendix 5: LDMP Related Documents - (3) Contact Lists

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Appendix 3 – LDMG Advisory Agencies and Stakeholders

The following members, whilst not regarded as LDMG Executive Members, may be called upon to give specialist advice about the role and capabilities that their organisation may be able to provide to the LDMG. *This list is indicative not comprehensive.*

LDMG Advisory Agencies	Stakeholders
Care Goondiwindi	Aged Care Facilities – Kaloma Home for the Aged
DDH Darling Downs Health – Inglewood Hospital	Australian Red Cross
DDH Darling Downs Health – Emergency Preparedness	Church Groups
Department Education	Community Groups
Department of Families, Seniors, Disability Services and Child Safety	Department of Primary Industries
DTMR Department of Transport & Main Roads	DD West Moreton PHN
QFD Queensland Fire Department	Essential Energy
QPS Queensland Police Service DDC	Local / Regional Welfare Groups – Blue care; Lifeline
QPS Queensland Police Service EMC	Moree Plains Shire Council
Sunwater	NSW SES State Emergency Services
SES State Emergency Services Queensland	Telecommunications – NBN Co Ltd Telstra
	Department Environment, Tourism, Science & Innovation

*Relevant stakeholders will be advised via email notification of any updates made to the Disaster Management Plan.

Refer Appendix 5: LDMP Related Documents - (3) Contact Lists

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Appendix 4 – LDMP Sub-Plans

Reference No.	Document Title	Document Description
(1)	Evacuation Sub Plan	A sub-plan designed to support the Disaster Management Plan with respect to the requirements for the provision of emergency welfare services in response to a disaster event.
(2)	LDMG Communications Sub Plan	▪ Emergency Alert (AusAlert) System polygons and messages ▪ Templates for Public Warnings / Messages ▪ Community Education Action Plan
(3)	Resupply Sub Plan	A sub-plan designed to support the Disaster Management Plan with respect to the resupply of isolated communities, rural properties and / or stranded persons in response to a disaster event.
(4)	Recovery Sub Plan	A sub-plan designed to support the Disaster Management Plan with respect to the necessary procedures and arrangements to manage disaster recovery operations.

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Appendix 5 – LDMP Related Documents

Reference No.	Document Title	Document Description
(1)	Inglewood Flood Evacuation Operational Plan	Inglewood Flood Evacuation Operational Plan presents response options for the evacuation of Inglewood in response to a flood. It is based on information known to the LDMG at the time of development and may require some adjustment when being implemented in an actual event. As such its contents should be applied flexibly and with regards to the specific conditions at the time of activation. No elements of this plan are intended to limit the options available to the LDMG.
(2)	LDCC Standard Operating Procedures and Duty Cards	The Local Disaster Coordination Centre SOPs document is designed to support the implementation of the Disaster Management Plan with respect to establishing and operating the Local Disaster Co-ordination Centre (LDCC). A series of checklists detailing actions / tasks to be undertaken or considered by an Agency in the event of a specific disaster incident have been prepared
(3)	Contact Lists	These contact lists provide details of Group Members, Advisors and related Stakeholders. ▪ LDMG Members, Advisors and Stakeholders ▪ LECC Inglewood ▪ LECC Texas
(4)	Flood Response Procedures	A series of Fact Sheets, which set out the procedures relating to a flood event in the region's major towns of Goondiwindi, Inglewood and Texas.
(5)	Goondiwindi Major Flood Stage Prediction Tool *(PDF Report & EXCEL Spreadsheet)*	Goondiwindi Regional Council commissioned BMT to investigate a simple flood prediction system, which can be used by council staff during future flood events to predict flood levels at Goondiwindi. BMT has subsequently developed a simple flood prediction tool to predict peak flood levels at Goondiwindi for moderate and major events The flood prediction tool is a spreadsheet (provided separately to the report). A recommended procedure for the application of the tool has been provided within the report, and the spreadsheet-based tool also provides directions on how it should be used.
(6)	Disaster Risk Register	The Disaster Risk Register was prepared by consultant QRMC Risk Management Pty Ltd, as part of the NDRMP.
(7)	Measurement of Response Capability Register	The Measurement of response capability was prepared by consultant QRMC Risk Management Pty Ltd, as part of the NDRMP.
(8)	Natural Disaster Risk Management Study	A review of hazards and sources of risk with reasonable potential to impact the communities of the GRC local government area; analysis of risks; and identification of treatment options/strategies to reduce the likelihood and/or impact of the risk, including consideration of existing control or mitigation measures.

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Reference No.	Document Title	Document Description
(9)	Risk Maps	<u>Flood Risk Map – Town of Inglewood</u> Flood Risk Maps has been prepared for the Town of Inglewood, which is an indicative representation of known historical data (i.e. 1976 Flood); as such the Flood Risk Maps will be limited to broad based decisions only. <u>QRA Flood Risk Maps – Rural Towns</u> The Queensland Reconstruction Authority (QRA) have commissioned flood mapping or rural townships within the Goondiwindi Regional Council local government area, based on historically know data.
(10)	The Bureau Flood Warning Network Map ▪ Border Rivers (Macintyre / Weir) Basin	A Bureau of Meteorology Map showing the Border Rivers (Macintyre / Weir) Basin Flood Warning Network, as at 30/10/20.
(11)	LDMG – Terms of Reference	An overview of the LDMG role, functions, membership, meetings as set out under the *Disaster Management Act* 2003 (the Act).
(12)	GRC Business Continuity Plan	The plan is to be used to facilitate continuity of the Goondiwindi Regional Council's business services and includes recovery of infrastructure in the event of human, technological or natural disaster. The Business Continuity Plan is closely linked to Council's Disaster Management Plan. Collectively these plans are important to achieving business continuity through planning, risk mitigation and the timely response to and recovery from serious incidents
(13)	GRC Disaster Management Focus Areas	An overview of the GRC disaster management priorities and activities for the current financial year.
(14)	Vulnerable Persons in High-Risk Areas	The Plan is specific to the effective management of the evacuation of identified vulnerable persons in high-risk areas in our region in a flood specific event.

The documents listed in Appendix 5 are identified as Operational Guidelines developed to support the Disaster Management Plan. These documents are administrative and do not require adoption by Council, therefore they are not subject to the requirement to be provided to residents requesting a copy of this plan.

The Local Disaster Management Plan and Appendices (related documents), are saved in Council's records management system MAGIQ.

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Appendix 6 – Agency Specific Plans

Reference No.	Document Title	Document Description
(1)	Queensland Fire Department	Bushfire Risk Mitigation Plan March 2026-2027 Goondiwindi Regional Council The purpose of this Bushfire Risk Mitigation Plan (BRMP) is to identify and record high-risk localities, high-risk hotspots and planned mitigation actions to reduce bushfire risk to the community within the Goondiwindi Regional Local Government Area (LGA) as assessed by the Area Bushfire Management Committee Warwick. MAGIQ Document ID 1017829
(2)	Sunwater	**Emergency Action Plans for Coolmunda & Glenlyon Dams** The plans cover: ▪ emergency conditions evaluated within Sunwater's Dam Safety Management Program ▪ details about the dam that are relevant to an emergency condition ▪ triggers for activation of a tiered response to emergency conditions ▪ roles and responsibilities in responding to an emergency event ▪ notification and communication protocols ▪ inspection, monitoring, and reporting protocols during emergencies ▪ other relevant information that may assist with identifying the area affected by an emergency event, and ▪ the management of emergency events at the Dam. **Coolmunda Dam** EAP (Issue 9.1) September 2025, Expiry 1 July 2029 MAGIQ Document ID 989279 **Glenlyon Dam** EAP (Issue 8.1) September 2025, Expiry 1 April 2027 MAGIQ Document ID 996936
(3)	Texas Silver Mine	**Incident Action Plan** *(Department of Environment, Tourism, Science & Innovation)* The plan covers the release of mine affected water from storage structures. MAGIQ Document ID 677036; 1009494 **Emergency Management Response Plan** *(Taler Resources)* The plan provides a planned, structured, coordinated response to emergency situations at the Texas Silver Mine. MAGIQ Document ID 950363
(4)	Kaloma Home for the Aged	**Emergency Action Plan for Off-Site Evacuation** This document informs stakeholders including the Local Disaster Management Group as to strategies and procedures Kaloma has in place in the event of a potential or real disaster occurring. MAGIQ Document ID 974632 (EAP as at 10/07/2025)
(5)	Darling Downs Health	**Heatwave Sub Plan & Action Plan** The Sub Plan provides the framework for management of Heatwave events by Darling Downs Health (DDH). The DDH Action Plan outlines the key triggers, responsibilities and actions required during a heatwave event. MAGIQ Document ID 988300

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GRC Disaster Management Focus Areas 2025/2026

Activities Delivered as at 30 June 2026

INTELLIGENCE				
FOCUS AREAS	**OBJECTIVE**	**REFERENCE**	**PERFORMANCE INDICATORS**	**STATUS**
1. Flood Studies & Evacuation Planning Arrangements *(ongoing)*	*Identified impact areas & trigger points*	Local Recovery Action Plan (November 2021); and Regional Resilience Strategy	▪ Flood Studies for Inglewood, Yelarbon and Goondiwindi commissioned and completed. ▪ Updates to DM Planning documents and arrangements to reflect new intelligence. ▪ Development of education resources/materials to communicate Lidar Survey & Flood Study intelligence to the community.	*The consultant met with Council (Workshop 08/07/26) to provide an overview of the flood study findings with a view to completing evacuation planning arrangements thereafter.*
2. Local Response Strategies *(ongoing)*	*Apply community led solutions to planning to improve capability and resilience across the region.*	Local Recovery Action Plan (November 2021); and Regional Resilience Strategy	▪ Case Studies of locally driven communication solutions - Texas Communication Pathways - Whats App Group - Inglewood Assembly Point E-Registration - UHF	*An All-Hazards Approach Texas Town Profile was developed to capture historical data and document local knowledge, including the locally driven communication solutions.* *<u>Additional Comments</u>:* *The Texas Local Emergency Coordination Committee (LECC) played a vital role in formulating the Texas Town Profile.* *Several Workshops and follow up sessions were held to record and integrate local knowledge into the current planning documents.* *Outcomes from the work undertaken by members of the committee included:* ▪ *High-risk area map and on-line address profile (held by SES)* ▪ *updated LDCC Checklist* ▪ *Impact matrixes* ▪ *Equipment and contact lists*

GRC Disaster Management Focus Areas 2025/2026

Activities Delivered as at 30 June 2026

MITIGATION ACTIVITIES				
FOCUS AREAS	**OBJECTIVE**	**REFERENCE**	**PERFORMANCE INDICATORS**	**STATUS**
3. Levee Bank Protection Works Goondiwindi	*Stabilise the levee foundation*	Local Recovery Action Plan (November 2021); and Regional Resilience Strategy	▪ Principal Contractor awarded (This project is still in the design and procurement phase with a principal contractor likely to be awarded in quarter 1 2026). ▪ Levee bank protection works completed	▪ *QRA funded project to stabilise the Macintyre Levee Bank – covering the section of levee banks from Boyle Street to the Yambocully pumps (approx. 1.5km). Tenders were called for the project and the contract for this project has subsequently been awarded to Georgio Bradey Joint Venture (GBJV). Awaiting on NSW planning approval for the laydown area.* ▪ *Sheet piles have been ordered and due for delivery around September. There may be some impact to walking tracks at different intervals throughout the project however detours will be put in place to minimise disruption as/where possible. Any potential impacts to the community during the project works will be communicated to the community accordingly.* ▪ *Works have been modelled so not anticipating any adverse impacts arising from a flood event or as a result of the project.*
4. Installation of Flood Sensors	*Timely operational data on crossing depths for staff whilst reducing OHS risks*	Local Recovery Action Plan (November 2021); and Regional Resilience Strategy	▪ Accurate & timely operational data for staff ▪ Reduction in requirement to enter flood water to monitor crossings	▪ *Council is trialing flood monitoring sensors on floodways that rise quickly during local rainfalls events.* ▪ *In this trial phase, 10 flood sensors have been installed, sensor data is being collected and utilized internally for operational purposes at this time.* ▪ *Potential to share data with emergency service agencies for operational purposes; and a possible extension of the program to other identified trouble spots is being considered.*

GRC Disaster Management Focus Areas 2025/2026

Activities Delivered as at 30 June 2026

COMMUNITY ENGAGEMENT

FOCUS AREAS	OBJECTIVE	REFERENCE	PERFORMANCE INDICATORS	STATUS
5. Community Education Program *(Ongoing)*	*Improved awareness, planning and resilience building*	Community Education Action Plan	▪ Continuation of school-based activities program across the region (big map) ▪ Ongoing engagement with local community groups across the region e.g. Community Consultative Meetings ▪ Ongoing community awareness and resilience building activities relating to PPRR for severe storm, floods and bushfire.	*Schools Program:* ▪ *Texas Under 8s* ▪ *Goondiwindi State School Yr 5* ▪ *Inglewood Under 8s* *Community Floor Map Presentations:* ▪ *Sunwater Open day Inglewood* ▪ *Lifestyles Program with SES Inglewood* ▪ *QPS Flood awareness session* *Get Ready QLD Week Activities:* ▪ *Library Displays (Inglewood, Texas & Goondiwindi)* ▪ *New residents' sessions (floor map)* ▪ *New roadside signage launched to promote travel safety across region – provides QR Codes for travellers to access key resources, including GRC Dashboard, Qld Traffic website, and the NSW Traffic website.*
6. Bushfire Awareness and Planning session/s *(Ongoing)*	*Improved planning & preparedness*	AFMG Bushfire Risk Mitigation Plan	▪ Facilitate Property Fire Management Planning with local community groups at Cement Mills / Traprock / Gore and relevant stakeholder agencies. ▪ Landholders given the opportunity to establish an improved fire management plan for their property.	*Planning carried out for two community events:* ▪ *An information session at Coolmunda Brigade Shed on Tobacco Road in August 2026; and* ▪ *A floor map session at Cement Mills in September/October 2026.*
7. Network/Partnership Building	*Strengthen relationships with key stakeholders*		▪ Maintain and strengthen disaster management and community networks. ▪ Promote consistent messaging across the region (planning and preparedness).	*Community engagement activities were undertaken in partnership with key stakeholders as an opportunity to share expertise; resources and build a community network to promote consistent messaging across the region.*

GRC Disaster Management Focus Areas 2025/2026

Activities Delivered as at 30 June 2026

DISASTER MANAGEMENT PLANS AND ARRANGEMENTS

FOCUS AREAS	OBJECTIVE	REFERENCE	PERFORMANCE INDICATORS	STATUS
8. Review of Public Communications Sub-Plan	*Improved communication*	LDMP and QDM Training Framework	▪ Communications Sub-Plan reviewed and updated to incorporate Australian Warning System (AWS) requirements.	▪ *The LDMG Communications Sub-Plan and prepopulated emergency message templates were updated to incorporate AWS requirements/changes.*
9. Review of Vulnerable Persons Plan	*Revision of process and procedures.*	LDMP and QDM Training Framework	▪ Vulnerable Persons plan updated to reflect consultation and learnings from review. ▪ Outcomes to be tabled at LDMG Meeting	▪ *A review of the Vulnerable Persons Plan was carried out, which included a series of meetings with relevant stakeholders and an LDMG Desktop Exercise 28/10/25.* ▪ *As a result, the Vulnerable Persons Plan was significantly revised to clarify actions, triggers, roles and responsibilities in consideration of inter-agency data sharing requirements and information privacy legislation.* ▪ *The revised plan was endorsed at the LDMG Meeting 24/03/26.*
10. Review of Recovery Sub-Plan	*Revision of process and procedures.*	LDMP and QDM Training Framework	▪ Establish committee of relevant stakeholders to review sub-plan. ▪ Recovery Sub-Plan reviewed and updated. ▪ Outcomes to be tabled at LDMG Meeting	▪ *A review of the Recovery Sub-Plan was carried out by a committee of relevant LDMG stakeholder agencies.* ▪ *The content of the standing sub-plan was migrated into a new QRA template. Other changes made were largely administrative updates.* ▪ *The revised sub-plan was endorsed at the LDMG Meeting 24/03/26.*

GRC Disaster Management Focus Areas 2025/2026

Activities Delivered as at 30 June 2026

DISASTER MANAGEMENT PLANS AND ARRANGEMENTS

FOCUS AREAS	OBJECTIVE	REFERENCE	PERFORMANCE INDICATORS	STATUS
6. Goondiwindi Evacuation Centre Exercise	*Training and revision of processes & procedures*	DM Training Framework; LDMP/Subplans & Evacuation Coordinators Resource Toolkit	▪ Practical exercise to set up Evacuation Centre, test SOPs and duty cards and reporting processes and procedures. ▪ Outcomes used to update operational plans as/where appropriate. ▪ Exercise outcomes reported to LDMG	▪ *The Goondiwindi Evacuation Exercise will be held in October/November 2026 in 2 parts:* - *Desktop Exercise for LDMG Members & Advisors (October 2026) and* - *Practical Exercise for GRC Evacuation Centre Staff (November 2026)*
7. Cross Border Arrangements	*Improved understanding of cross border arrangements & stakeholder agency capabilities*	Event Specific Local Recovery Action Plan (November 2021) & IGEM Recommendations	▪ Ongoing participation in cross border DM meetings as/when opportunity presents. ▪ Continued development knowledge and understanding of DM planning and preparedness arrangements and trigger points.	▪ *Toomelah Community Disaster Preparedness & Resilience Project – Community Consultation Workshop 20/11/25.* ▪ *Border Regional Organisation of Councils (BROC) Cross Border Disaster Exercise (Ex Sentinel) held in Inverell 14/08/25.*

GOONDIWINDI REGION

LOCAL DISASTER MANAGEMENT

DISASTER MANAGEMENT
FOCUS AREAS
2026-2027

GOONDIWINDI REGIONAL COUNCIL

Final Draft 01/06/26

PREVENTION

Mitigation Activities & Risk Management

Activity	
Focus Area:	**Levee Bank Protection Works**
Objective:	*Stabilise the levee foundation*
Performance Indicators:	i. Principal Contractor awarded (This project is still in the design and procurement phase with a principal contractor likely to be awarded in quarter 1 2026). ii. Levee bank protection works completed
Reference:	Local Recovery Action Plan (November 2021); and Regional Resilience Strategy
Budget:	External Funding Grant - QRA

Activity	
Focus Area:	**Flood Studies & Evacuation Planning Arrangements**
Objective:	*Impact areas and trigger points for action are identified*
Performance Indicators:	i. Flood Study outputs for Inglewood, Yelarbon and Goondiwindi have been received ii. Risk Maps have been updated to reflect the new flood data iii. Evacuation Planning for Inglewood, Yelarbon and Goondiwindi has been completed
Reference:	Local Recovery Action Plan (November 2021); and Regional Resilience Strategy
Budget:	External Funding (e.g. QRRRF NDRA, GRQ); and GRC Operational Budget

PREPAREDNESS

Plan Development & Review:

Activity	
Focus Area:	**Evacuation Sub Plan Review and Update**
Objective:	*Ensure the sub plan aligns with the latest flood study and evacuation planning data*
Performance Indicators:	i. Evacuation planning arrangements and routes for Goondiwindi, Inglewood and Yelarbon have been reviewed and updated as/where required. ii. Trigger points and actions have been documented in the sub plan.
Reference:	2026 Flood Studies and Evacuation Planning for Goondiwindi, Inglewood & Yelarbon
Budget:	GRC Operational Budget

Final Draft

Capability Development

Activity	
Focus Area:	**Cross Border Arrangements**
Objective:	*Improved understanding of cross border arrangements & stakeholder agency capabilities*
Performance Indicators:	i. Ongoing participation in cross border DM meetings as/when opportunity presents. ii. Continued development of understanding of how state-based arrangements may impact decision making & the application/operation of those decisions in a cross-border disaster event.
Reference:	Event Specific Local Recovery Action Plan (November 2021) & IGEM Recommendations
Budget:	GRC Operational Budget

Training & Exercises:

Activity	
Focus Area:	**Goondiwindi Evacuation Centre Training Activity**
Objective:	*Exercise Council's response to the activation of the Goondiwindi Evacuation Centre*.
Performance Indicators:	i. Operational procedures exercised and templates, processes and duty cards in the Evacuation Coordinator's Manual reviewed and updated to suit requirements. ii. Roles and responsibilities assigned and documented.
Reference:	Local Disaster Management Plan & Evacuation Sub-Plan
Budget:	GRC Operational Budget

Community Engagement:

Activity	
Focus Area:	**Flood Study Outputs – Communication Key Information**
Objective:	*Inform the community of key information from the new flood study outputs.*
Performance Indicators:	i. Development of education resources to communicate key information/messages to the community from flood study outputs e.g. pre-determined triggers for action. ii. Establish an Action Plan to deliver the key information/messages to the community.
Reference:	Community Education Action Plan
Budget:	Get Ready Queensland Program; GRC Operational Budget and other external funding opportunities as they arise

Activity	
Focus Area:	**Ongoing Delivery of the Community Education Program**
Objective:	Improved awareness, planning and resilience building
Performance Indicators:	i. Continued engagement with local community groups e.g. Community Consultative Meetings ii. Community awareness and resilience building activities - PPRR for severe storm, floods and bushfire. iii. Continuation of school-based activities program including big map and Under8s days.
Reference:	Community Education Action Plan
Budget:	Get Ready Queensland Program; and GRC Operational Budget

Final Draft

RESPONSE

Disaster management response focuses on the immediate actions taken during or directly after an emergency to save lives, protect assets, and stabilise the situation.

The Local Disaster Management Group will coordinate the response operations and tasks and priorities are set accordingly.

RECOVERY

Disaster management recovery focuses on restoring and improving community wellbeing, infrastructure, the economy, and the environment.

The Local Recovery Committee runs in parallel to the Local Disaster Management Group to coordinate and support the recovery process by assessing the consequences of the event and coordinating recovery activities. Tasks and priorities are set accordingly.

RESILIENCE

Resilience Projects & Priorities:

Activity	
Focus Area:	Local Resilience Action Plan (LRAP) Spreadsheet
Objective:	Identify resilience projects that are informed by local risks, priorities and community needs.
Performance Indicators:	i. Suitable projects that have the potential to reduce disaster risk and strengthen recovery capacity are identified and added to the LRAP spreadsheet and endorsed by Council. ii. That the projects address local needs, aligns them with broader strategies, and provides a pathway to seek/secure resilience funding. iii. That the LRAP spreadsheet has been reviewed/updated (annually).
Reference:	Queensland Reconstruction Authority
Budget:	External Funding Opportunities, as they arise.

Note: Councils are responsible for keeping the LRAPs up to date and reflective of current Council resilience building priorities. QRA are the custodians of this data for use when informing future funding decisions.

Links to Corporate Documents (Goondiwindi Regional Council):

- Corporate Plan 2024-2028
- Operational Plan 2026-2027
- Budget 2026/2027
- Local Disaster Management Plan

Final Draft

REPORT DATE:	14 September 2026	**REPORT NUMBER:**	ES029-26
DEPARTMENT:	Engineering Services		
PORTFOLIO HOLDER:	Cr Jason Watts		
REPORT TITLE:	**Request to Remove Trees 30 Sandhurst Street**		
PREPARED BY:	Director Engineering Services – Dion Jones		

SUBJECT:

Council has received a request from the managing agent to inspect and remove trees on Council land in Moffatt Street adjacent to 30 Sandhurst Street (Attachment A). This report is for Council to consider that request.

REPORT:

There are two large fig trees located within the Moffatt Street footpath adjacent to 30 Sandhurst Street, directly beneath overhead power lines. As a result, the portions of the trees beneath the powerlines are regularly pruned by Essential Energy and its contractors. The repeated pruning of only this section of the canopy, whilst the remainder has been permitted to grow unrestricted, has resulted in a significant imbalance in the trees' overall structure and growth pattern, with large branches extending over the adjoining property and reaching as far as the residence.

Council has received a number of requests to inspect these trees over time and it had previously been arranged with Essential Energy for their contractors to remove them as part of planned pruning works, however when Council was advised, they provided feedback that they would like further advice on the trees before they were removed.

Subsequent to this, Essential Energy again planned to remove the trees but changed their internal processes prior to undertaking the works. This change meant that instead of removing ongoing problem trees they would only undertake continuous pruning of these trees.

Staff have now received two phone calls and an email from the managing agent requesting Council inspect the trees with a view to removing them.

The trees were most recently inspected on 23rd June in accordance with Council's Trees on Council Controlled Land (Planting, Removal and Maintenance) Policy with the assessment (Attachment B) recommending that the trees be removed or heavily pruned. It is my opinion that these trees are probably our highest risk trees due to the way they have been continuously pruned leaving all the growth and weight sitting offset from the butt and growing towards the adjacent house. This leaves the trees extremely unbalanced with the weight all on the side towards the private property and house. Over the years we have lost a number of branches off other seemingly healthy fig trees with some causing damage to private property, which Council has had to pay to repair.

Ordinarily, due to the outcome of the inspection in accordance with the policy, and the risk that they pose, I would authorise the removal of these trees however, due to previous concerns raised by Council, it is being brought to Council for a formal decision.

It is therefore recommended, based on the risk these trees pose to the adjoining property, that the two large fig trees adjacent to 30 Sandhurst Street be removed in accordance with Council's Trees on Council Controlled Land (Planting, Removal and Maintenance) Policy

ASSOCIATED RISKS:

Due to the way these trees have been pruned over a long period this has caused these trees to become extremely unbalanced with all the weight on the property side. This presents a high potential risk of the trees, or at least part of them, falling and damaging private property.

The tenant of this property has previously put comments on social media regarding works undertaken and proposed for these trees. The potential for negative feedback about this has caused one local tree company to not want to undertake the works. This has been discussed with the agent and they are willing to take this matter up with the tenant.

FINANCIAL IMPACTS:

Staff have obtained a quote of $7,590.00 (Attachment C) to remove these trees and grind the stumps. This cost has not been specifically budgeted for and will need to come from general maintenance activity numbers. There are also some other large trees to be pruned or remove this year, including those at 8 Frideswide Street that Council has already considered.

CONSULTATION:

Consultation has been undertaken with the managing agent and service providers.

LEGISLATION/LEGAL/POLICY:

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Work Health and Safety Act 2011*
- GRC Capital Works Budget 2026/27
- Council's Trees on Council Controlled Land (Planting, Removal and Maintenance) Policy

OFFICER'S RECOMMENDATION:

That Council remove the two large fig trees adjacent to 30 Sandhurst Street in accordance with Council's Trees on Council Controlled Land (Planting, Removal and Maintenance) Policy

ATTACHMENTS:

Attachment A – Email Request from Managing Agent
Attachment B – Tree Inspection Report – 30 Sandhurst Street
Attachment C – Quote to Remove Trees – 30 Sandhurst Street

Attachment A – Email Request from Managing Agent

30 sandhurst street trees

CL Camille Lowe <camille@sloss.com.au>
To Dion Jones

Reply | Reply All | Forward | ...
Mon 14-09-2026 3:34 PM

This message was sent with High importance.
If there are problems with how this message is displayed, click here to view it in a web browser.

You don't often get email from camille@sloss.com.au. Learn why this is important

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dion Jones
Goondiwindi Regional Council

Dear Dion

Re: Urgent request for tree removal – 30 Sandhurst Street, Goondiwindi

I am writing to request that Council inspect and remove the large trees affecting the property at 30 Sandhurst Street, Goondiwindi.

The trees have grown excessively large, and their branches and root systems are causing damage to the property's roofing and pipes. Due to their size and proximity to the building, simply trimming the branches is unlikely to provide a suitable long-term solution.

We respectfully request that the trees be cut back immediately and completely removed to prevent further damage to the property and its services.

Please contact me on [phone number] or [email address] to arrange access or discuss this matter further.

Thank you for your prompt attention.

Kind regards,

Camille Lowe
Business Development Manager
First National Sloss and Co
D 46711922
M 0400200431
E camille@sloss.com.au

first national REAL ESTATE | Sloss & Co

Attachment B – Tree Inspection Report – 30 Sandhurst Street

Tree Inspection Report

Postal Address
LMB 7
Inglewood QLD 4387

Engineering Services
Ph: 07 4671 7449
Fax: 07 4671 7433

Internet/Email
www.grc.qld.gov.au
mail@grc.qld.gov.au

Internal Document Only – Refer to Council's Trees on Council Controlled Land Planting, Removal & Maintenance Policy GRC0008 which is available on Council's Intranet

Inspection Details:

Inspection Date: 23/06/2026 Inspected by: Phil Starling

Site Details:

Applicants Name: Camille Lowe – First National Real Estate Goondiwindi

Street Address: 30 Sandhurst Street Town: Goondiwindi

Tree Details 1:

Species: Fig Trees

General Tree Condition: Large, out of balance, signs of dead wood in trunks

Does the tree impact on solar panels? ☒ No ☐ Yes *(If yes, do not complete Risk Score)*

Is the tree suspected of poisoning? ☒ No ☐ Yes *(If yes, do not complete Risk Score)*

Is the tree dead? ☒ No ☐ Yes *(If yes, do not complete Risk Score)*

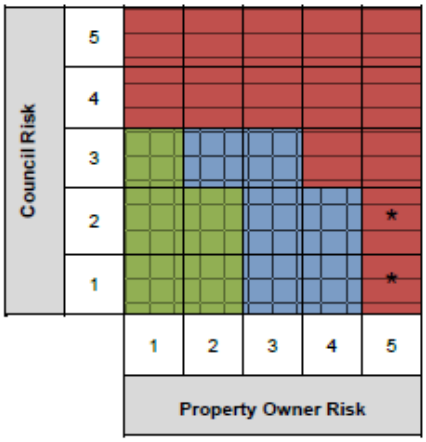
Is the tree within 2 meters of the adjoining property? ☐ No ☒ Yes

Does the tree/s need to be reported to Essential Energy? ☐ No ☒ Yes

Photos taken? ☒ Yes *(email to aleach@grc.qld.gov.au)*

RISK SCORE									
Council Risk						Property Owner Risk			
Pedestrian Risk		Traffic Risk		Infrastructure Risk		Private Property Risk		Private Person Risk	
Very Low	1	Very Low	1	Very Low	1	Very Low	1	Very Low	1
Low	2	Low	2	Low	2	Low	2	Low	2
Medium	3	Medium	3	Medium	3	Medium	3	Medium	3
High	4	High	4	High	4	High	4	High	4
Very High	5	Very High	5	Very High	5	Very High	5	Very High	5

Note: *Risk scores are not cumulative. The highest single score is to be used.*
* *Only the minimum works that are causing the high/very high risk are to be funded by Council. Owners may pay for additional works.*
\# *Inspector requests that an additional inspection be undertaken*



☐ 100% Council funded (refer*)
☐ Remove OR ☐ Prune

☐ 50 / 50 funding
☐ Remove OR ☐ Prune

☐ No action warranted

☐ Additional inspection requested (refer#)

Comments: Large trees have been trimmed away from power lines creating an out of balance canopy. Weight is toward 30 Sandhurst St. Dead wood in main trunks. Have previously been trimmed by Council. Recommend removal or heavy prune.

Attachment C – Quote to Remove Trees – 30 Sandhurst Street

QUOTE

Phil Starling GRC

Date
5 Aug 2026

Quote Number
QU-0437

ABN
76 344 316 435

Bursle's Tree Service
Samuel Bursle
0427255117
PO BOX 958 GDI 4390

Description	Quantity	Unit Price	GST	Amount AUD
30 Sandhurst St. Full removal of large Ficus trees, over fences, house roof and closely adjacent to bare overhead powerlines.	1.00	4,900.00	10%	4,900.00
Removal of above stumps.	1.00	2,000.00	10%	2,000.00
Kind regards, Burse				
			Subtotal	6,900.00
			TOTAL GST 10%	690.00
			TOTAL AUD	**7,590.00**

REPORT DATE:	10 September 2026	**REPORT NUMBER:**	ES031-26
DEPARTMENT:	Engineering Services		
PORTFOLIO HOLDER:	Cr Jason Watts		
REPORT TITLE:	**Request for Budget Amendment – Stormwater Works Short Street, Goondiwindi**		
PREPARED BY:	Director Engineering Services – Dion Jones		

SUBJECT:

Council is requested to consider a budget amendment of $50,000.00 (Ex. GST) to undertake urgently required works associated with the failure of underground stormwater infrastructure in Short Street, Goondiwindi.

REPORT:

On 31 August 2026, Council was notified by a member of the public of a sinkhole that had developed within the maintained road on Short Street, Goondiwindi, adjacent to the Goondiwindi Waggamba Community Cultural Centre. A subsequent inspection by Council staff identified a visual separation of pipe joints of the underground stormwater infrastructure which has resulted in the loss into the pipes of a large quantity of surrounding material creating the sinkhole and presenting a risk to public safety and surrounding assets. The infrastructure failure has also reduced the operational capacity of the stormwater drainage system servicing the area.

To fully assess the condition of the pipelines an inspection was carried out by remote camera which also identified the presence of structural issues including cracking in the pipes themselves.

Council asset management system identifies these pipes as 375mm concrete pipes installed in 1988, which would indicate that they are only approximately a third of the way through their expected minimum 100 year lifespan, however the shorter pipe to the west is actually a ribbed PVC stormwater pipe. This pipe has not been properly sealed where it connects to the inlet pit. The concrete pipes are butt jointed pipes as opposed to the more current standard of rubber ring jointed pipes.

The inspection and condition rating of underground assets is regularly a topic of conversation amongst local government engineers with various approaches taken. Some Councils spend large sums of money on regular inspections, others do representative sampling whilst others simply are reactionary. We generally undertake representative sampling as part of formal revaluations. A representative sample of stormwater assets were inspected two years ago as part of this process. These inspections identified some small issues, some of which were rectified in the previous financial year, however this current issue in Short Street wasn't identified as part of that process.

The sinkhole is considered to be a visible symptom of an underlying structural failure that has likely been developing over an extended period of time. Such failures typically occur as stormwater infrastructure moves and opens the pipe joints, allowing erosion of surrounding soils and formation of underground voids. The emergence of a sinkhole indicates that the structural integrity of the affected area has been compromised and there is potential for further collapse if left unaddressed. This risk is mitigated now, to some extent, by the use of rubber ring jointed pipes which allow some flexibility in joints and also are a sealed joint.

Given the public safety risks associated with additional ground subsidence, together with the potential for damage to Council assets and disruption to stormwater drainage functions, the required works are considered emergency works and should be undertaken as a matter of priority and cannot reasonably be deferred to a future budget cycle. Prompt intervention will minimise risks to road users and prevent further deterioration that may result in significantly higher repair costs.

Proposed works include:

- Excavation and removal of failed stormwater infrastructure.
- Replacement of the two stormwater drainage lines.
- Restoration of bedding and backfill materials.
- Repair of the sinkhole and reinstatement of the affected road pavement and surface.
- Associated traffic management and site safety measures.

A preliminary cost estimate prepared by Council's District Engineer indicates the works can be completed by Council's concrete construction crew for approximately $50,000.00 (Ex. GST). The estimate includes labour, plant, materials, traffic control and ancillary works required to safely reinstate the drainage network. The required pipework is available, and Council's concrete construction crew has the capacity to deliver these works this month.

Given the urgent nature of the infrastructure failure, the associated public safety risks and the potential for further deterioration of Council assets, it is recommended that Council approve a budget amendment of up to $50,000.00 (Ex. GST) for the emergency replacement of the failed stormwater infrastructure and associated repairs.

ASSOCIATED RISKS:

Failure to undertake the proposed works may result in:

- Further collapse of the road surface and surrounding ground.
- Increased risk to motorists, pedestrians and nearby properties.
- Damage to adjacent public infrastructure and services.
- Reduced stormwater drainage capacity during storm events.
- Increased repair costs if deterioration continues.

FINANCIAL IMPACTS:

The emergency replacement of the failed stormwater infrastructure in Short Street was not identified during preparation of Council's 2026-27 Budget and therefore no allocation exists for these works.

Council is requested to approve a budget amendment of up to $50,000.00 (Ex. GST) to establish a project and undertake the required emergency works. The estimated budget is based on advice provided by Council's District Engineer.

CONSULTATION:

Council's Engineering Services Department, including:

- Supervisor Concrete Construction
- District Engineer
- Manager Works

LEGISLATION/LEGAL/POLICY:

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Work Health and Safety Act 2011*
- GRC Capital Works Budget 2026/27
- Asset Management Framework

OFFICER'S RECOMMENDATION:

That Council approve a budget amendment of up to $50,000.00 (Ex. GST) for the emergency replacement of failed stormwater infrastructure and repair of the associated sinkhole in Short Street, Goondiwindi.

ATTACHMENTS:

Nil.